



Colorado Preservation Next Academy

Improving Health
Outcomes through
Preservation

July 11, 2023



Meet Our Panelists



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Health and Housing Partnerships



housing for people experiencing or at risk of experiencing homelessness

Benefits/Outcomes:

Better overall health through case management

Expanded respite housing units; safe discharge for at-risk patients

Reduced numbers of emergency department visits, fewer re-admissions to the hospital and emergency department, decreased length of hospital stays



Hospital participation:

- Financial: contribute to Housing First programs to stabilize housing for at-risk individuals
- Case management: provide case management/referrals to program and services
- Housing: financially support or donate land to build Permanent Supportive Housing units for the homeless population or respite care units

Housing partnership role:

- State housing finance agency may award Housing Tax Credits and/or provide loans to help finance developments
- State may provide rental assistance through state housing voucher program and/or housing and services funding

affordable rental housing

Benefits/outcomes:

Increase in primary care visits

Better access to healthy food, improved mental health

Decrease in emergency department visits

Employee housing for hospital workers, aiding recruitment and retention



Hospital participation:

- Financial: finance acquisition, construction, and/or rehabilitation of affordable mixed-income rental housing developments located in the service area of a hospital, targeting hospital customers and employees
- Affordable housing developer/owner: Montefiore Health System created a community development corporation to renovate and stabilize apartment buildings. The Bon Secours Health System owns multiple apartment buildings in Baltimore servicing seniors, families, individuals, and those with disabilities
- Health care navigation support: fund health care navigators in affordable housing developments

Housing partnership role:

- State housing finance agency may award Housing Tax Credits and/or provide loans to help finance developments
- Finance the acquisition, new construction, or preservation of affordable housing or mixed-income developments

funds for creation and preservation of housing



Kaiser Permanente (KP):

- Established a \$200 million Thriving Communities Fund in 2018.
- Addresses housing instability and homelessness
- Preserves and creates 5k affordable housing units.

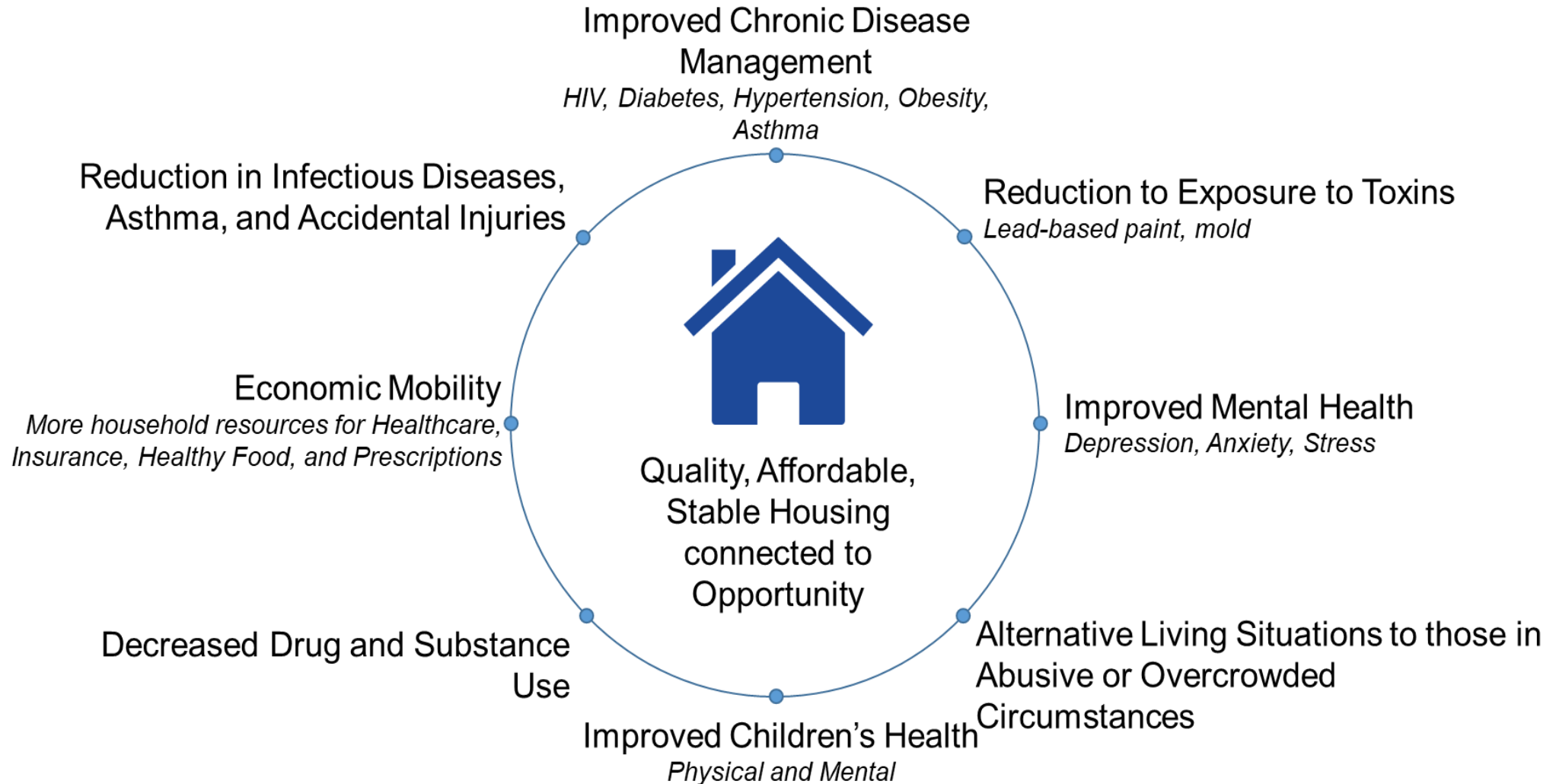
UnitedHealth Group (UHG):

- \$100 million investment in Health & Housing
 - Nearly \$800 million in affordable housing investments in total

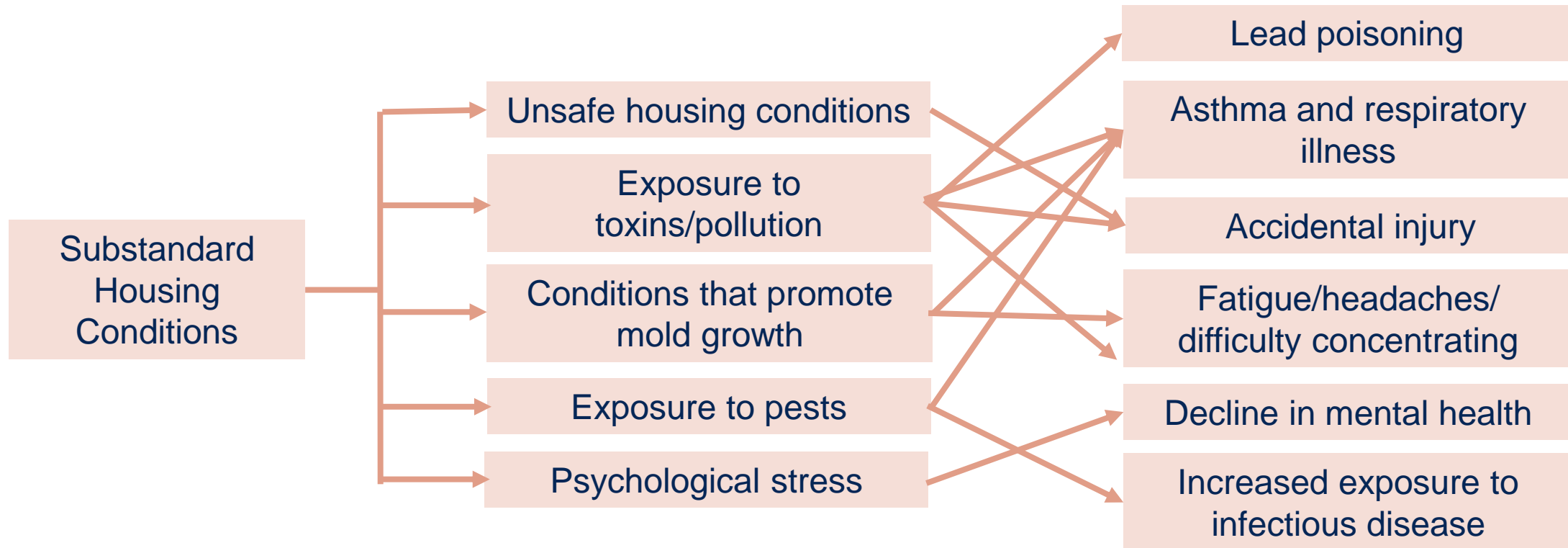
Henry Ford Health System and Detroit Medical Center

- Partnerships with Wayne State University and Midtown Detroit Inc to support neighborhood revitalization through: Housing, Commercial Activity and Infrastructure Investments.

The Research Shows



Housing Quality as a Pathway to Health



Health + Built Environment

Enterprise Green Communities

Integrative Design

- Understanding residents, Health Action Plan

Location & Neighborhood Fabric

- Access to outdoor spaces, transportation, and services

Exposure to toxins

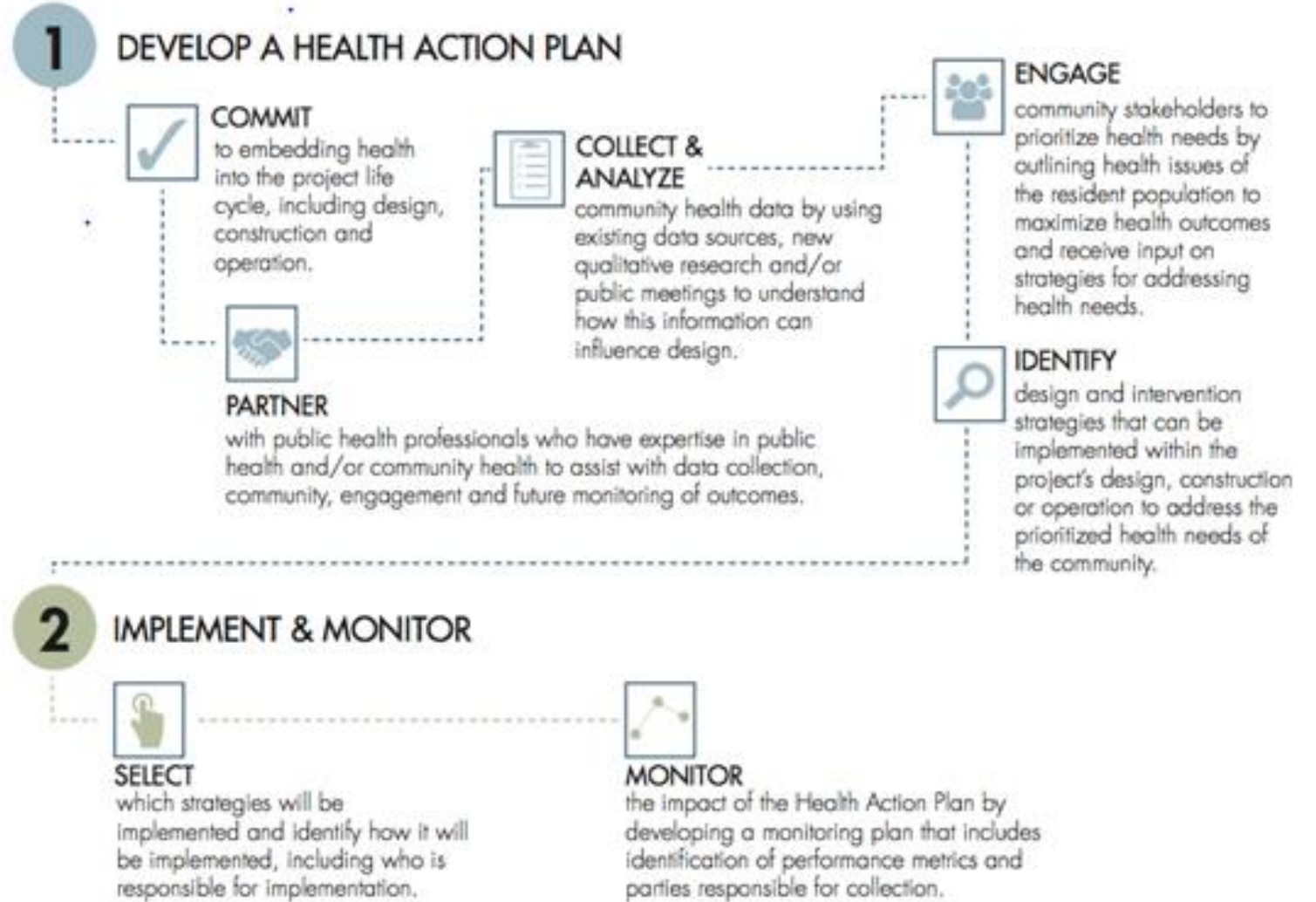
- Healthy building materials, ventilation, smoke-free, electrification, water, and water mitigation

Health Promotion

- Healing-centered, active, and universal design



Health Action Plan



Health Action Plan Examples

Paloma Gardens, Colorado

Renovation on a 51-unit existing building and construction of a new 76-unit building in Colorado Springs, CO serving older adults.

- **Developer:** Volunteers of America National Services
- **Public Health Professional:** Equity Policy Solutions
- **Community engagement:** surveys, virtual meetings, and conversations with community stakeholders
- **Key health needs:** Food security, physical activity, access to transit and healthcare, community safety, and access to technology
- **Sample of interventions:** energy efficient upgrades, incorporate elements of nature and healing, on-site health suite, walking paths, and community garden

Housing for Health Fund

The HFHF is a unique investment opportunity aligning capital to preserve affordable housing with development of a property-level health action plan and on-going monitoring of self-reported resident health status

- **Investors:** Kaiser Permanente and JP Morgan Chase
- **Geography:** Northern California, focusing on Oakland, CA
- **Impact:**
 - Preserved 11 properties, totaling over 800 units
 - Health needs addressed: mental health, chronic diseases, respiratory health and more
 - HAP is guiding decision-making around operations, services, and environment
 - Initial data is illustrating improvements in resident satisfaction, financial status, and eating habits

Example HAP Findings and Strategies

Health Needs	Example Strategies
Mental & physical wellbeing	Resident-led exercise groups, inviting stairs or pathways, access to the outdoors
Accidents & safety	Maintain, trim, and clean landscaping to reduce potential trip and slip hazards
Transportation	Offer on-site services to reduce need for transportation (e.g., on-site laundry or food delivery)
Respiratory health	Reduce potential for indoor allergens & irritants (utilization of green cleaning supplies)
Relationships	Engage residents on the refurbishing and reimaging of shared outdoor space
Neighborhood safety	Launch resident ambassador program, improve lighting, community art, improve landscaping
Older adult wellbeing	Incorporate aging-in-place design features
Social and emotional isolation	Strategies to decrease linguistic isolation among residents with limited English proficiency
Emergency response and preparedness	Increase resident awareness and confidence in property's emergency response plans, fire-resistant landscaping

Lessons Learned

Benefits based on feedback from developers who completed an HAP, the HAP supported:

- Relationship development with residents and community partners.
- Capacity of developer to understand, prioritize, and develop strategies around residents' health needs
- Funding and partnership conversations
- Buy-in from leadership and staff for healthy housing strategies
- Resident satisfaction with property, services, and community events



Lessons Learned:

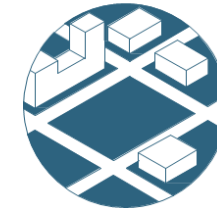
- Takes time and buy-in
- Relationship between public health professional and developer is important
- Both no/low-cost and high-cost strategies may arise through the HAP. Budgeting for strategy implementation deepens opportunity for impact.



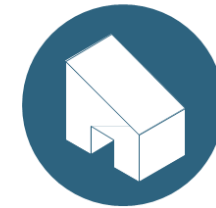
Logistics

- **Timing:** As early in the planning phase as possible
- **Timeline:** 3 – 6 months
- **Costs:** \$15K - \$30K for the public health professional and additional for strategy implementation

Opportunities to Integrate Health



Site



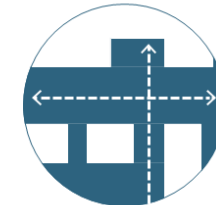
Massing



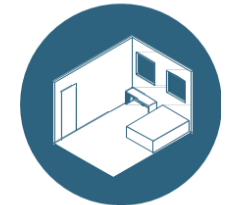
Landscape



Program



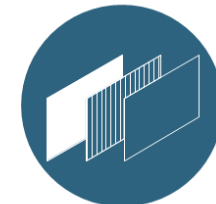
Circulation



Units



Systems



Materials



Culture



DHA

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655 Broadway Case Study
July 11, 2023

Development Overview

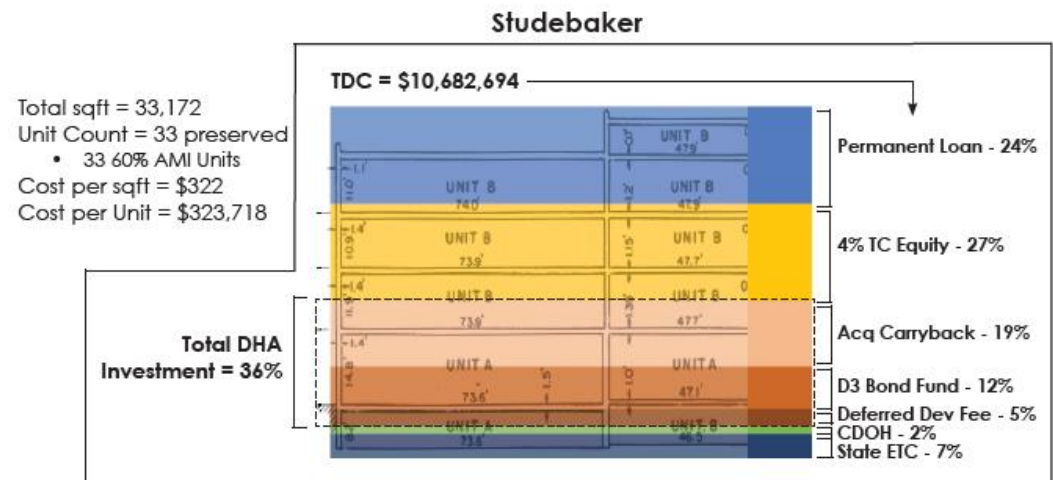
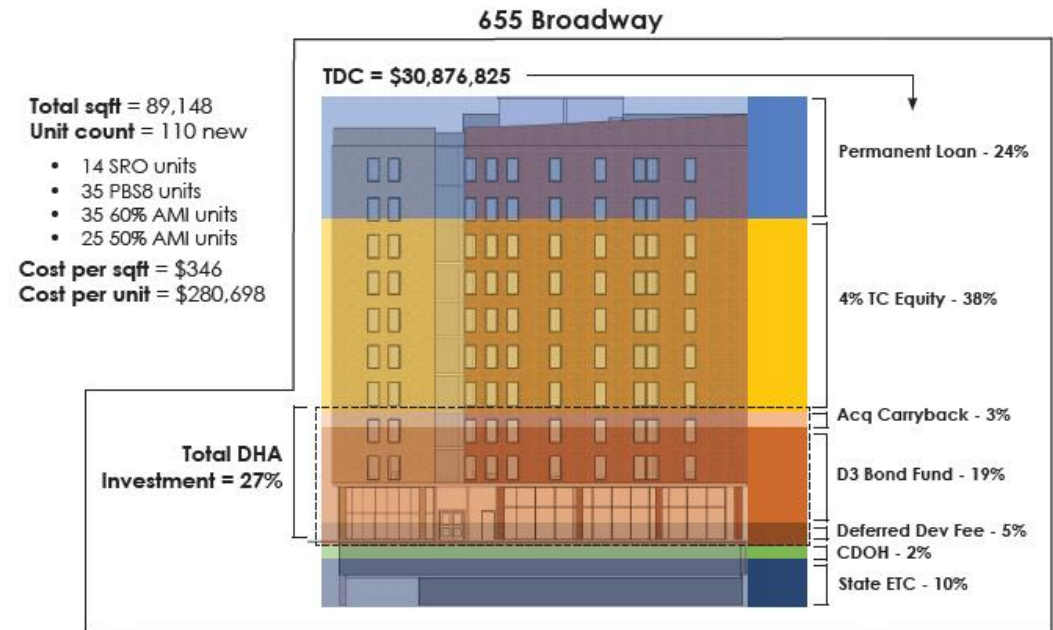
655 Broadway

- **655 Broadway** project is an office to residential conversion project on Denver Health's campus
- **110 units of new housing**
 - **14 units** of transitional SRO housing in partnership with Denver Health
 - **96 units** of affordable housing for seniors
 - 36 PBV units
 - 60 units between 50% and 60% AMI



655 Broadway / Studebaker Financing

- DHA financed two rehabilitation projects in one 4% + State tax credit partnership, awarded in 2019
- **655 Broadway** – Project Goals
 - Conversion of office building to housing
 - Partnership with Denver Health to provide transitional housing for patients experiencing homelessness
- **Studebaker Lofts** – Project Goals
 - Preservation of affordable housing with expiring LURA
 - Moderate rehabilitation to update housing



Historic Tax Credits



- In addition to LIHTC equity, the 655 Broadway construction financing relied on Historic Tax Credits
 - First example of International Office architectural style in Denver (built in 1955)
 - DHA's redevelopment restores the exterior of the building to its original condition
 - Benefits: Additional project equity; restoration of historic building
 - Challenges: Restoration of original building features created unique design constraints (ex: restoration of curtain wall, incorporation of historically appropriate window glazing that also meets modern energy codes)

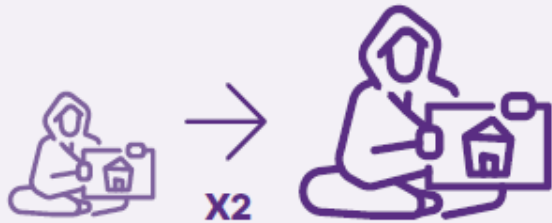
What Does 655 Broadway Seek to Address?

A GROWING CRISIS IN OUR COMMUNITY

People without stable housing often experience fragmented care that is inefficient, expensive and poorly coordinated across multiple healthcare and social service providers and have worse health outcomes across a range of health indicators.

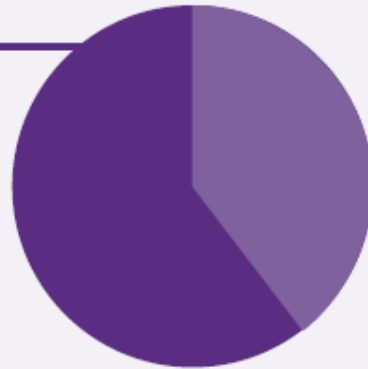
2020-2021

The number of people identifying as newly homeless nearly doubled (99%) from 2020



July 2020 - June 2021

32,233 people accessed the region's homeless services or housing supports



Over **10,000** of those people were unsheltered

In 2021

Denver Health cared for at least **6,000** patients experiencing homelessness



Accounting for over **19,000** visits

Source 2021 MDHI Point in Time Survey.

Homelessness: A Dangerous Health Condition



DENVER HEALTH

est. 1860

FOR LIFE'S JOURNEY

↑ Acute and chronic disease

↑ Mental health conditions

↑ Serious Infections

↑ Environmental hazards

↑ Violence, victimization

↓ Life Expectancy



Fazel S, Geddes JR, Kushel M. Lancet 2014
Baggett TP et al. JAMA Intern Med. 2013

Partnership Overview:

Denver Housing Authority (DHA)

&

Denver Health & Hospital Authority (DHHA)



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FOR LIFE'S JOURNEY

DHA
DENVER HOUSING AUTHORITY

Ingredients for Successful Partnerships



Defined goals align short and long-term priorities



Activities that build networks



Shared data systems



Budgeting transparency & coordination

655 BROADWAY

“Hospitals are the most expensive form of housing.”

Peg Burnette, CPA - Denver Health CFO

High Risk Homelessness in Denver

5000+ Homeless people in Denver **51%** Increase in chronic homelessness since 2015

26% Increase in unsheltered persons since 2016 **41%** Increase in emergency shelter utilization since 2016

SRO Target Population

Homeless individuals with diagnosed chronic illnesses who are medically stable but unsafe to discharge to self care and back onto the streets.



Program Benefits and Outcomes

- Decrease length of stay
- Increase hospital beds for acutely ill patients
- Reduce emergency and hospital visits
- Increase quality of life for the target population
- Decrease cost to care for the target population



Housing Continuum

Homeless/Shelter



SRO Unit



Affordable Rental Housing



Market Rate Rental



Homeownership



SRO Units – Tax Credit Eligibility



Shared Vision

Providing transitional housing units for Denver Health patients experiencing homelessness



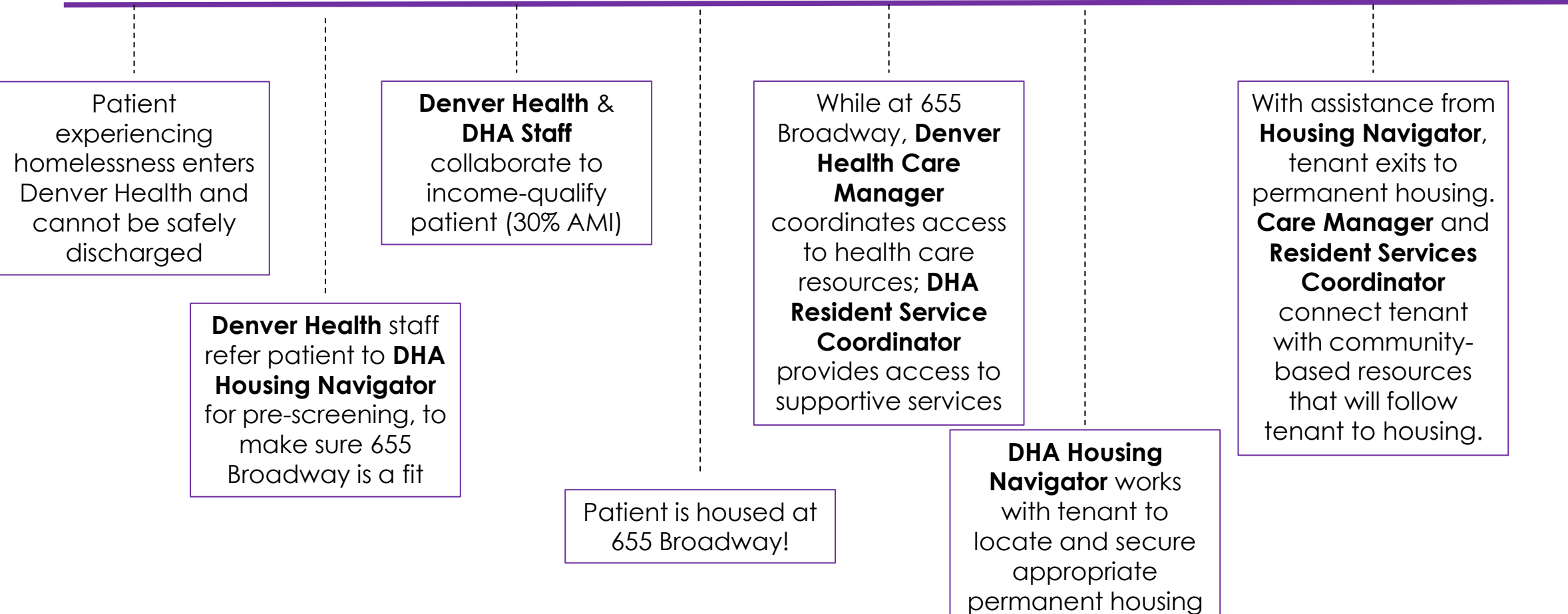
Housing Plan

Program Development

- DHA and Denver Health have collaborated to develop a services model for tenants at 655 Broadway
- **Goals**
 - **Transition patients from Denver Health to 655 Broadway quickly**, through a shared understanding of the target population and a streamlined income verification process
 - Provide **supportive services to transitional and permanent tenants at 655 Broadway**, via a Care Manager employed by Denver Health and a Resident Services Coordinator employed by Denver Housing Authority
 - **Transition tenants in SRO units to permanent housing in the community**, following a stay at 655 Broadway of 3-6 months
 - Ensure that **SRO tenants have access to community-based services** and resources as they enter permanent housing

DHA & Denver Health Partnership

- The 655 Broadway building will include 14 transitional SRO units that will house patients experiencing homelessness exiting Denver Health
 - Fully furnished units
 - 3-month lease, automatically renewing for one year





Health & Housing Partnerships – Takeaways

- Housing authorities and hospitals **serve very similar populations** and can enhance service through partnership
- **Opportunities**
 - Both agencies are equipped to provide **supportive services** to tenants – and services are more robust when agencies collaborate
 - Housing authorities can **leverage unique resources** for partnership (Local Preference Program; real estate assets)
 - Hospitals can **enhance the health care services** provided to housing authority residents (Care Manager at 655 Broadway; clinic at Vida @ Sloan's Lake)
- **Challenges**
 - Agencies have **different processes**, and it takes time to learn how each partner operates
 - Barriers to **sharing information** about tenants and patients
 - Partnerships can require that both agencies **build new skills** (housing navigation)



DHA

DENVER HOUSING AUTHORITY

THANK YOU

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Kaiser Permanente: Housing

Lynnette Namba, MPH, Community Health & Engagement Housing Lead

July 11, 2023

Community Health Needs Assessment

1. Access to care

2. Housing

3. Food insecurity

4. Income and employment

5. Structural racism

6. Climate and environment

[2022 Community Health Needs Assessment
\(kaiserpermanente.org\)](https://www.kaiserpermanente.org)

National Focus Area: Housing for Health

- Increase Affordable Housing Supply
- Strengthen Homeless Response Systems
- Transform Care
- Prevent Homelessness
- Amplify Impact

Increase Affordable Housing Supply

Preservation Next

- Enterprise Community Partners
- Small to medium multi-family affordable housing
- Preservation academies

Thriving Communities Fund (includes RxHome Fund)

- Enterprise Community Partners
- 1200+ units developed/preserved since 2019

Strengthen Homeless Response Systems

Community Solutions

- [Built for Zero](#)

Colorado Department of Local Affairs

- [Division of Housing](#)
- Tenancy Support Services Program
- 1211 people served in 2023

Transform Care

Medical Respite

- [National Center for Medical Respite Care](#)
- Colorado Coalition for the Homeless
- RecoveryWorks
- Ascending to Health
- 227 patients served in 2023

Prevent Homelessness

Medical-Legal Partnership (focused on housing)

- Colorado Legal Services
- [National Center on Medical-Legal Partnership](#)
- [Health Begins](#)
- [Unite Colorado](#)
- Kaiser Permanente Clinical Operations
- 30 referrals since March 2023

Amplify Impact

[Social Impact Partnerships to Pay for Results Act “SIPPRA” Project](#)

- Corporation for Supportive Housing
- Randomized Control Trial
- Improve housing stability, decrease days in jail, reduce participant Medicaid and Medicare expenditures

[CityHealth](#)

- [Affordable Housing Trusts](#)
- [Healthy Rental Housing](#)
- [Legal Support for Renters](#)

Health and Housing Panel Discussion Series

- National Office of Community Health
- System and Supply: February 3 in Denver, The Co Health Foundation
- Preservation: September 7, in Georgia and virtually 11-1 MT