

**Building Blocks for Healthy Babies
Healthy Families, Healthy Communities
Alameda County Public Health Department**

September 10, 2009

**Achieving Health Equity
in Alameda County:
Strategic Intent,
Reinventing MCH &
Advancing Upstream**

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Partnership, Inc.**



Presentation Objectives



- To Ignite and Inspire a Movement for Health Equity in Alameda County Based on the Central Harlem Experience
- To Communicate the Nature of the Work that must be Implemented When the Cameras and Limelight goes Dark

Take a Fresh Look at Harlem





WBLS
107.5 FM
WLBB
107.5 AM

APOLLO

The Infamous
MOB.D.I.
INFP
in sto.
DECEMBER 18

WU-TANG
NEW ALBUM
in stores
DECEMBER 18

WU-TANG
VOLUME 5
in stores
UNDER 2002

COMING SOON!
DECEMBER 18
PROJECT PAT
BIG BANG PROLOG
EXCUTIONERS
WU-CLIP
BENNY MARTIN
WU-CLIP

THE FOUNDATION... THE FUTURE.

APOLLO

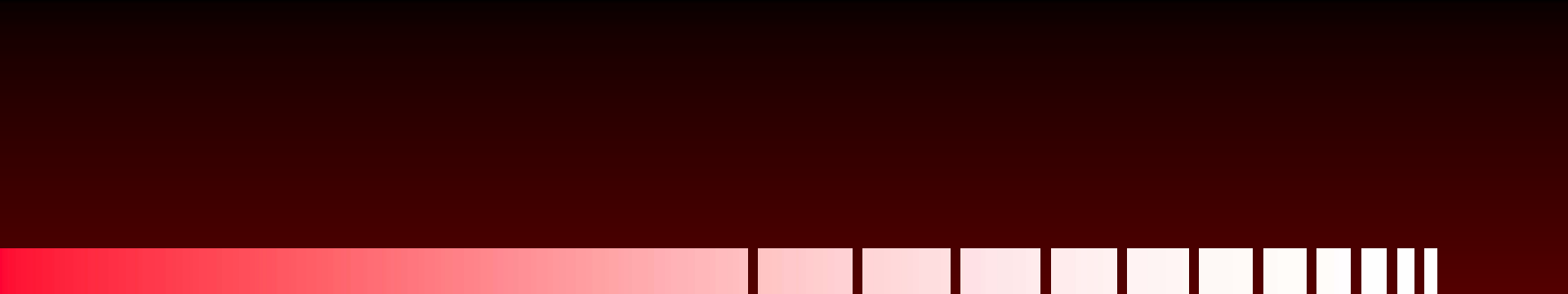
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The Northern Manhattan Perinatal Partnership, Inc. (NMPP) is a not-for-profit organization comprised of a network of public and private agencies, community residents, health organizations and local businesses. NMPP provides crucial services to women and children in Central, West and East Harlem and Washington Heights



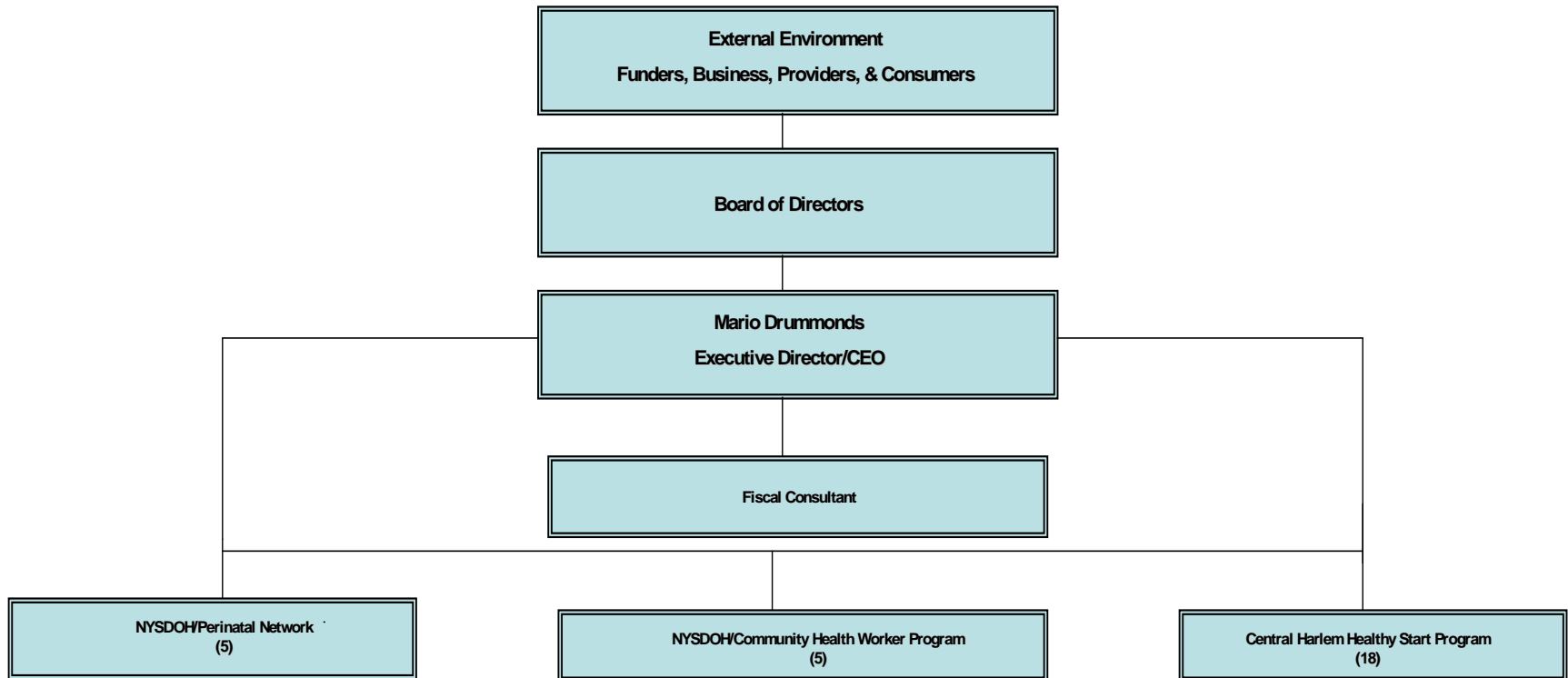
NMPP's mission is to save babies and help women take charge of their reproductive, social and economic lives. We achieve this mission by offering a number of programs that help reduce the infant mortality rate and increase the self-sufficiency of poor and working class women throughout the above communities

NMPP 1995

NORTHERN MANHATTAN PERINATAL PARTNERSHIP, INC.

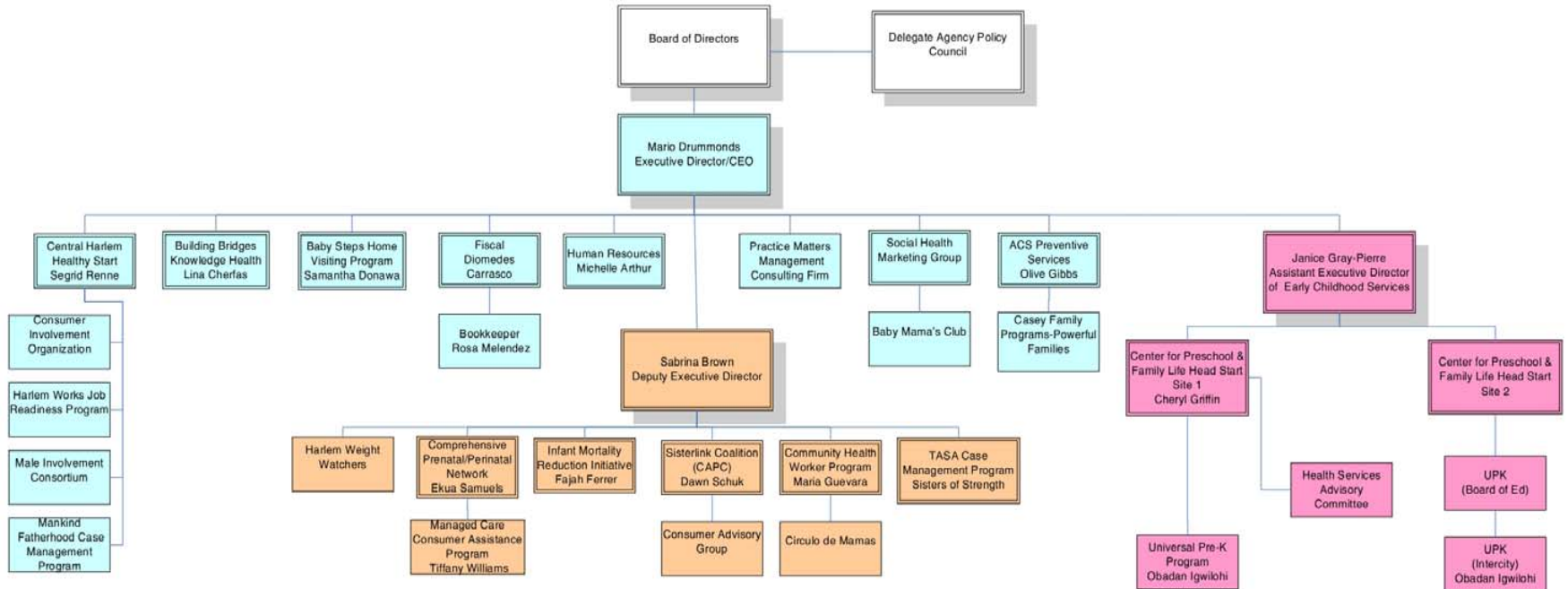
MANAGERIAL/PROGRAM CHART for 1995

SUSTAINABILITY as ORGANIZATIONAL STRATEGIC INTENT



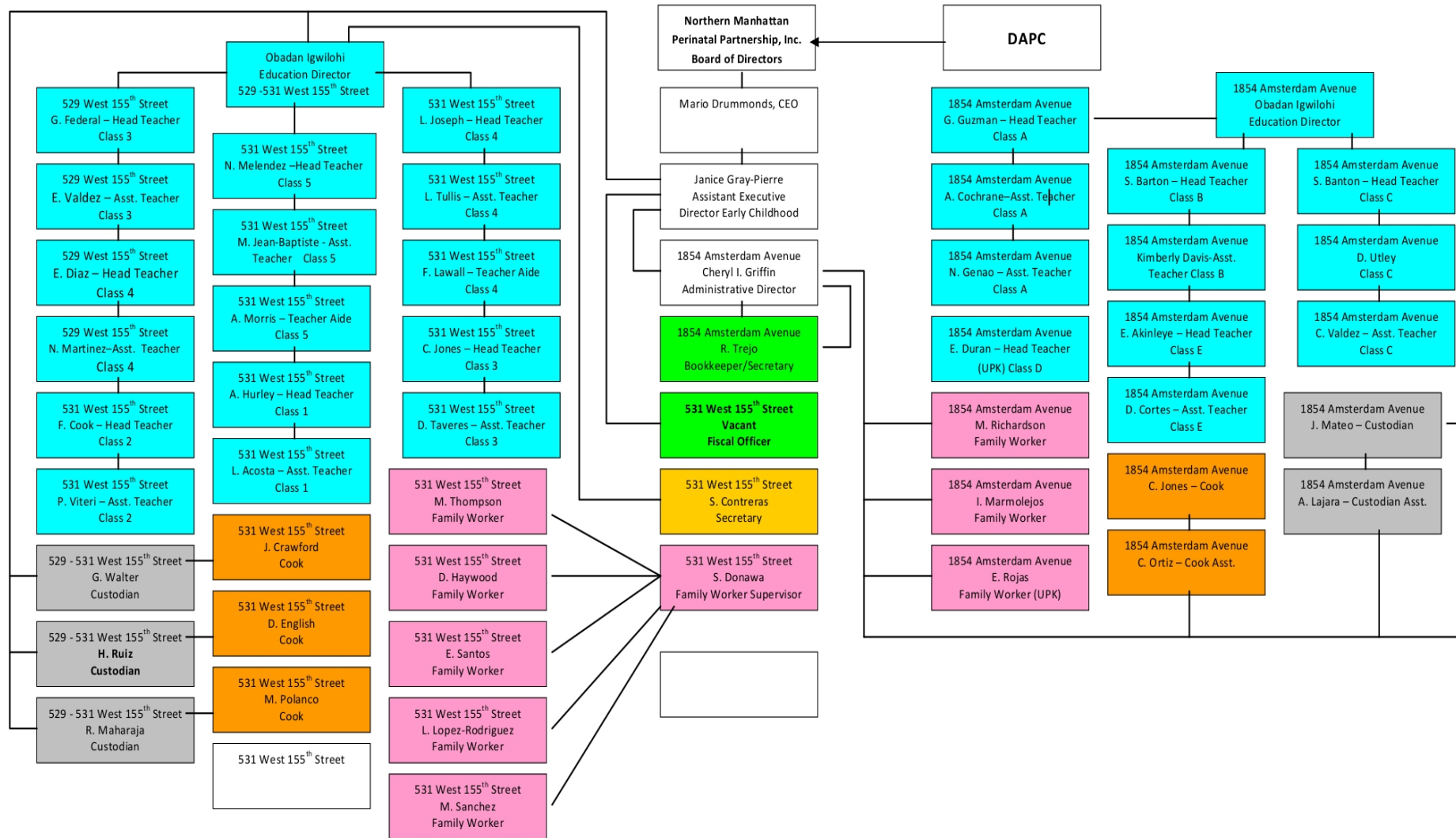
NMPP 2009

Northern Manhattan Perinatal Partnership, Inc. - Organizational Chart

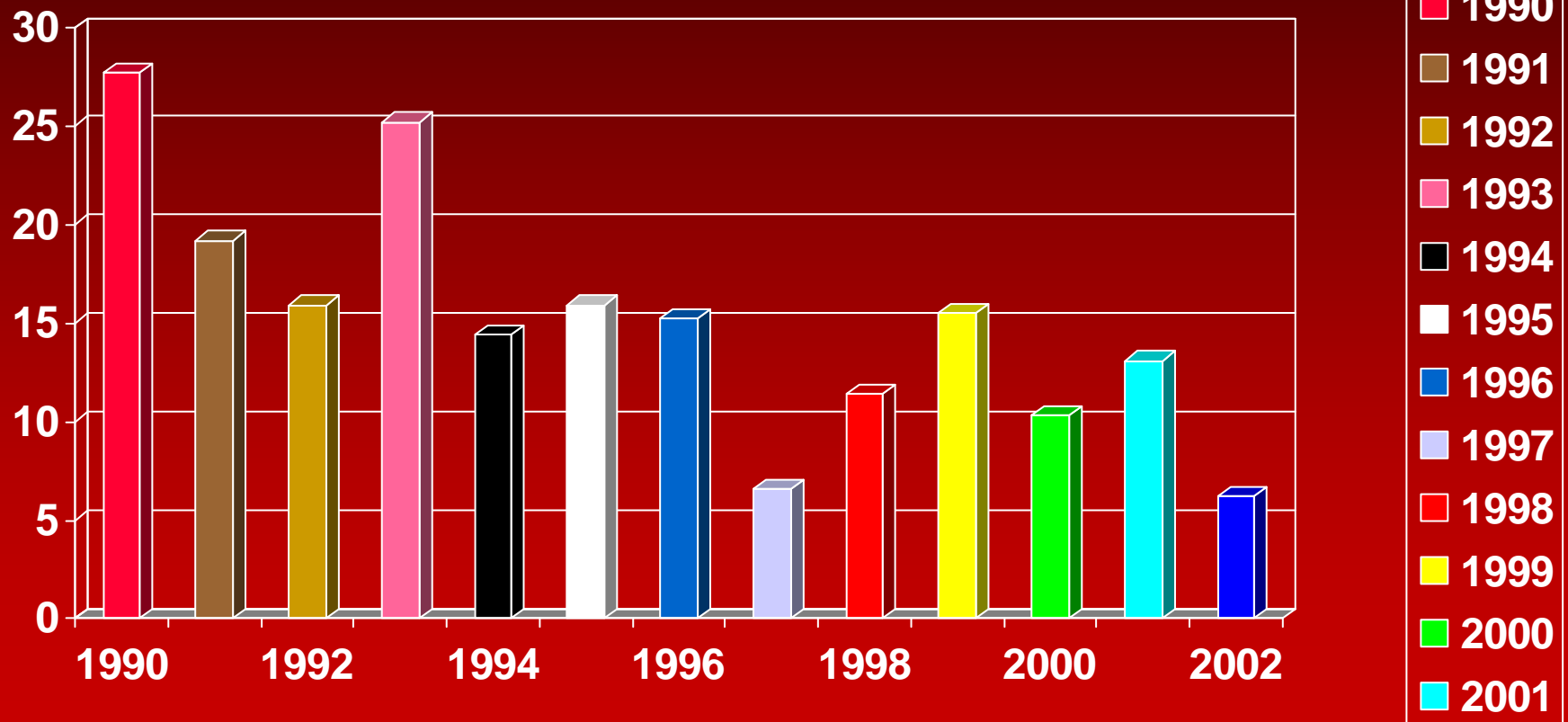


Head Start 2009

THE CENTER FOR PRESCHOOL AND FAMILY LEARNING HEAD START
(Sponsored by Northern Manhattan Perinatal Partnership, Inc.)



Central Harlem Infant Mortality Rate



September 13, 2006
Bureau of Vital Statistics
New York City Department of Health and Mental Hygiene

Infant Deaths and Infant Mortality Rate by Health Center District of Residence New York City, 2001-2007



Health Center District	2001 IMR	2002 IMR	2003 IMR	2004 IMR	2005 IMR	2006 IMR	2007 IMR
New York City	6.1	6.0	6.5	6.1	6.0	5.9	8.1
Central Harlem	13.1	6.2	7.3	5.1	7.4	11.0	8.0
East Harlem	7.8	8.3	5.0	5.5	3.6	5.0	8.4
Washington Heights	5.5	4.2	7.3	5.9	4.5	3.8	2.8

1990: Central Harlem Public Health Crisis



- Border baby crisis due to crack epidemic
- 321 newborns were infected with the HIV virus
- 1990 Infant Mortality Rate 27.7 deaths per 1,000 live births

1990: Central Harlem Public Health Crisis



- Low birth weight rates hovered around 20% for Central Harlem in early 1990's
- 25% of the women entered prenatal care in first trimester!
- Local health system fragmented, access to care issues, no plan or political will to address the crisis

Strategic Intent Definition



Competitively unique point of view about the future

Communicates destiny, passion & meaning for staff

By design it creates a misfit between ambition & resources and challenges staff to accomplish seemingly the impossible

It is a view of corporate **Strategy as Stretch** outside of the traditional planning horizon

Critiquing Strategic Planning:



Strategy As Fit within existing market boundaries

What business are we in now? What is our product or service today?

Is the market ready?

Do we have the resources?

Strategic planning is a “Feasibility Sieve” used to reject goals when the means for achieving those goals are not readily at hand

Core Competencies



Are a bundle of skills and technologies that enables an agency to provide a unique benefit to a customer

Core Competencies are the well-spring of future products and services

They are the **ROOT** of competitiveness and the individual products and services are the **FRUIT**

Core Competencies



1. Contributes to customer-perceived value
2. Skill has to be substantially superior to others
3. Skill set must produce an array of new products or services flowing from the competence

Case Management Strategic Discussions



- Funding sources demanded outcome-based case management : what is our return on investment
- Increase clinical skills of all staff
 - Mental health, domestic violence, substance abuse, and child welfare capabilities
- Increase # of skills delivered by staff

Case Management Strategic Discussions



- Expand variety of case management programs
- Become a grantee agency for Healthy Start
- Prepare the agency's entry in managed care
- Achieve these objectives by 2002

Childcare Strategic Discussions



- Delivering Head Start or daycare services will allow agency to influence mother and baby health behaviors two to three years after the pregnancy period
- In three years, make sure NMPP is positioned in the childcare business

Economic Development Strategic Themes



- Welfare reform placed a TANF five year clock on 100% of our client base
- Need to develop a perinatal economic development strategy to address this pending reality
- Develop a service to prepare post-partum women to secure and sustain jobs at the point of production by September 1997

Hospital Collaborative Themes



- In new competitive climate, NMPP had to build strong links with hospitals to grow and deliver our services
- Develop a hospital collaborative strategy and produce service coordination and funding results by 2001
- In fact enter the clinical delivery business with a hospital by 2002 (Birthing Center)

Improve our Outreach and Case Finding Practices




- We would like to be first in the business in our methods to locate, motivate and enroll high-risk women into our case management programs
- There is a need to borrow skills sets from the private sector (Market Planning) to reach the objective above
- We see developing a business that helps hospitals, clinics and social service agencies compete for patients. develop business models that exploits these future opportunities by 2000

Political Coalition Strategic Developments



- Healthcare market too unstable for NMPP to survive on our own. In three years develop a citywide and statewide perinatal association to help us negotiate with State Health Departments, managed care organizations and hospitals
- City government can be motivated to fund community-based efforts to reduce infant mortality
- Develop by 2001 political advocacy campaign to achieve this objective

Competence Building Case Management:

- 
- Rigorous Review of Case Management System 1996
 - Outcome Case Management Concept Paper 1996
 - Hired Coordinator of Case Management 1996
 - One Year Staff Case Management Training 1996-97
 - Entire Staff Learned Proposal Writing Skills 1997

Fruits of Case Management Competence Building:



- 1998- Won \$250,000 intensive case management contract to serve substance abusing pregnant moms
- 1999- Won \$950,000 a year/ ten year preventive child welfare service contract
- 2000- Won \$866,000 home visiting lay model contract

Fruits of Case Management Competence Building:



- 2001 Awarded grantee lead agency contract for Healthy Start only community based program to secure a contract in NYC. Secured \$900,000 per year
- 2002 Expanded CHWP contract homeless division
- 2008- Mankind Fatherhood program. Awarded \$160,000
- 2009- TASA COBRA case management for pregnant teens. Awarded \$850,000

Competence Building Childcare:



- Developed Unique Perinatal/Early Childhood Model from 1997 to 1998
- Scanned External Environment for Funding Opportunities 1997 to 1999

Fruits of Childcare Competency Building:



- 1999- Won \$650,000 ten-year contract to deliver Head Start services in Harlem/Washington Heights
- 2003- Opened UPK Program. \$200,000
- 2008- Assumed management of underperforming Head Start operation. \$1.3M
- 2009- Submitted Early Head Start center-based proposal to ACF

Competence Building Economic Development:



- Developed proposal to build Harlem Works job training program
- Utilized my skill set organizing job training and computer programming in my neighborhood
- Selected a staff person at NMPP who had 15 years experience in human resources and job training to lead Harlem Works
- Submitted a carryover budget request to HRSA in 1996 to start-up the business totaling over \$100,000

Fruits of Economic Development

Competency Building:




- 1997 Harlem Works opens to the public
- 1997-2003 Over 950 women have graduated where 85% of them have landed full-time jobs
- Harlem Works transformed into a profit center selling job training and computer services to the non-profit and business community!

Competency Building Hospital Collaboration:



1. Met with senior leadership from 8 hospitals in the region to learn more about their needs 1996-1998
2. Worked with management team on several proposals/business plans ideas that we pitched to hospital executives
3. Senior staff strengthened their core business/marketing writing skills from 1997-1999

Fruits of Hospital Competency Building:

- 
- Collaborated with NYC Health and Hospital Corporation to submit a CAP grant to HRSA, funding our birthing/doula projects in the South Bronx and Harlem from 2000-2003 for over \$400,000
 - Collaborated with NY Presbyterian Hospital who funded our second CHWP in East Harlem in 2002 at \$240,000 a year

Fruits of Hospital Competency Building:



- On September 8th 2003, NMPP and Harlem Hospital opened our birthing center with \$1.3M secured from our Borough President and \$400,000 secured from Congressman Rangel. Project planning began in 1996.
- Collaborated with NY Presbyterian Hospital Leadership in 2006 to develop BBKH Diabetes Coalition. \$500,000

Competency Building Outreach & Case Finding:



- Agency-wide training began in 1996 through 1997 on the following marketing skill sets:
- Focus Group Management: customer segmentation, advertising (copywriting, headline development, graphic placements), market research and planning skills
- Working the media, message development, sales engagement, learning how to close the deal

Fruits of Outreach Competency Building:



- Opened Social Health Marketing Group as full-service marketing and advertising firm in 1997
- Secured a four year CDC grant to start-up our Community Action for Prenatal Care program that trains outreach workers to recruit high-risk pregnant women into our care system- \$270,000 a year since 2000
- Open “Practice Matters”, a NMPP management consulting firm in 2007

Competency Building Advocacy Coalition Work:



- Held four Leadership Development Training sessions with senior staff and consumers from 1998 to 2001
- Student learned grassroots organizing, coalitional politics, campaign message development, using the media to broadcast policy messages, organizing press conferences & demonstrations, political negotiating skills and learning how to build a functional campaign organization, etc.

Fruits of Competency Building:



- Helped to build Federation of County Networks in 1997
- Helped to build Association of Perinatal Networks in 1999
- Led in organizing citywide coalition to end infant mortality in 2001
- The above entities secured \$75M to support community-based MCH providers from 2001 to 2009

Central Harlem 2009: A New Day



- Infant Mortality Rate from 27.7 to 8.1 deaths per 1000 live births
- By 2007, only two (2) babies born with the HIV virus
- Low Birth Weight Rate fell to 11.3%

Central Harlem 2009: A New Day



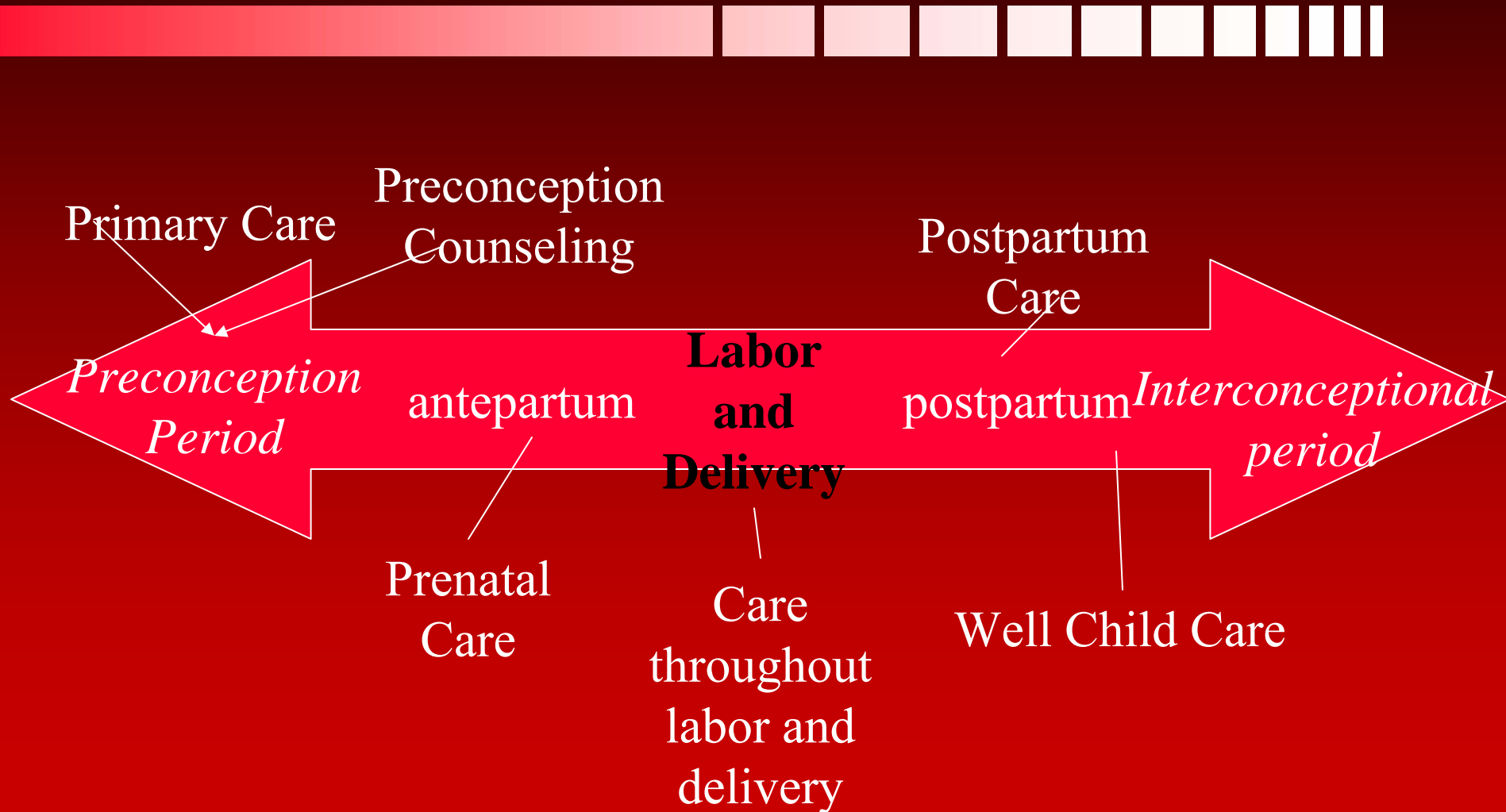
- 92% of Central Harlem women accessed prenatal care during first trimester
- New birthing center built at Harlem Hospital
- Social movement built where entire community takes responsibility for infant & maternity care

Reinventing MCH



- Life Course Theory
- Social Determinants of Health
- Health Equity

Traditional Perinatal Care Continuum



New MCH Life Course Continuum

Axis 1



Birth	Early Child- hood	Pre- Teen	Teen	Young Adult	Women >35	Senior Citizens

MCH Life Course Organization

Social Determinants to Health Axis 2



Public Policy Initiatives			
Community Environmental Impact			
Organizational Impact			
Group/ Interpersonal Impact			
Individual Impact			46

Social Determinants of Health MCH (Strategies)



Public Health Zonal Strategies

- Harlem Children's Zone
- NMPP's Take Over of the St. Nicholas Houses
- NYCDOH's Local Public Offices



Image © 2007 Sanborn
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Building Public Health Social Movement



- To change the health seeking behaviors of women of childbearing age as well as change political and health systems to develop the political will to invest in infant mortality reduction interventions

Perfecting MCH Direct Practice Interventions (Strategies)



- Prenatal care, centering pregnancy, case management & home visiting services, health education, outreach, internatal care, fatherhood services, children with special healthcare needs, etc.

Developing Anti Poverty/Economic Development Strategies



- Empowerment Zone
- Harlem Works
- Developing financial assets & savings
- Developing new industries to employ the poor & working class
- Developing affordable housing initiatives

Developing Reproductive Social Capital (Social Support Interventions)



- Baby Mama's Club -depression screening & treatment, Sister Chat, Consumer Involvement Organization, Collard Greens for the Ghetto Soul book & video productions



Curriculum Guide
Developed by
Northern Manhattan
Perinatal Partnership's
Social Health
Marketing Group

Summer 2006

\$10.00 per copy

"COLLARD GREENS for the GHETTO SOUL"

**Women Telling their Stories of
Hope, Encouragement and Inspiration**

**NORTHERN MANHATTAN PERINATAL PARTNERSHIP
CENTRAL HARLEM HEALTHY START PROGRAM
127 West 127th Street
3rd Floor
New York, N.Y. 10027**



MCH Interventions in Early Childhood Services



- Early Head Start
- Head Start
- UPK
- Choir Academy Grade School

Integrating MCH and Child Welfare Systems of Care



- Nurse Family Partnership
- Healthy Start
- Healthy Families America Home Visiting Programs

Treating Child Abuse/Infant Deaths at its Roots: Integrating Child Welfare and Maternal & Child Health Services in New York City A Policy Conversation in Harlem

John B. Mattingly
Comissioner of ACS

November 23, 2004

Mary Travis
Bassett, M.D., M.P.H.
Deputy Commissioner, New York City
Department of Health and Mental Hygiene



Northern Manhattan Perinatal Partnership

127 West 127th Street
3rd Floor Conference Area
9:30 am - 12:00 pm
Seating Is Limited

FREE!!!

Co-Sponsors: NMPP's Sisterlink Coalition, Center for Preschool Family Learning Head Start, St. Nicholas Family Life Support Network Preventive Program, Baby Steps Home Visiting Program

Creative services developed by NMPP's Social Health Marketing Group (212) 665-2600/Black Cat Design (718) 753-0244

Obtain a status report on the Central Harlem Healthy Start Program and learn about the future of Healthy Start in Harlem.

For more information call Ron Turner at 212 665-2600 ext 306.

Selected Child Welfare Trends, Central Harlem 2002-2005

Year	2002	2003	2004	2005
Abuse/Neglect Reports	1574	1354	1200	1208
Number of Children In Reports	2478	2032	1855	1846
Abuse/Neglect Indication Rates	45.0%	39.4%	37.9%	45.9%
Number of Children in Indicated Reports	973	649	745	885
Victimization Rates *	32.8	21.9	19.4	24.7
Number of Placements	449	285	228	192
Number of Children Placed	447	279	220	192
Number of Families Placed	288	198	161	146
Placement Rate **	15.1	9.6	7.4	6.5

MCH Chronic Disease Strategy



- Obesity
- Diabetes
- Asthma
- High Blood Pressure
- Depression

Advancing Upstream: Public Policy & Systems Change Achievements



1. Regionalization of perinatal care throughout NYS
2. Secured over \$70M from NYC Mayor
3. Integrated MCH & child welfare systems of care
4. Financed & staffed up birthing center at Harlem Hospital
5. Secured \$250M to build a new Harlem Hospital

Advancing Upstream: Public Policy & Systems Change Achievements




6. Harlem Hospital recently designated as a “baby friendly” hospital (Aug 2008)
7. Passed mental health parity legislation: Timothy’s Law (2007)
8. Trained over 800 women and placed them in full time jobs
9. Reduced child abuse & neglect rates in Harlem
10. Repealed “Medicaid Neutrality” law in NYS

Advancing Upstream: Public Policy & Systems Change Achievements



11. Increased Medicaid Mental Health Reimbursement rates
12. NYC Mayor has \$7.5 billion dollar plan to build 165,000 units of affordable housing by 2013: 82 thousand units built to date
13. Mayoral \$10 million dollar plan to train 400 Harlem residents to become RN's and LPN's
14. Congressman Rangel's Harlem Empowerment Zone

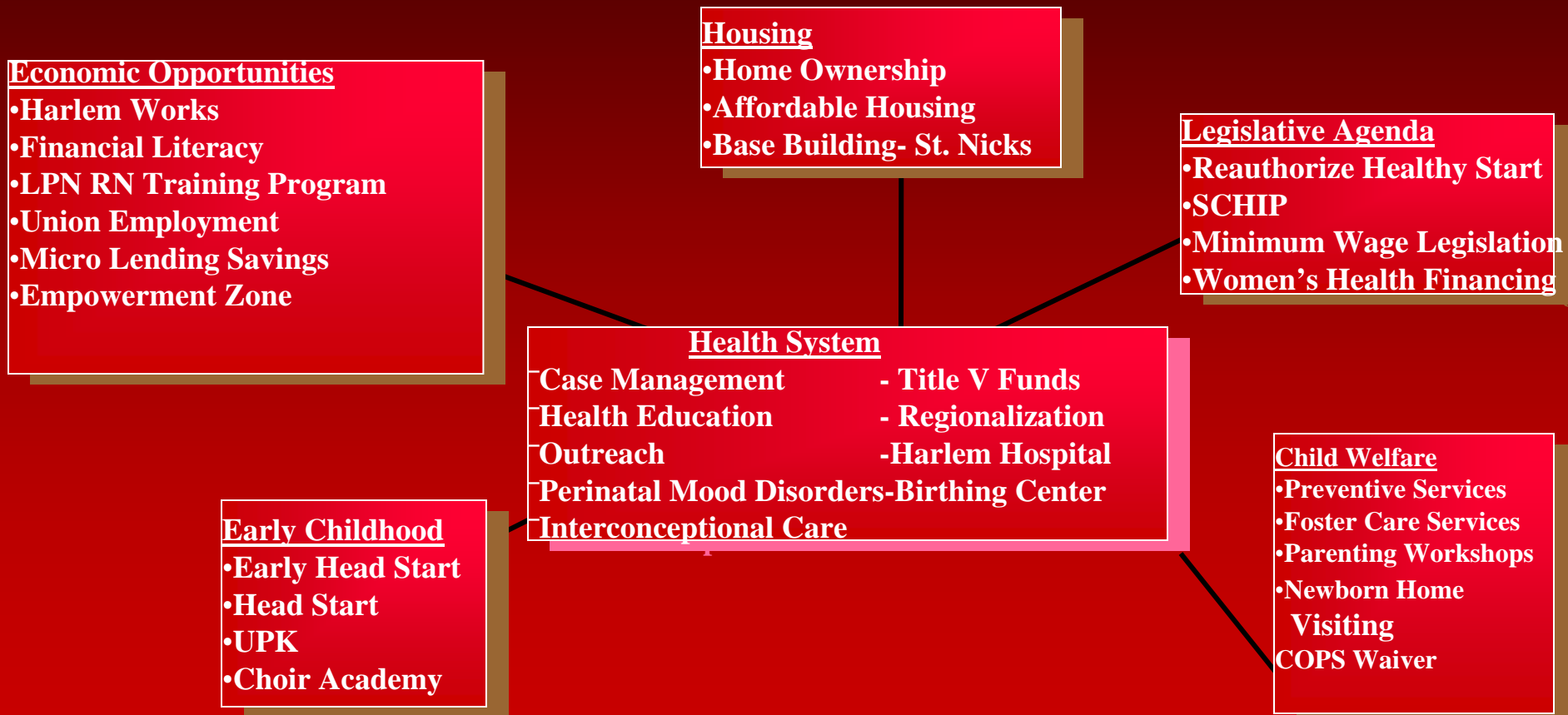
Public Policy & Systems Change Achievements



- 15. Legislation to move from a minimum wage to a livable wage policy
- 16. Moving Harlem residents into union jobs
- 17. Created more micro-lending programs to spur business ownership by poor & working class women in Harlem

Spectrum of Work for MCH Life Course Organization


Building Public Health Social Movement




Birth Early Childhood Pre-teen Teen Young Adult Women over 35 64



Summary




NMPP believes that Leadership is the self-defined capacity to communicate vision and values while providing programs, structures and core services that satisfy human needs and aspirations while transforming people, your organization and society in the process



Strategic Intent is based on a bold premise that leadership can exercise control over the future of the organization and can invent the future that it desires and not merely respond to what happens.




Strategic Intent is the conceptual
organization of our hopes & dreams



While politics is the art of the possible, leadership is the art of making the impossible come true. Leaders play a central role in constructing an agency's strategic intent that represents an ambition that stretches far beyond the current resources and capabilities of the firm.



Agencies that create the future are rebels;
they're subversives. They break the rules!
They dream of things not yet created!



Any agency that can make sense of its environment, generate strategic options, and realign its resources faster than its rivals will enjoy decisive advantage. This is the essence of Strategic Intent.

Achieving Health Equity in Alameda County by: Building a Social Movement, Investing in Ideas, Executing Tasks, Returning Results!



Linking Women to Health, Power and Love Across the Life Span

For more Information Contact:

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