



Ninth Annual
Regional Perinatal Leaders' Summit
Friday, October 15, 2010
Cincinnati Children's Hospital Medical Center

Strong Roots Healthy Fruits:

Lessons Learned in
Implementing the MCH
Life Course Perspective
in Harlem

Mario Drummonds, MS, LCSW, MBA
CEO, Northern Manhattan Perinatal
Partnership, Inc.

Presentation Objectives

- Provide Guidance to Operationalize Life Course Theory Programmatically & Organizationally in Cincinnati
- Define what is a MCH Life Course Organization
- Define working Definition of Corporate Strategy
- Review Implications to Practice for Cincinnati

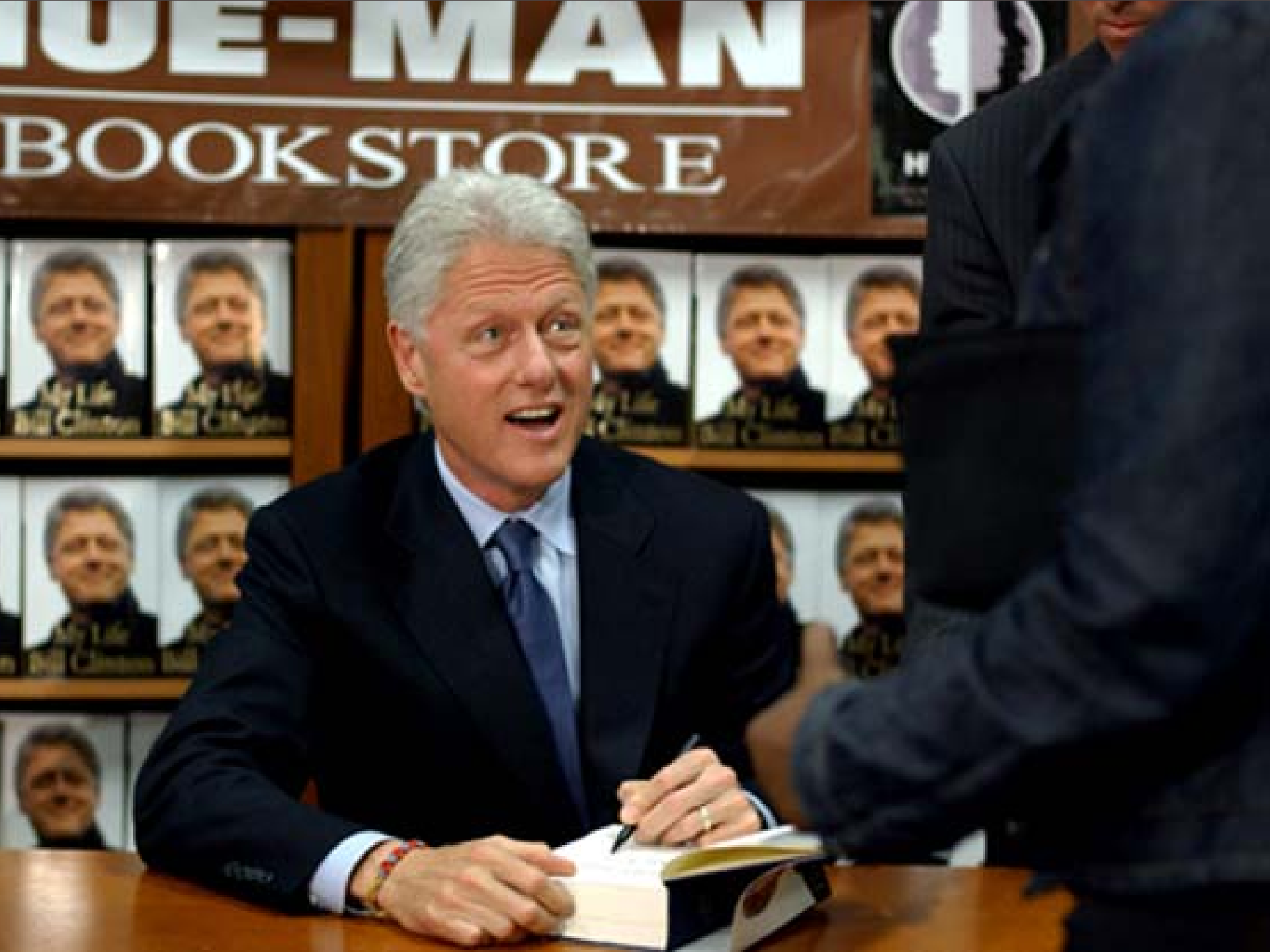
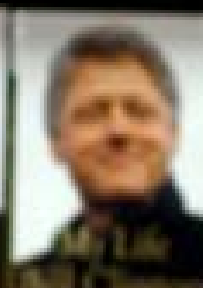
Take a Fresh Look at Harlem





CLINTON-MAN

BOOKSTORE





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

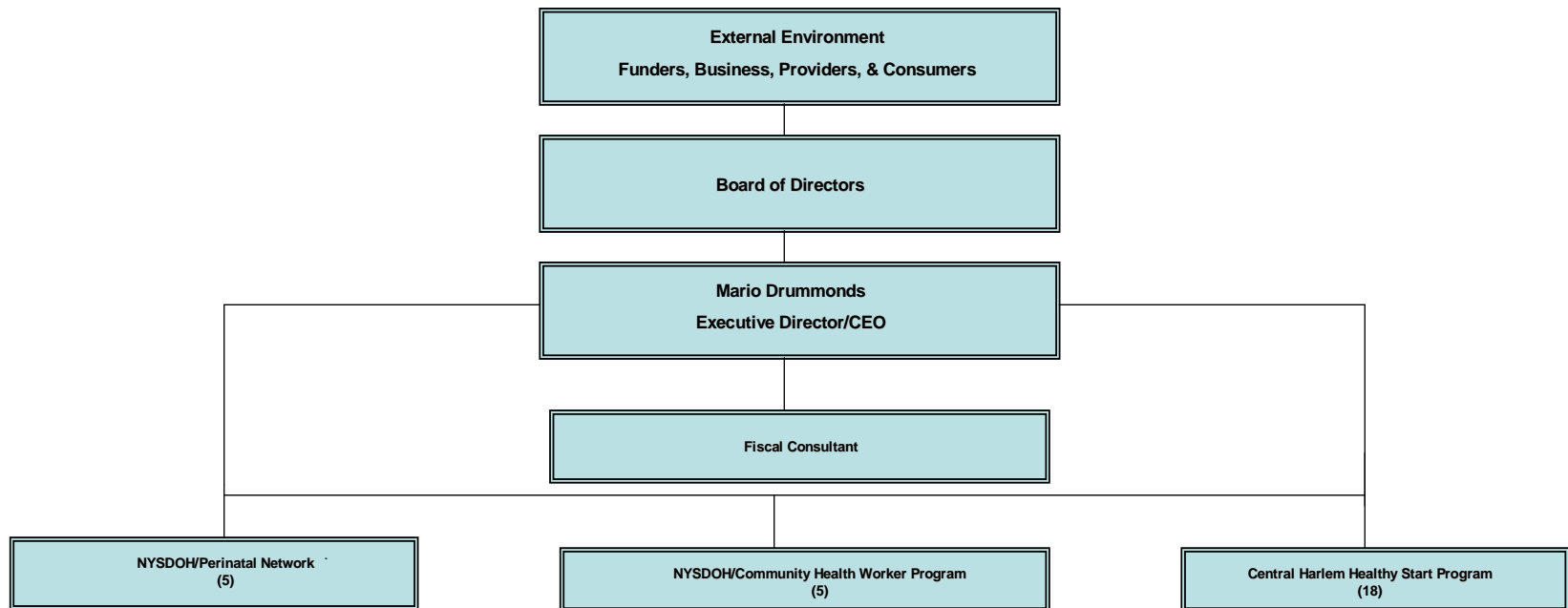
NMPP's mission is to save babies and help women take charge of their reproductive, social and economic lives. We achieve this mission by offering a number of programs that help reduce the infant mortality rate and increase the self-sufficiency of poor and working class women throughout the above communities

NMPP 1995

NORTHERN MANHATTAN PERINATAL PARTNERSHIP, INC.

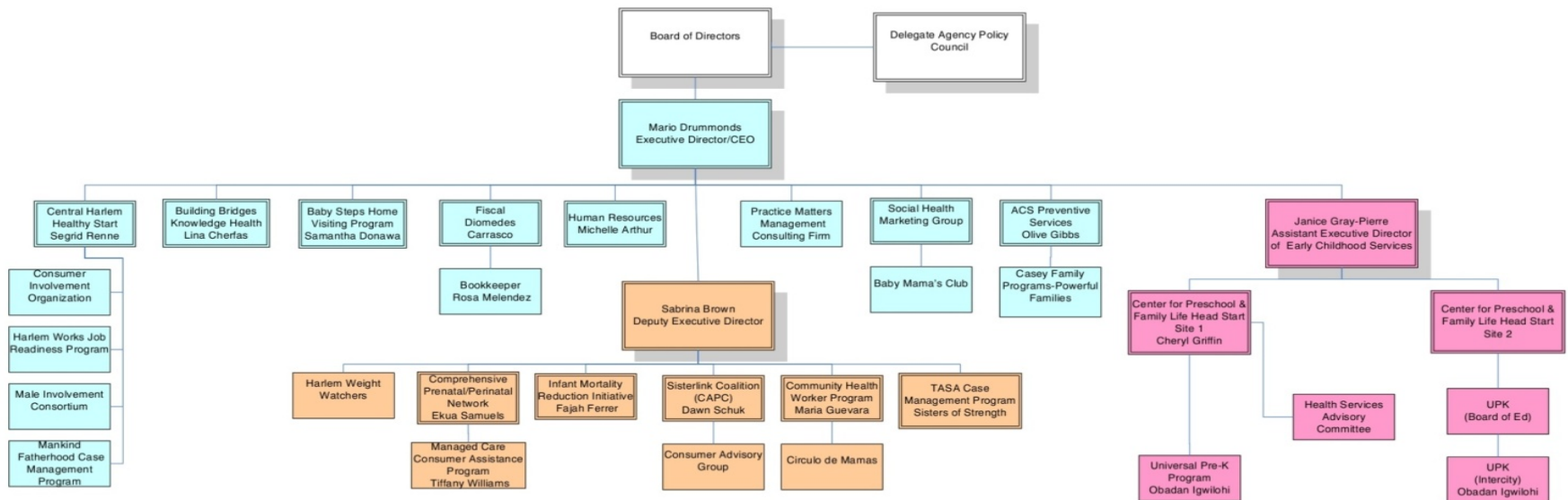
MANAGERIAL/PROGRAM CHART for 1995

SUSTAINABILITY as ORGANIZATIONAL STRATEGIC INTENT



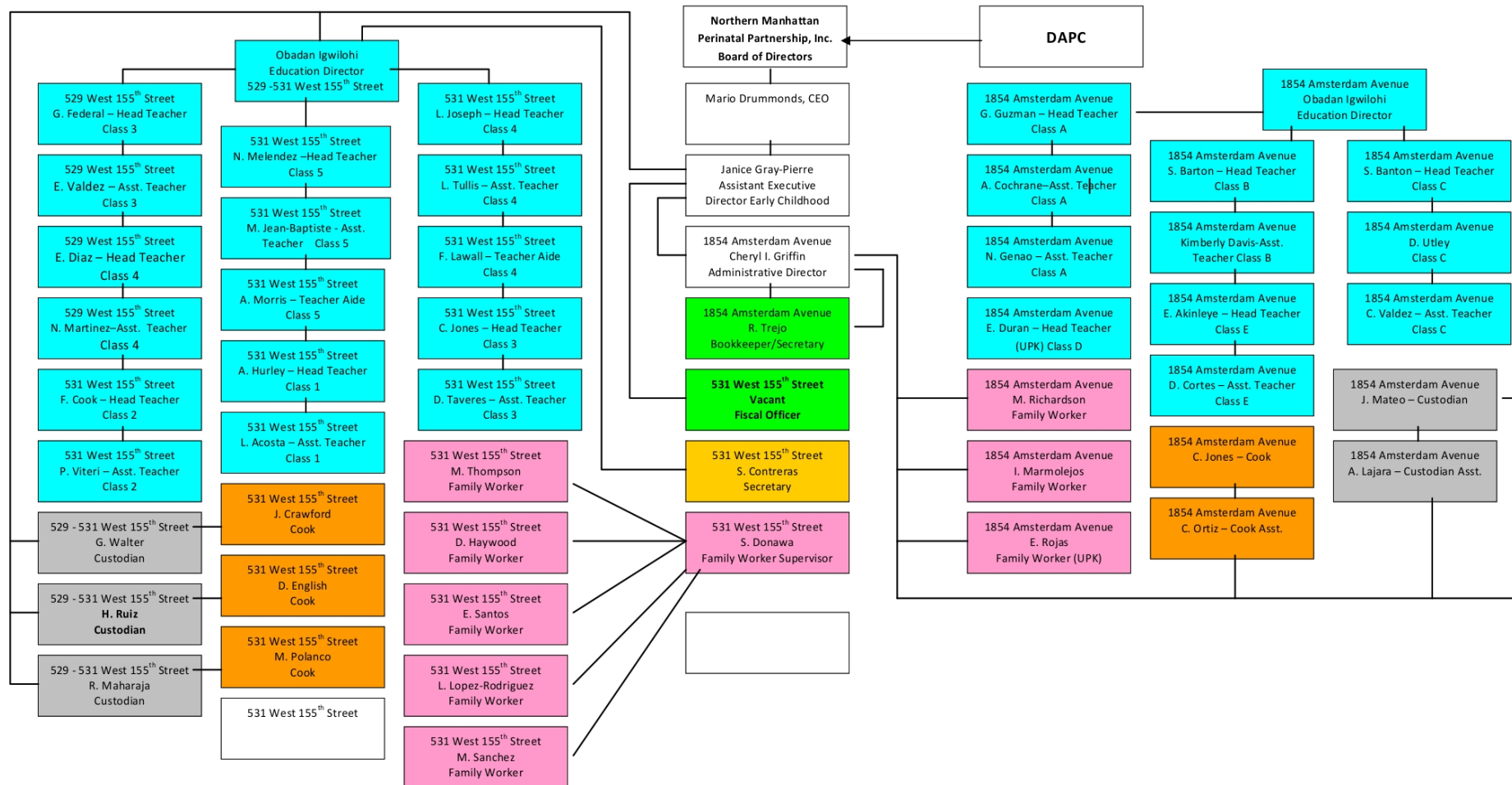
NMPP/ MCH Life Course Organization 2010

Northern Manhattan Perinatal Partnership, Inc. - Organizational Chart

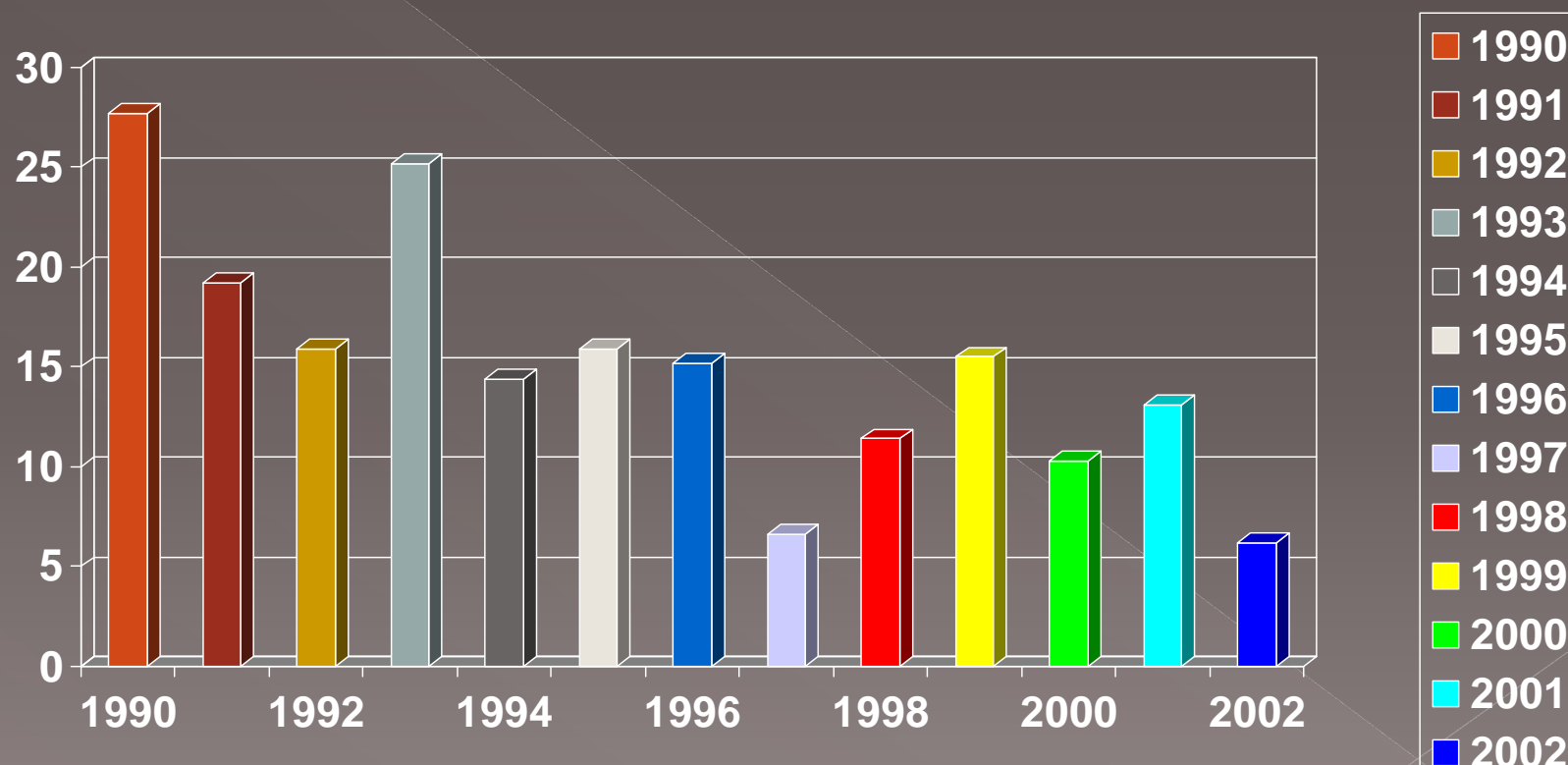


Head Start 2010

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, 2001-2008

Health Center District	2001 IMR	2002 IMR	2003 IMR	2004 IMR	2005 IMR	2006 IMR	2007 IMR	2008 IMR
New York City	6.1	6.0	6.5	6.1	6.0	5.9	8.1	5.5
Central Harlem	13.1	6.2	7.3	5.1	7.4	11.0	8.0	6.1
East Harlem	7.8	8.3	5.0	5.5	3.6	5.0	8.4	6.0
Washington Heights	5.5	4.2	7.3	5.9	4.5	3.8	2.8	4.3

Central Harlem MCH Life Course Organization Birth Outcome Improvements

	1990	2004	2007	2008
Infant Mortality Rate	27.7	5.1	8.1	6.1
Low Birth Weight %	19.5	11.1	10.8	11.7
First Trimester Prenatal Care Entry %	48	89.5	92	-

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



Life Course Perspective

- A way of looking at life not as disconnected stages, but as an integrated continuum



Life Course Perspective

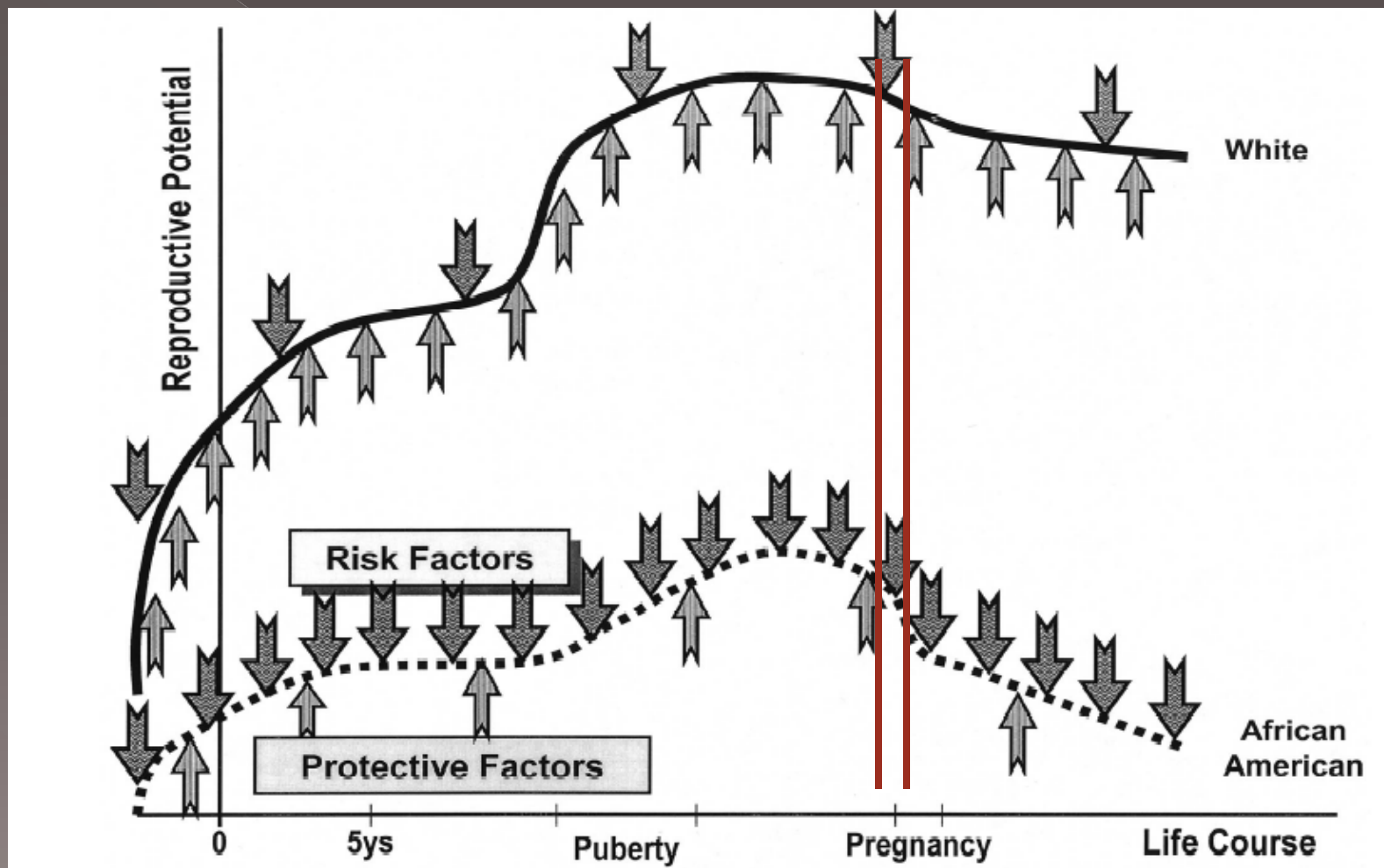
● Early programming

- Experiences early in life can influence health and functions later in life
- Developmental origins of health and disease
- Timing (sensitive and critical period) and trajectory

● Cumulative pathways

- Accumulation of risks and insults can cause decline in health and functions over time
- Life course chronic disease epidemiology
- “weathering” (allostatic load) and pathway

Life Course Perspective



Lu MC, Halfon N. Racial and ethnic disparities in birth outcomes: a life-course perspective. *Matern Child Health J.* 2003;7:13-30.



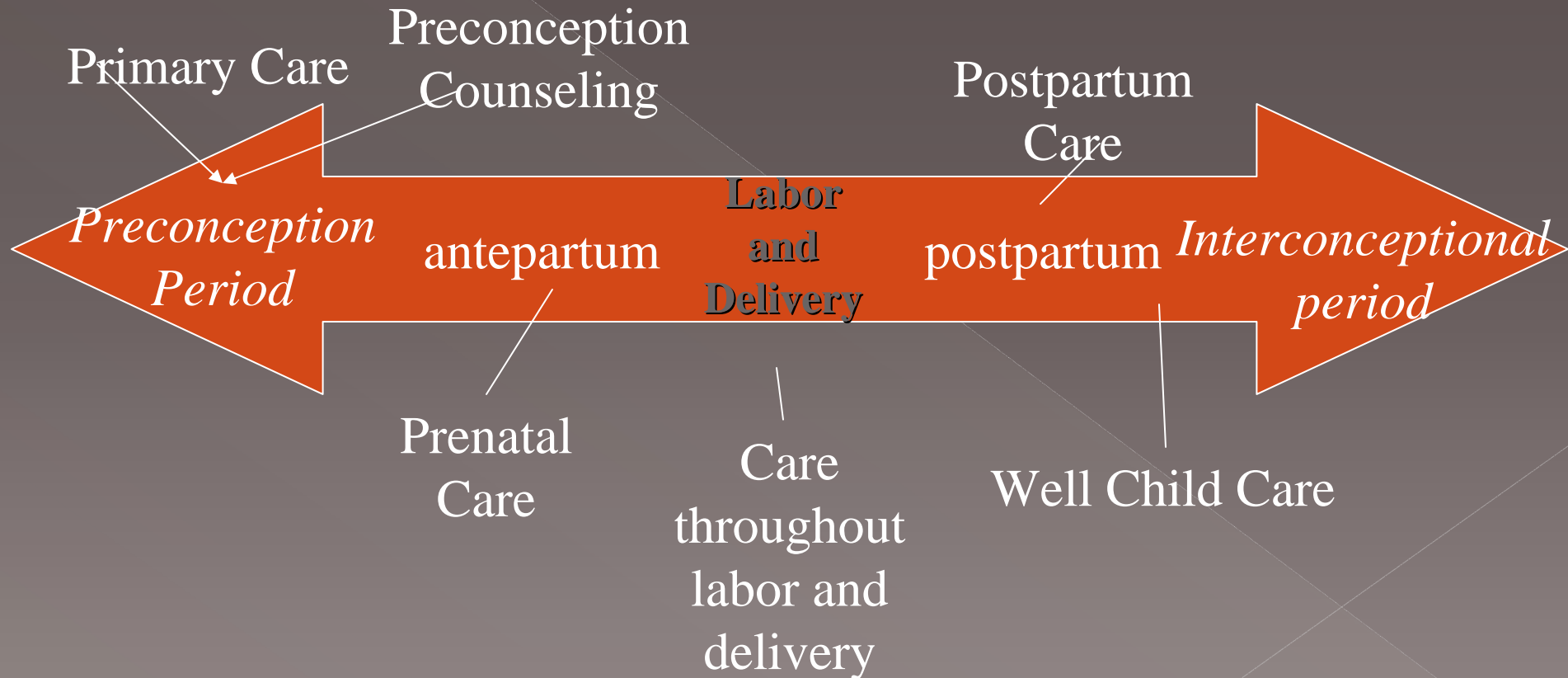
Life Course Perspective

- Life course perspective and social determinants
 - Life course theory offers an explanatory model for how social determinants influence health
- Life course perspective and health equity
 - Life course theory offers an explanatory model for how health inequities develop
- Life course perspective and life course health development
 - LCHD is an application of the life course theory to explain how health develops and declines over the life course

Life Course Theoretical Assumptions & Implication to MCH Practice

- Diminished Role & Impact of Prenatal Care
- Maternal Health Prior to Pregnancy is Key
- It will Take More Than One Generation to Equalize Birth Disparities
- Calls for Clinical & Public Health Interventions that are more Longitudinally and Contextually Integrated
- Transition Must be Made from Strictly Clinical Approaches to Practice to Integrate a Social Determinants of Health Focus to Practice

Traditional Perinatal Care Continuum



Longitudinal Approach



Life Course Approach to Women's Health

Assessment Tool- City of Harlem

Social Determinants of Health	Public Policy Initiatives							
	Community/ Environmental							
	Organizational							
	Group/ Interpersonal							
	Individual							
		Birth	Early Childhood	Pre-teens	Teens	Young Adult	Women ≥35	Seniors

New MCH Life Course Continuum

Axis 1

Centering Pregnancy	Child Abuse Prevention	Latch-Key Program	Managing Relationships	Health Policy Activities	Reproductive Social Capital	Harlem Weight Watchers
Internatal Care	School Readiness	Fitness & Health Activities	Pregnancy Prevention	Women's Health Protocol	Depression Group Work	Women's Health Protocol
Perinatal Care	UPK	Beacon School	College Prep	Perinatal Care	Reproductive Life Planning	Specialty Care
Harlem Birthing Center	Early Head Start/ Head Start	Health/ Life Stories Telling	Preconception Inter-conceptual Care	Chronic Disease	Chronic Disease Management	Chronic Disease
Birth	Early Childhood	Pre-Teen	Teen	Young Adult	Women>35	Senior Citizens

Social Determinants of Health



MCH Life Course Organization

Social Determinants of Health Axis 2

Public Policy Initiatives		Economic Empowerment Zone	Supermarket Zone Expansion Policy	NYC Affordable Housing Policy
Community Environmental Impact		St. Nick Tenant Organizing	Food & Fitness Coalition	Affordable Housing Organizing
Organizational Impact		Healthy Start Consortium	Diabetes Prevention Coalition	Harlem Works Job Readiness
Group/ Interpersonal Impact		Centering Pregnancy	Baby Mama's Club	Consumer Involvement Organization
Individual Impact		OB/GYN Medical Homes	Case Management	Depression Screening & Treatment

NMPP's Individual/Clinical Life Course Interventions

- Central Harlem Healthy Start Program
- Nurse Family Partnership, (NYCDOH/MH)
- Community Health Worker Program
- Harlem Hospital Birthing Center
- St. Nicholas Child Welfare Preventive Program
- Mankind Fatherhood Case Management Program
- Baby Steps Home Visiting Program (Healthy Families America Model)
- TASA Cobra Case Management Program for Pregnant Teens

NMPP's Individual/Clinical Life Course Interventions

- Start Right Immunization Team
- Center for Preschool & Family Learning Head Start-152nd St.
- Center for Preschool & Family Learning Head Start-155th St.
- Universal Pre-K Program-152nd St.
- Universal Pre-K Program-155th St.
- Managed Care/Healthcare Enrollment Program
- Asthma Case Management Team



**time to
register
your child
now!**

**The Center for Preschool
and Family Learning
Headstart/UPK**

**Half Day Universal Pre-K
1854 Amsterdam Avenue
New York, NY 10031**

(212) 694-1740

The Center for Preschool and Family Learning Head Start takes pride in the services we provide to our children and their families. We offer a high quality early childhood learning program to children ages three to five years old, and social services support for the families if needed.



Our classrooms are staffed with a group teacher and one assistant teacher. We strongly encourage parents to be involved in their child's headstart experience. Our parents volunteer on a weekly basis in classrooms, on trips and for parent meetings.

Sponsored by Northern Manhattan Perinatal Partnership, Inc.
Creative services provided by NMPP's Social Health Marketing Group
212 665-2600 x308 / Black CatDesign 718 753-0214

FREE!

Registering children born in the year

2002

Universal Pre-K

Universal Pre-K Sessions

Morning Session

8:30 am - 11:00 am

Afternoon Session

12:00 pm- 2:30 pm

- Dental and Mental Health Services
- Speech and Hearing Testing
- Individualized Teaching Program
- Mandatory Parent Involvement
- Services for Children with Special Needs
- Snacks and Meals Provided

NMPP's Group/ Interpersonal Interventions

- Baby Mama's Club/Circulo de Mamas Depression Groups
- Centering Pregnancy
- Adolescent Pregnancy Prevention Team
- Harlem Weight Watchers Program
- CHHS's Consumer Involvement Organization

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**



NMPP's Organizational Life Course Interventions

- CHHS Consortium
- NYC Male Involvement Consortium
- Comprehensive Prenatal/Perinatal Network
- Harlem Child Welfare Network
- Casey Powerful Families Training Program
- Harlem Health Promotion Center
- Sisterlink Coalition (CDC Funded)

NMPP's Community Environmental Life Course Interventions

- NMPP's Harlem Works Job Readiness Program
- NYC Breastfeeding Alliance
- Harlem Strategic Action Committee
- ABC Asthma Coalition
- Start-Right Immunization Coalition
- St. Nicholas Houses Community Organizing Project

NMPP's Public Policy Life Course Interventions

- Federation of County Networks
- Harlem Food & Fitness Consortium
- Citywide Coalition to End Infant Mortality
- Manhattan Regional Perinatal Forum
- NMPP's BBKH Diabetes Coalition

Public Policy & Systems Change Achievements

1. Regionalization of Perinatal Care Throughout NYS
2. Secured Over \$85 Million Dollars from NYC Mayor
3. Integrated MCH & Child Welfare Systems of Care
4. Financed & Staffed Up Birthing Center at Harlem Hospital
5. Secured \$250 Million Dollars to Build a New Harlem Hospital

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

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-
Ninety-Eight 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
15. Legislation to move from a minimum wage to a livable wage policy

Public Policy & Systems Change Achievements

- 16. Moving Harlem Residents into Union Jobs
- 17. Created More Micro-Lending Programs to Spur Business Ownership by Poor & Working Class Women in Harlem

Working Definition of a MCH Life Course Organization

A MCH Life Course Organization is an entity (local/state) that develops the capacity over time to deliver integrated, continuous and comprehensive health and social services and support to women and their family members from the womb to the tomb.

Characteristics of a Life Course Organization

- Builds **programmatic capacity** within the agency at each stage of a woman's life course to manage her health over the life course (Axis 1).

Characteristics of a Life Course Organization Cont'd

- **Swims up-stream** from individual interventions and designs strategies and actions at the group, organizational, community and policy levels to transform social determinants to poor health (Axis 2).

Characteristics of a Life Course Organization Cont'd

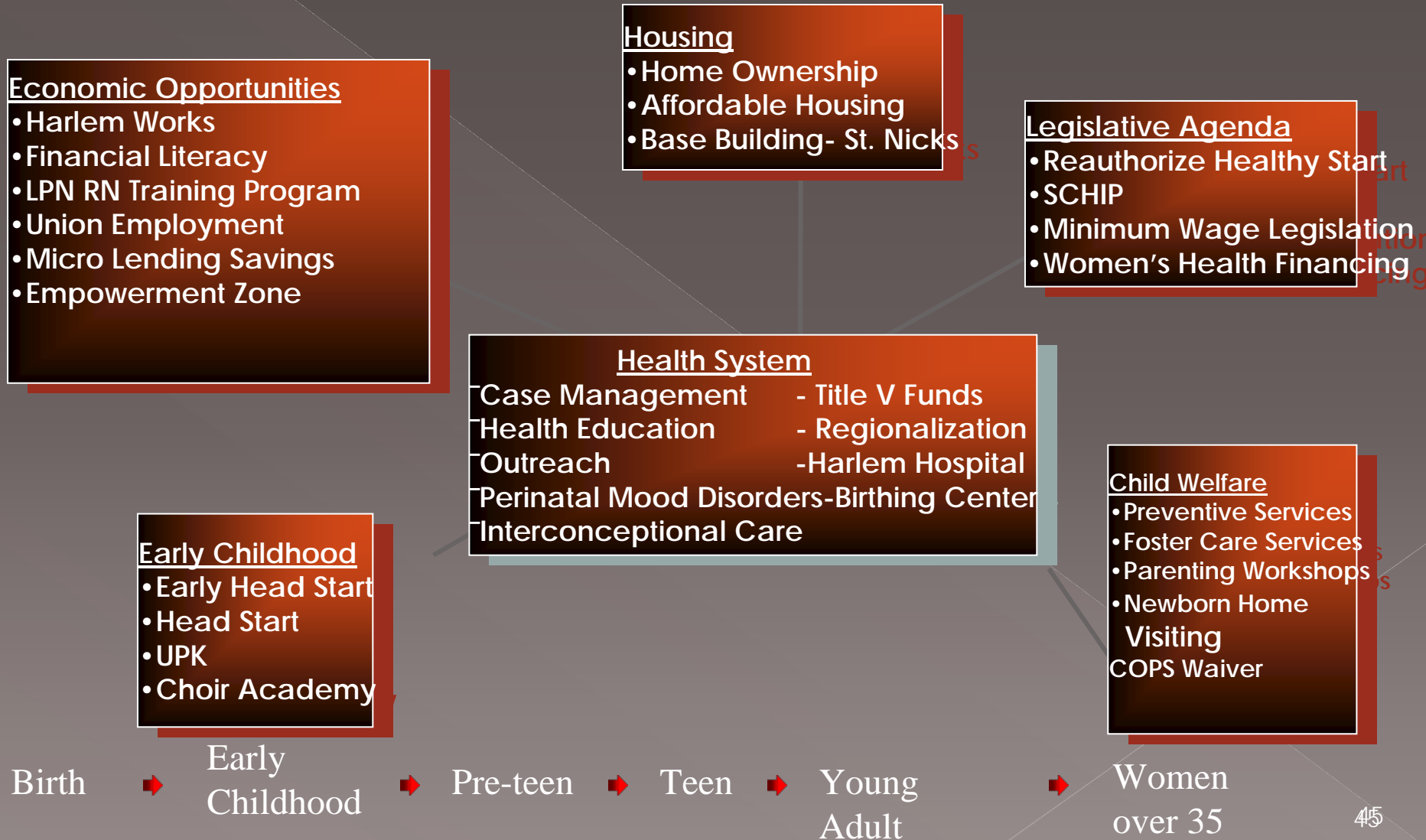
- If unable to build internal capacity **collaborates** with outside agencies and systems to create an integrated system of care to manage a woman's health.

Characteristics of a Life Course Organization Cont'd

- Unlike many maternal and child health programs that only seek to influence the health system by developing and executing a local health system action plan, a MCHLCO **seeks to influence and lead their local and regional economic, political, housing, child welfare, early childhood and middle school systems of care.**

Spectrum of Work for MCH Life Course Organization

Building Public Health Social Movement



The Purpose of Corporate Strategy

- Strategies are choices
- Strategies should be subversive
- Strategies should alert the organization to what it should not be doing
- Strategies position the firm in a unique way in the market
- Strategies need to be executed
- Strategies decay

Strategic Intent Definition

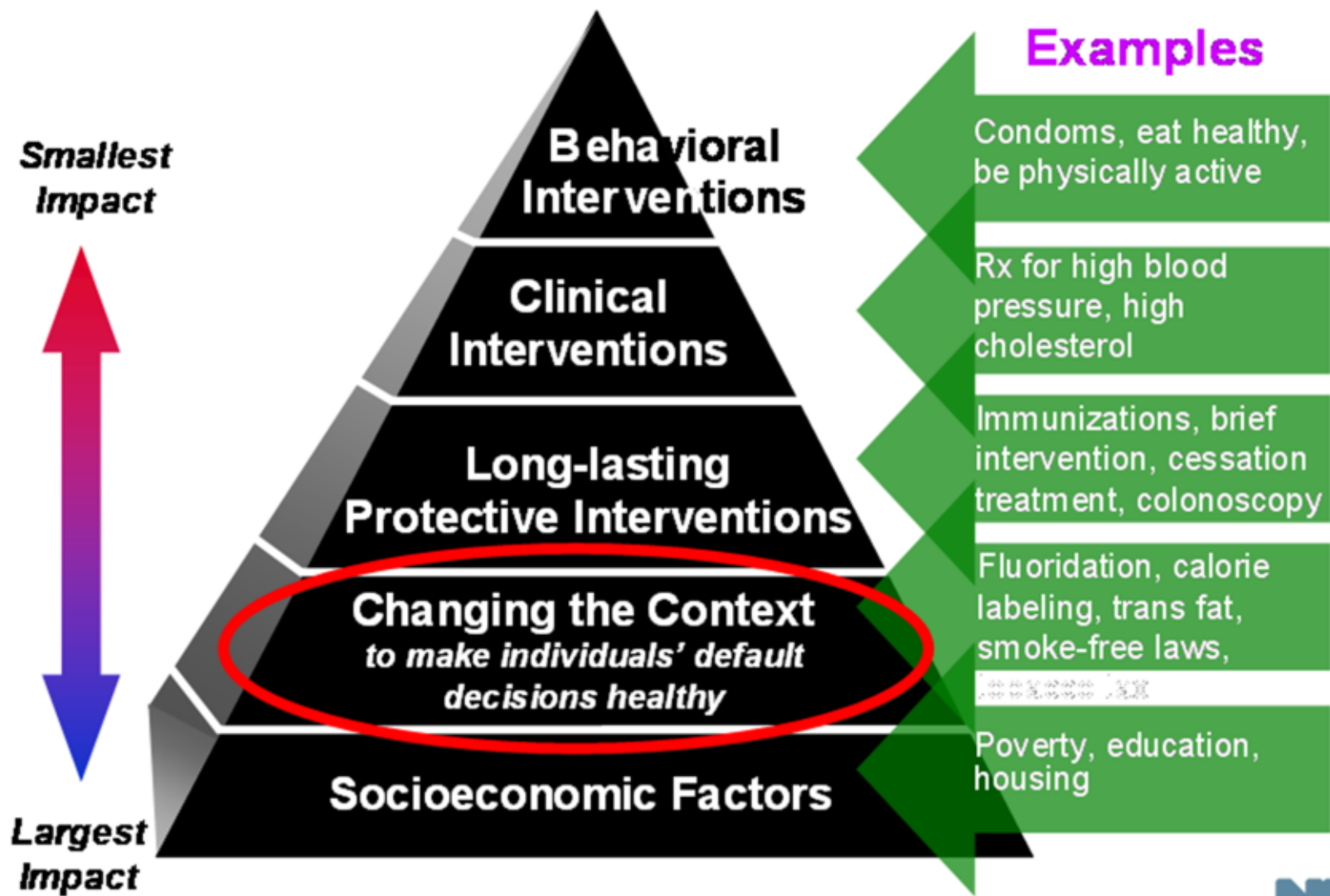
Competitively unique point of view about the future

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

Interventions Affecting Health



MCH Strategy Oven

- Building MCH Life Course Organization
- Hospital Strategy
- Local, State, Federal Advocacy Strategy
- Early Childhood/MCH Collaboration Strategy
- Outcome-based Case Management Strategy
- MCH Chronic Disease Strategy
- Perinatal Economic Development Strategy

MCH Strategy Oven

- Child Welfare/MCH Collaboration Strategy
- Women's Health Strategy
- Healthy Start Sustainability Strategy
- State Title V Strategy
- MCH Home Visiting Integration Strategy
- Social Determinant of Health Strategy
- Neighborhood Base Building Strategy

MCH Strategy Options:

1. Zonal Strategies
2. MCH & Chronic Disease/Interconceptional Care Strategy
3. MCH/Child Welfare Strategy
4. MCH Economic Development/Poverty Strategy

A woman in a dark grey business suit is climbing a silver metal ladder. She is looking through black binoculars. The background is a clear blue sky with some light clouds. The ladder is positioned on the left side of the frame, and the woman is leaning against it with her right hand while holding the binoculars with her left hand.

Public Policy Initiatives

Community/
Environmental
Impact

Organizational
Impact

Group/Interpersonal
Impact

Individual Impact

POURING THE FOUNDATION FOR CHANGE: BASE BUILDING WITHIN ST. NICHOLAS HOUSING DEVELOPMENT Zonal Strategy

- Child Welfare & Infant Death Data Review:
Zip Code 10027
- Harlem Carve Out
- Direct Mail Campaign
- Door-to-Door Campaign
- Phone-Follow-up Work



Image © 2007 Sanborn
© 2007 Europa Technologies

Google



Pointer 40°48'42.10" N 73°56'52.64" W elev 28 ft Streaming ||||| 100%

Eye alt

POURING THE FOUNDATION FOR CHANGE: BASE BUILDING WITHIN ST. NICHOLAS HOUSING DEVELOPMENT

- ◉ Database Development-Case Referrals
- ◉ Concentration of Clinical Capacity
- ◉ Surge Strategy Clinical Outcomes
- ◉ Disaster Recovery/Civil
Defense/Emergency Preparedness
Ready

POURING THE FOUNDATION FOR CHANGE: BASE BUILDING WITHIN ST. NICHOLAS HOUSING DEVELOPMENT

- Living Laboratory/MCH Base Area

Built

- Harlem Children's Zone/City Health

Department Follows our Lead

We Are ACS



Poster created by NMPP's Social Health Marketing Group

We are **Active Community Servants** to end child abuse and neglect in Harlem. We are not here to remove your children and place them in the foster care system. We are community members charged to help you care for your children and keep your family together!

We are prepared to anticipate, recognize and appropriately react to a family experiencing a stressful situation that might negatively impact on a child. **Better Days** are about to arrive! Reinforcements are on the way because love can build a bridge.

If you are experiencing difficulties caring for your child, we are your next door neighbors in the Saint Nicolas Housing Development. Knock on our door or call the friendly and supportive staff at the **Northern Manhattan Perinatal Partnership's Saint Nicholas Family Life Support Network** at 212-665-2600, Ext. 345. **WE ARE ACS!**

This campaign is funded by The Child Welfare Fund

Ties that Bind: MCH's Role in Preventing Chronic Diseases

MCH Chronic Disease Strategy

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

Problem Analysis:

- Close to 1 million New Yorkers are Diabetics
- Over 40,000 women in NYC have Gestational Diabetes
- 10 to 15% of the Adult Population in Harlem & South Bronx Diabetic & Obese
- Death Rate due to Diabetes in NYC is three times higher for African Americans and two times higher for Latinos
- Recent NYCDOH Study Revealed that 43% of NYC's School Children are Overweight

MCH/Chronic Disease Solutions

- Restructured all Six MCH Home Visiting Programs Pregnancy Care to Interconceptional Care (2004)
- Partnered with Weight Watchers to Organize First Program in Harlem (2004)
- Partnered with Mailman School of Public Health to conduct a Study that Explored the Relationship between Maternal Weight- Obesity & Low Birth Weight (2005-2007)

INTEGRATING MCH HOME VISITING & CHILD WELFARE SERVICES

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

Source: NYC Administration for
Children's Services: Office of
Management Analysis

•Victimization Rate is the number of children with indicated abuse/neglect per thousand youth 17 and under in the population. is the number of children placed into foster care per 1000 youth 17 and under in the population.

POVERTY REDUCTION STRATEGY

Creating a vision beyond welfare,
developing Working Class heroes-
moving women into the Middle
Class

Being poor is hazardous to a
Woman's Health

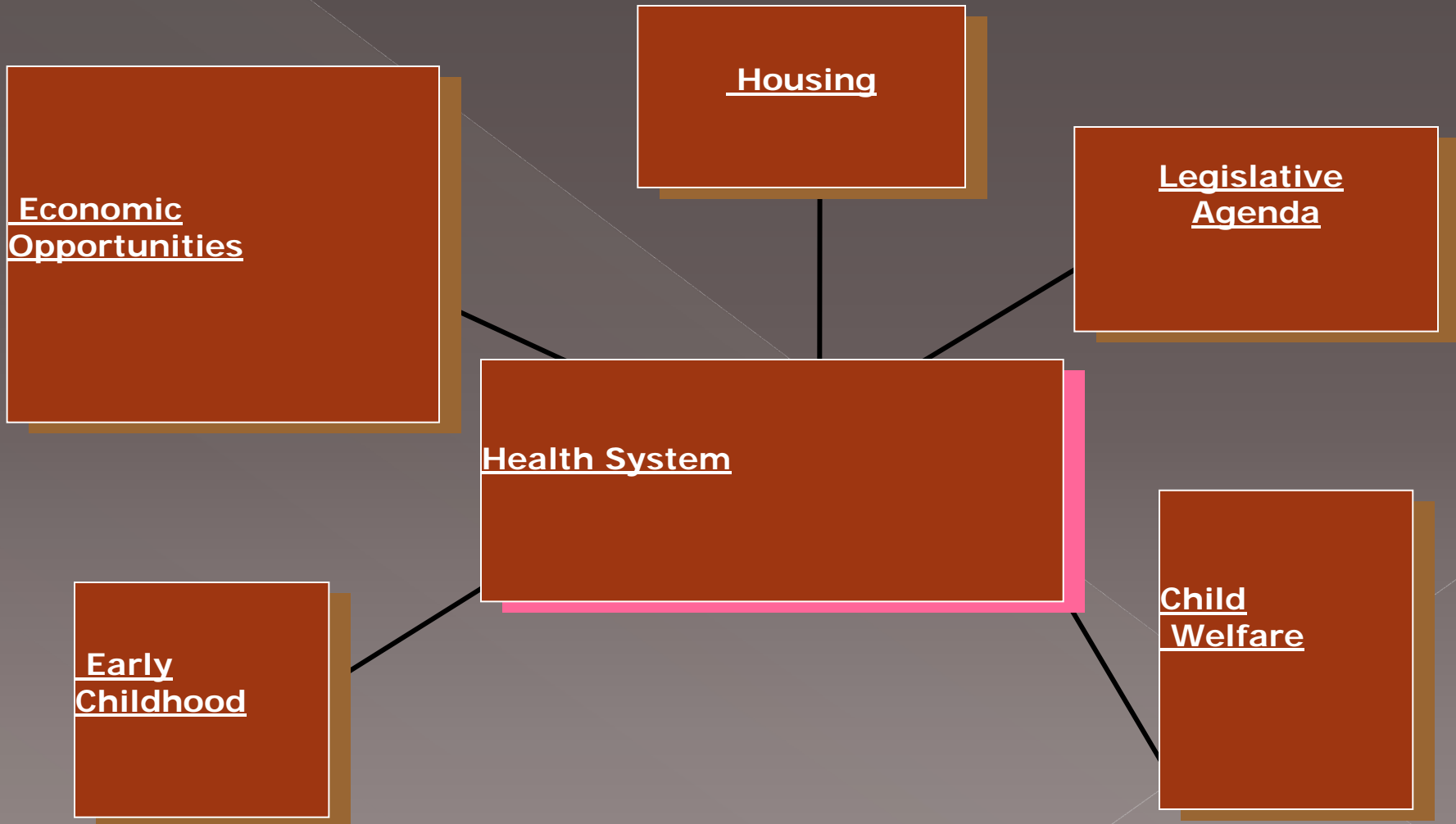
So What About Cincinnati?

Life Course Approach to Women's Health

Assessment Tool- Cincinnati, Ohio

Social Determinants of Health	Public Policy Initiatives							
	Community/ Environmental							
	Organizational							
	Group/ Interpersonal							
	Individual							
		Birth	Early Childhood	Pre-teens	Teens	Young Adult	Women ≥35	Seniors

Spectrum of Work for MCH Life Course Organization Cincinnati, Ohio



Strategic Leadership

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 Leadership

- **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 Leadership

- 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.

Strategic Leadership

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

Achieving Health Equity 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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