

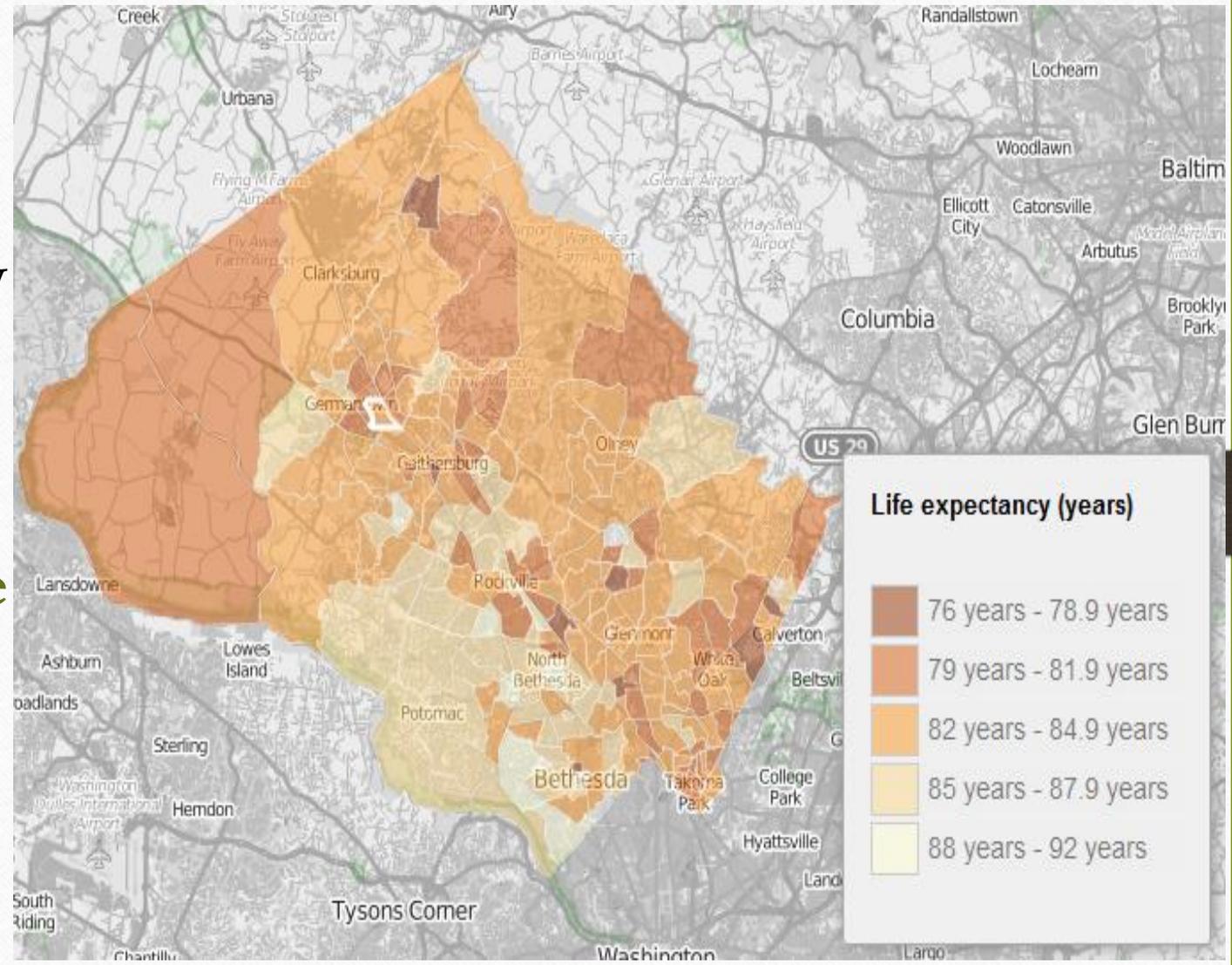
# Thriving Germantown (TG) Community HUB at Daly Elementary School (DES) Pilot



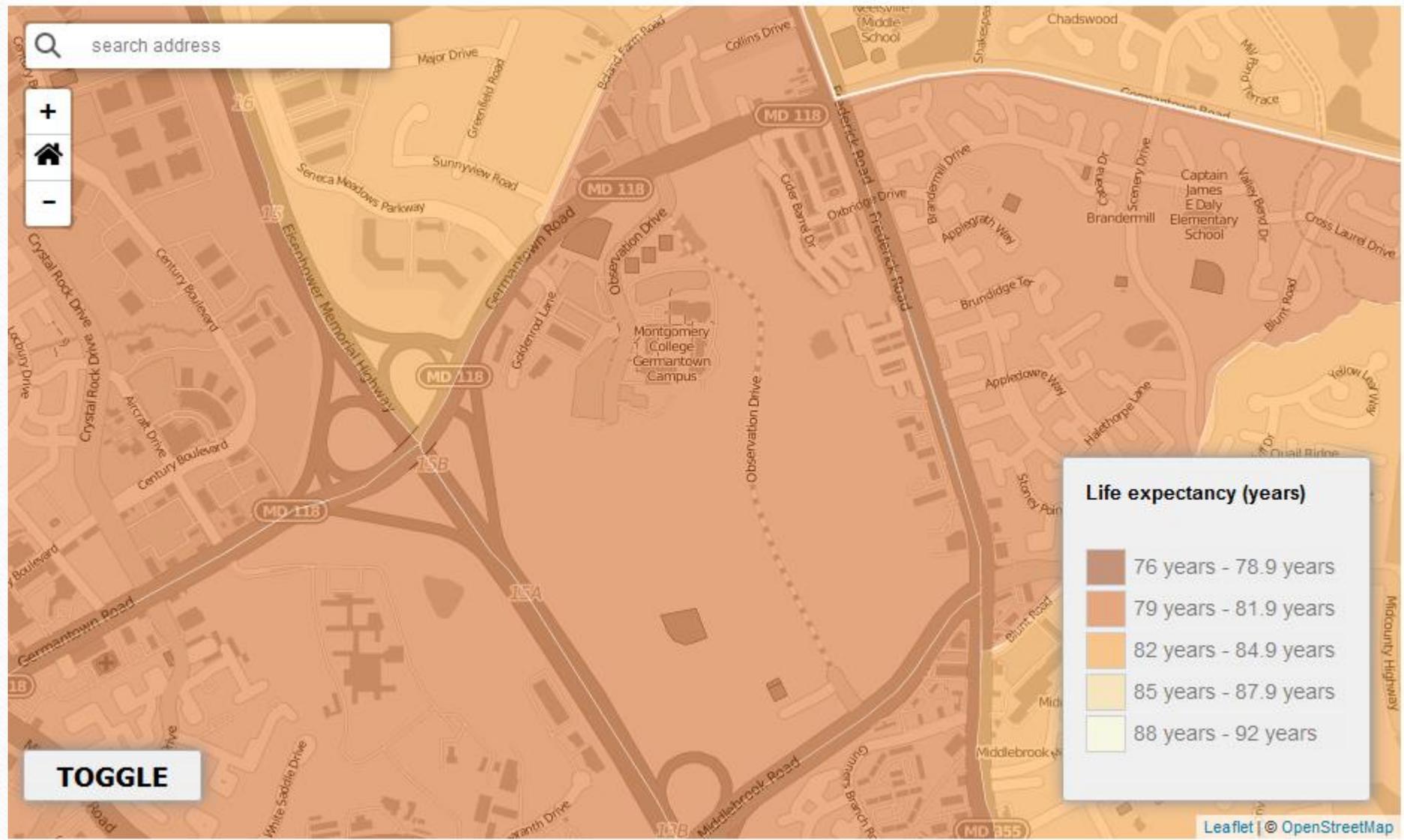
“Changing the Ecosystem: Ending Multi-Generational Poverty by Addressing Systemic Inequities and Strengthening Resiliency, Households, Academic Success, Health & Well-Being”

# The Uneven Opportunity Landscape in Montgomery County, Maryland

## Montgomery County Mapping Took linking Life Expectancy and Social Determinants of Health



# Community Need: DES & Germantown



# DES & Germantown

- Germantown is an extremely diverse (65% minority), unincorporated community that currently has the **fastest rate of increased poverty and population in Montgomery County.**
- Current estimates predict that the population is close to **100,000** residents, and that **16%** of the Germantown residents have an income less than **200%** of the federal poverty level.
- **76%** of DES student households qualifying for Free and Reduced Meals (FARMS);
- **91%** minority;
- **38.4%** limited English Proficiency;
- **17.4%** mobility rate (entrants and withdrawals);
- Struggling academic performance;
- **DES educates 650 students, of which 135 currently live in the mobile home park community. This is the only mobile home park community in Montgomery County with approximately #500 residents in #174 mobile homes;**
- **DES is the only Title I school in the Clarksburg Cluster; and**
- **No local community governance, anchor nonprofit organization, school-based health centers or linkages to learning programs north of Gaithersburg.**

# Strategic Systems Alignment:

- Thriving Germantown is using the Community HUB Pathways model and the Clear Impact Scorecard to integrate, coordinate and evaluate the pilot and emulates the Promise Neighborhood model as the approach for service delivery;
- Promise Neighborhoods—are communities of opportunity centered around strong schools—to wrap children in education, health, and social supports from the cradle to college to career. By effectively coordinating the efforts of schools, families, social services, health centers, and community-building programs, all children can fulfill their promise;
- Healthy Montgomery priorities – to establish and sustain health in all policies; develop integrated care programs and expand access to mental health services and enhance linkages between mental health, substance abuse, disability, and other social services; and offer combined diet and physical promotion progress for residents with diabetes;
- Nexus Montgomery –connecting residents with community-based care to prevent hospital readmission;

# Strategic Systems Alignment:

- **IPHI's –Trinity Health Community Transformation Grant strategies- Complete Streets, Nutrition Promotion with Family Childcare Providers, School Wellness Councils, Tobacco Reduction, and Enhancing Access to Physical Activity;**
- **MCPS's priority - to address the academic achievement disparities;**
- **Children's Opportunity Fund- Early Care and Education;**
- **Montgomery Moving Forward's Early Childhood/Education Collective Impact work;**
- **DHHS's – strategic priority for strong collaborative relationship and service coordination and integration and focus on addressing two generation poverty;**
- **Office of Legislative Oversight (OLO)- Two Generational Poverty Report on best practice models; and**
- **Resolution to Develop an Equity Policy Framework in County Government and the recent OLO Race Equity in Government Decision-making: Lessons From the Field Report**

# TG Concept Development:

- **Place matters and there are direct links between safe, affordable, and quality housing, and other socio-economic factors with health and educational outcomes.**
- **As community leaders, we need to ensure that there are safe, stable, nurturing relationships and environments for ALL children and that we are fostering conditions in which all residents can live, learn, work, and play for a healthy and thriving community.**
- **Physical health, mental health, and learning are interrelated and brain functioning is critical for all three. Helping our children thrive requires that we protect their brain development. Early experiences are embedded biologically in our brain structure and function, hormone activity, and the operation of our major organs.**

# TG Concept Development:

- **Creates a model that overcomes the traditional systemic health, social services and education silos and supports the community through trauma informed, multi-sector and multi-generational, place-based, and holistic approaches that enable families to thrive;**
- **Develops an Integrated Care Coordination model for: 1) Early Care and Education; 2) Health and Wellness; 3) Behavioral Health; 4) Household Stabilization (Workforce, Emergency Assistance, Resources);**
- **Integrate trauma informed practices in the school, program design and operation and amongst collaborative partners; and**
- **Establish a Collective Impact -Results Accountability model to measure results across systems based off of #2 National Best Practice Models: Community HUB Pathways Connect & Clear Impact Scorecard.**

# TG DES 5 Year Pilot

- The *Thriving Germantown* pilot establishes a Community Pathways HUB to complete family household assessments, and through intensive, integrated case management and outreach coordinate services to address the following (3) three Goals for DES families and children:
  - 1) Assure safe, stable, nurturing relationships and environments for all DES children and families;
  - 2) Improve academic achievement for students attending DES; and
  - 3) Improve health outcomes for children and families.
- In December 2017, the TG 5 year pilot was launched with the goal to serve 150 students and their families in the first year, and additional 90 students and families each subsequent year (serving an estimated #2,000 students and their families);

# TG Pathways HUB Connect Collective Impact Funding Model

Early Care and Education Pathway	Health and Wellness Pathway	Behavioral Health Pathway	Household Sustainability Pathway
Cafritz Foundation	MD Community Health Resources Commission	Kaiser Permanente	MCAEL- ESOL Mead Family Foundation
Montgomery County Executive and Council Grants	Healthcare Initiative Foundation	Healthcare Initiative Foundation	Healthcare Initiative Foundation
Children's Opportunity Fund			Adventist Healthcare
Adventist Healthcare (Backpack Supplies & Holiday Giving Sponsors)			

# Collective Impact -Results Accountability

Based on #2 National Best Practice Models: Community HUB Pathways Connect & Clear Impact Scorecard:

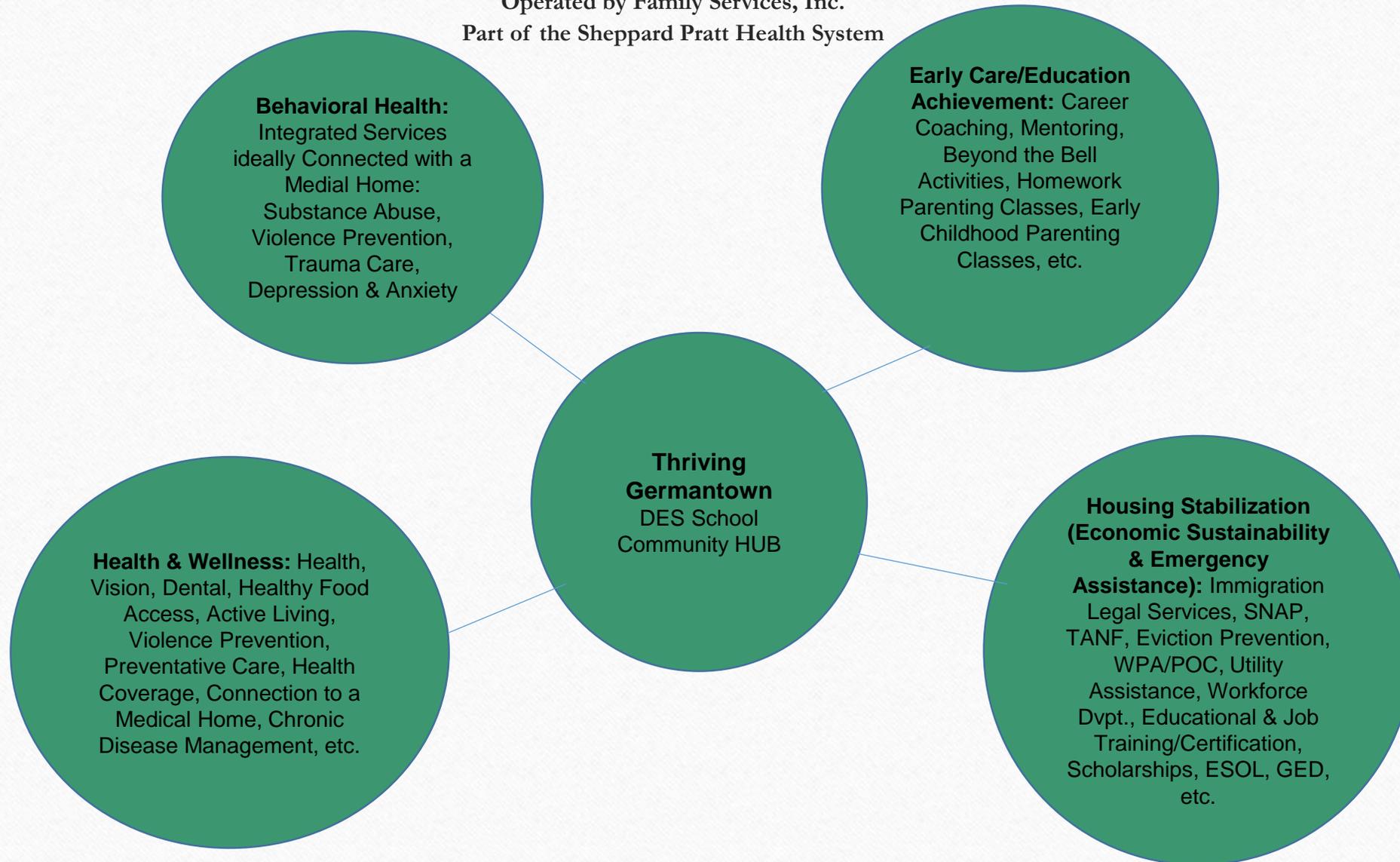
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1. **Community HUB Pathways Connect** – Is the integrated case management system to track program interactions and outcomes for individual children and adults participating in the HUB’s programming.
2. **Community HUB Pathways/Clear Impact Scorecard & Turn the Curve Planning** – Offers the longitudinal data systems to track outcome measures and other performance indicators over time for residents served through the HUB and by TG service delivery partners for zip codes 20876 and 20874.

TG HUB Collective Impact Model to End Poverty by Addressing the Social Determinants of Life			
Goal: Improve Academic Achievement Outcomes	Goal: Improve Health and Wellness Outcome		Goal: Ensure Safe, Stable & Nurturing Environments for Children & Families
TG Partners: FSI-TG HUB, MCPS, DES, DHHS, Identity, & Boys and Girls Club.	TG Partners: FSI-TG HUB, Holy Cross Health, Mobile Med, Inc., Columbia Lighthouse for the Blind, DHHS, Germantown Help, CRISP Connection, American Diversity Group, & Primary Care Coalition	TG Partners: FSI-TG HUB, EveryMind, Aspire Counseling, Crittenton Services, DES, & Identity	TG Partners: FSI-TG HUB, DES, Germantown Help, Manna Food, MCAEL, Women Who Care Ministries, DHHS, & WorkSource Montgomery
Outcomes:	Outcomes:	Outcomes:	Outcomes:
# of individuals completing early care pathway (ages 0-5) # of children link to our of school care (ages >5)	#/% of individuals with a return Emergency Department visit within 30 days (baseline data)	#/% of children connected with a behavioral health pathway that show a significant improvement in mental health symptoms and/or functioning	Increased household sustainability, measured by the # of individuals completing social services pathway (e.g. linked with eligibility services)
# of teachers and school administrators trained in trauma sensitive principles and practices %of DES community reporting a better understanding of trauma and strategies to build resiliency	#% of individuals with a medical home and health coverage	#/% of adults connected with a behavioral health pathway that show a significant improvement in mental health symptoms and/or functioning	Increased household sustainability, measured by the # of individuals completing workforce & education pathway (e.g. WorkSource Montgomery, ESOL, job certification, etc.).
% of children who demonstrate readiness to enter kindergarten	#/% of individuals connected with dental, food services and vision services.	Increase household sustainability, measured by the # of individuals completing a behavioral health pathway	Increase household sustainability, measured by the # of individuals completing early care pathway
# of children chronically absent from school (> than 20 days in a given school year)	#/% of Montgomery Cares individuals with a diabetes A1c more than 8 (poor control) and less than 8 (control)	#% of DES community reporting a better understanding on the impact of trauma and strategies for building resiliency	Increase household sustainability, measured by the # of individuals completing health pathway
# of children habitually tardy	#/% of children up-to-date on immunizations		Increase household sustainability, measured by the # of individuals completing a behavioral health pathway
% of children meeting mathematic and literacy standards quarterly			#/% of households with a decrease in risk score

# TG HUB's Four Service Pathways

Operated by Family Services, Inc.  
Part of the Sheppard Pratt Health System



# TG Partners and Investors

- Adventist Healthcare
- American Diversity Group (Health fairs including dental screening and exams DES, CMES, & GES)
- Aspire Counseling (Behavioral Health services)
- Boys and Girls Club (afterschool activities)
- Germantown Coalition
- Germantown Alliance

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- Captain James E. Daly Elementary School (DES)-
- Holy Cross Health (HCH)
- Every Mind (behavioral health at DES and HCH-Germantown)
- Mobile Med, Inc. (integrated behavioral health for adults)
- Germantown Help (prescription assistance at HCH-Germantown and emergency food assistance)
- Columbia Lighthouse for the Blind (vision exams and glasses at DES and CMES and HCH-Germantown)
- Collaboration Council of Montgomery County
- Primary Care Coalition of Montgomery County
- Family Services, Inc. (TG HUB)
- Maryland Community Health Resources Commission
- Women Who Care Ministries- (out of school nutrition program at DES)
- Clear Impact (through FSI grant)
- Crittenton Services of Greater Washington (afterschool programs as CHS)
- Institute for Public Health Innovation (Germantown is one of the communities selected in the TC Trinity Health grant- School Wellness Counsels)
- Interfaith Works
- Identity, Inc. (afterschool program for 3<sup>rd</sup> & 4<sup>th</sup> grades at DES and CMES)
- Cafritz Foundation
- UpCounty Regional Services Center

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- Manna Food – Manny Mobile visits at UpCounty Schools (GES, DES, CMES, etc.)
- Montgomery County Department of Health and Human Services
- Montgomery County Public School System
- Montgomery County Community Foundation (MCCF)
- Kaiser Permanente
- MCAEL
- Meyer Foundation
- Mead Family Foundation
- MCCF- Children's Opportunity Fund
- Montgomery County Executive's Office and County Council
- Healthcare Initiative Foundation
- YMCA
- Washington Regional Association of Grantmakers – Healthy Communities Working Group

# TG Year 1 Results & Impact

- #230 DES TG residents served to date.
- Of those served, #168 needed connection to vital social, health, behavioral, workforce, and educational support services with #138 successfully completing these pathways (PW) declining risk by 82% in the first year.
- The PW completion rates for the Health PW domain was 66.8% and the Social Determinant's domain was 71%.
- 46% of the PWs initiated were related to health and wellness domains and 54% classified under social determinants of health.
- Through the TG Nonprofit partnership #81 DES adults and children have been served through afterschool, vision, dental, health, behavioral health, food, and ESOL services. \*Partner agencies reported 1,527 food insecure families in Germantown received food assistance in just one quarter 7/1/18-9/30/18.
- #47 ESOL classes offered with 94 hours of Instruction provided serving #62 adult learners individuals with an average attendance rate of 65%.
- Pre-service Faculty Trauma training for DES faculty was completed at the beginning of the school year with a total of 65 staff members. Several teachers shared their de-escalation techniques with the group when prompted by the trainer, as well as self-care ideas.

# TG Year 1 Results & Impact

- We have established formal information and data sharing agreements with our primary service and data partners who will continue these primary roles in the new project term and providing data for the Clear Impact Scorecard.
  - These organizations include: Aspire Counseling, Columbia Light House for the Blind, EveryMind, Germantown Help, Identity, Manna Food, Primary Care Coalition, and Women Who Care Ministries.
  - Other direct service partners that we look to for continuing and/or new involvement in the implementation of the program include: the American Diversity Group, Boys & Girls Club of Greater Washington (Germantown), and Crittenton Services.
- TG is expanding organically with TG partners offering programs in (3) additional schools in Germantown.
- The development of a Germantown/UpCounty Nonprofit HUB:
  - \$1M bond bill sponsored in 2018 by Senator Nancy King and Delegate Kirill Reznik. The facility will provide shared service and meeting space for the TG HUB and several nonprofit partner organizations and help further the access and integration goals of the TG HUB. The bond bill was successfully passed by the General Assembly, and the Montgomery County Council has put \$100,000 into the FY 2019 budget for development and design work for the project.
- Pathways HUB Connect Platform is Connected with Chesapeake Regional Information System (CRISP)
- DHHS awarded a multi-year Ecosystem grant from the Kresge Foundation to support East County and Thriving Germantown to continue to develop strategic partnerships to create community wealth building opportunities and localized leadership around common goals and outcomes.

# Clear Impact Scorecard Results

A multi-generational, cross-sector collaborative driven to improve health, increase academic success and enhance family stability in Germantown, Montgomery County, Maryland.

**Project Goal 1:** Improving Health/Wellness Services and Outcomes for DES/Germantown Children and Families

**Project Goal 2:** Promoting Academic Achievement for DES Children

**Project Goal 3:** Ensuring Safe, Stable and Nurturing Environments for Children and Families

Care Coordination		Most Recent Period	Current Actual Value	Current Trend	Baseline % Change
P	Care Coordination				
PM	TG/CareCoord [1] # of unduplicated individuals completing comprehensive assessments through TG Care Coordination	HY2 2018	94	↗ 2	141% ↑
PM	TG/CareCoord [3] # of TG Care Coordination encounters	HY2 2018	1,468	↗ 2	979% ↑
PM	TG/CareCoord [4] # of individuals completing Social Service Pathways	HY2 2018	58	↘ 1	190% ↑
PM	TG/CareCoord [5] # of individuals completing Employment (Workforce) Pathways	HY2 2018	11	↗ 2	1000% ↑
PM	TG/CareCoord [6] # of individuals completing Adult Education Pathways	HY2 2018	11	↗ 2	1000% ↑
PM	TG/CareCoord [103] # of individuals completing traditional health-related Pathways	HY2 2018	31	↘ 1	417% ↑

# Clear Impact Scorecard Results

Access to Care			Most Recent Period	Current Actual Value	Current Trend
<b>P</b>	Access to Care				
PM	GT/Access	[7] # of adults and children in Germantown zip codes connected to health coverage by Montgomery Cares or Care For Kids	—	—	—
PM	Access	[200] # of DES adults and children who say they need neither health insurance (which equates to having coverage) nor medical home at enrollment	HY2 2018	90	↗
PM	Access	[201] % of DES children and adults who indicate they neither need health insurance (which equates to coverage) nor a medical home	HY2 2018	89	↗
PM	TG	[8] # of DES-related adults and children connected to health coverage through TG Care Coordination	HY2 2018	8	→
PM	DES/Access	[9] #of DES children served by Identity who are enrolled in health coverage	Q3 2018	21	↘
PM	DES/Access	[10] % of DES children served by Identity who are enrolled in health coverage	Q3 2018	100	→
PM	GT/Access	[11] # of adults and children in Germantown zip codes connected to a medical home/provider through Montgomery Cares or Care For Kids	2018	2,773	↗
PM	TG/CareCoord	[12] # of DES-related adults and children connected to a medical home through TG Care Coordination	HY2 2018	7	↗
PM	GT/Access	[13] # adults and children in Germantown zip codes linked to dental care through Montgomery Cares and Care For Kids	—	—	—
PM	GT/Access	[14] % adults and children in Germantown zip codes linked to dental care through Montgomery Cares and Care For Kids	—	—	—
PM	TG/CareCoord	[15] # of DES-related adults and children linked to dental care through TG Care Coordination	HY2 2018	24	↗
PM	TG/CareCoord	[16] % of DES-related adults and children linked to dental care through TG Care Coordination	HY2 2018	24	↗
PM	DES/Access	[23] # of children enrolled in TG with up-to-date immunizations	HY2 2018	65	↗
PM	DES/Access	[24] % of children enrolled in TG with up-to-date immunizations	HY2 2018	100	→

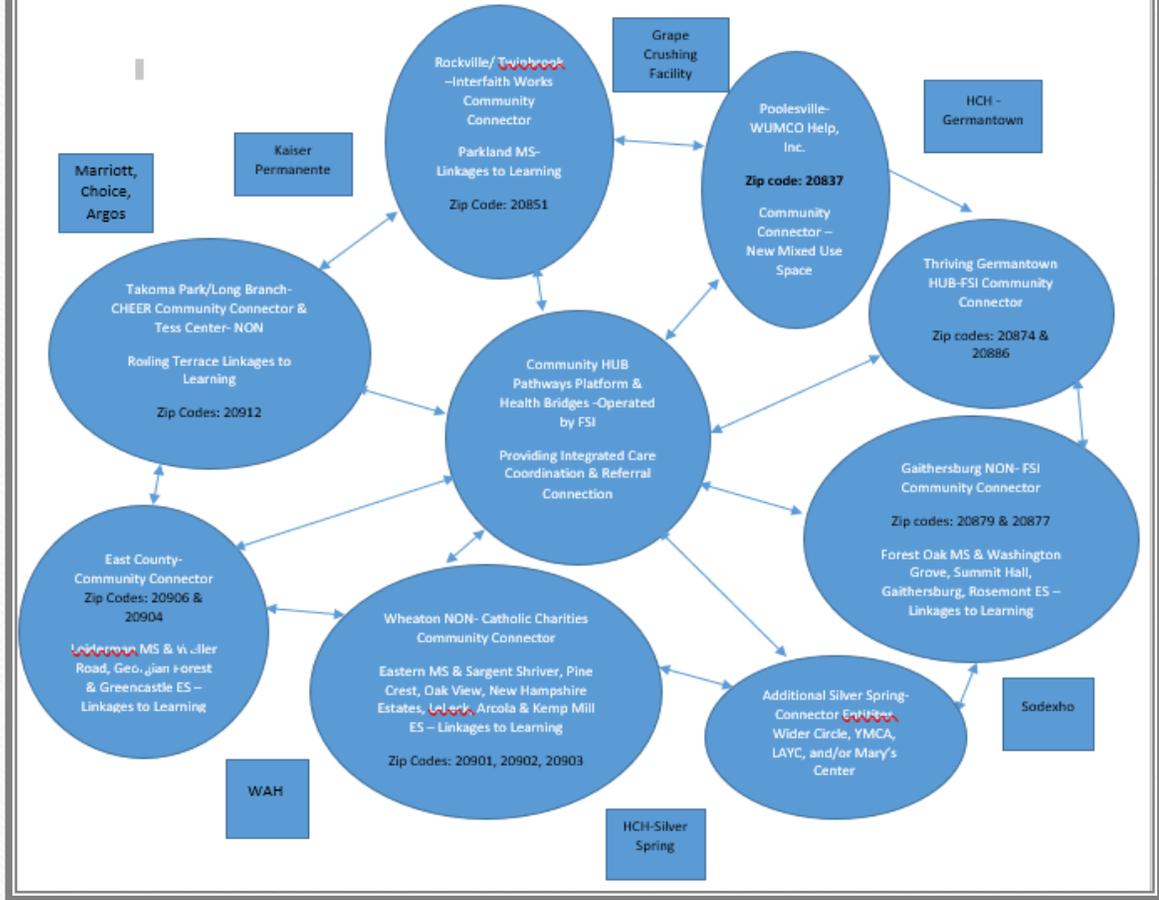
# Community Empowerment & Decision-Making

- Vision to develop a TG Multi-Sector Governance Structure comprised of NPs, Government, Faith Community, MCPS, Business, Law Enforcement, Community Representatives, etc.) for community lead decision-making based upon need, advocacy, data, and results.
- Community Decision-Making to Decide Upon Equity, Inclusion, & Diversity
- Expansion and Scalability of the TG Pilot to other communities;
- Adding “New” Partners, Programs, and/or Services onto the Clear Impact Scorecard for data sharing to measure impact;
  - Continue training on Trauma, Equity, Inclusion, & Diversity;
  - Funding Allocation to the Community and Partners; and
  - Empowering Community Leadership: School Wellness Councils, TG Advisory Committee, Identity’s Parental Involvement, PTA, etc. to develop structures for community lead decision-making.

# Collective Impact and Leveraging Investment

## Collective Impact – Leveraging the Thriving Germantown Collective Impact Investment

Phase 1: Strategically Build Infrastructure in under invested communities in the County (proposed strategy addresses 10 zip codes with the lowest combined health and socio-economic indicators rankings) by building the capacity of anchor nonprofits (connector entities) and anchor businesses to empower the community and build economic wealth.



# How do we connect them all?

## HealthBridge.care



Stand-Alone - Public website for use by the Community, Providers, Organizations and EMS/Police

API - integrated with an EHR or other information system

*Social Service Referrals*  
*Medical Referrals to Specialists and Practices*  
*Substance-related Referrals*



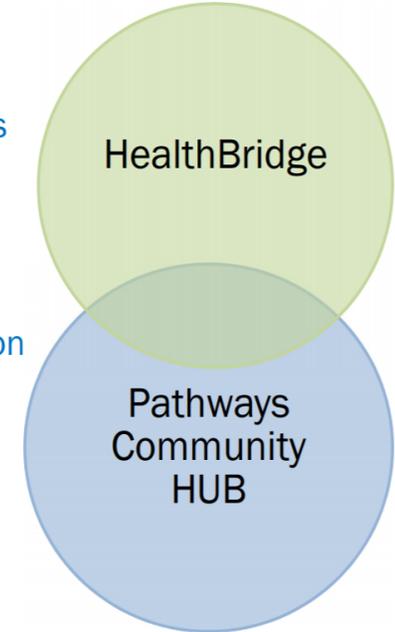
## HealthBridge.care



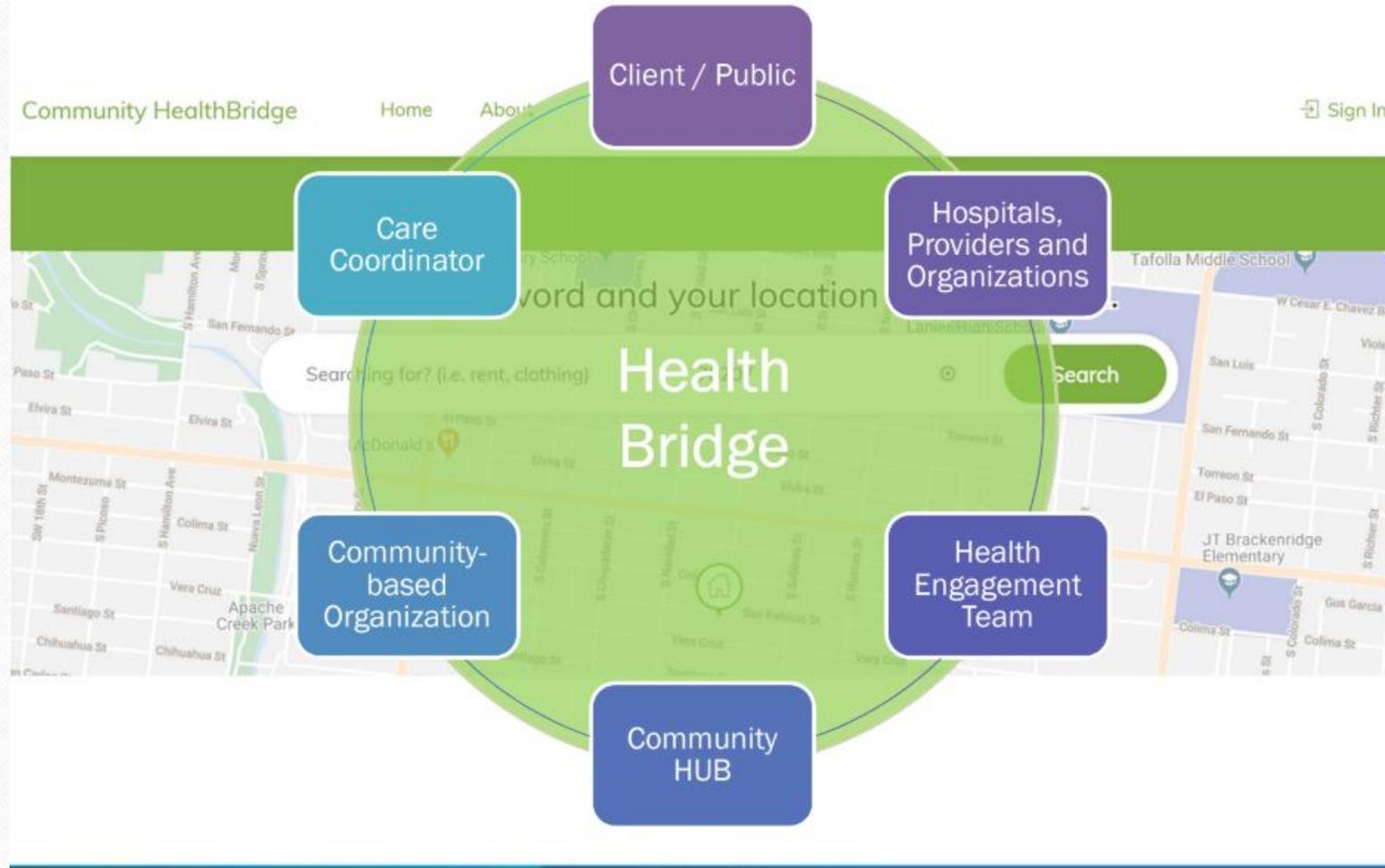
HUB Integrated - community health record integrated for use by Care Coordinators with their patients/clients

Crowdsource enhanced - HUBs, care coordinators, community, and other directory sources. A means to form community partnerships with a common resource repository

*Social Service Referrals*  
*Medical Referrals*  
*Substance-related Referrals*



# Referrals – Conversations



# Strategic Investment Partnerships:

Multi-year Kresge Foundation Grant to DHHS to Support Community Governance Structure and Workforce Development in East County and Thriving Germantown through work with the Non profit providers as the Innovators/Strategic Messengers Build inner operability for referrals and case management between the HUB, nonprofits, County's ECM ( Neighborhood Opportunity Network Linkages to Learning, etc.);

Connect Food is Medicine project Community Health Workers on the HUB Connect with other foundations and philanthropy to partner or sponsor communities (e.g. Kaiser Permanente, Consumer Health Foundation, Marriott Foundation, etc.);

Geo-map current County Executive and County Council grants to see which community HUB service areas they are serving in and connect these with the community asset maps. Potential look to how these grants can be utilized to support reinvestment in areas in the county that have seen under investment;

Explore partnership with Nexus Montgomery and the hospitals to serve as anchor business institutions; and

Explore opportunity to connect communities with other local anchor businesses

**Kylie McCleaf**  
**Family Services, Inc.**

Part of the Sheppard Pratt Health System

**CEO**

[mccleafek@fs-inc.org](mailto:mccleafek@fs-inc.org)

**(30)840-3267**

**Crystal Townsend**  
**Healthcare Initiative**

**Foundation**

**President & CEO**

[Crystal.townsend@hifmc.org](mailto:Crystal.townsend@hifmc.org)

**(301) 907-9144**



PART OF THE SHEPPARD PRATT HEALTH SYSTEM:

