



Rural Health Capital Resources Council Meeting

HOSTED BY FORHP & NOSORH

TUESDAY, JUNE 13TH



Welcome & Recap

Kris Juliar, Consultant
NOSORH

SPEAKER



SESSION THREE: STRENGTHENING COMMUNITY INVESTMENT ECOSYSTEMS

Robin Hacke

Executive Director & Co-Founder
Center for Community Investment

SPEAKER

Strengthening Community Investment Ecosystems

Presentation to Rural Health Capital Resources Council



June 13, 2023

center for
community
investment



LINCOLN INSTITUTE
OF LAND POLICY

Place Matters to Health

Where people live, work, and play shapes their health, their access to opportunity, and their chances to thrive.

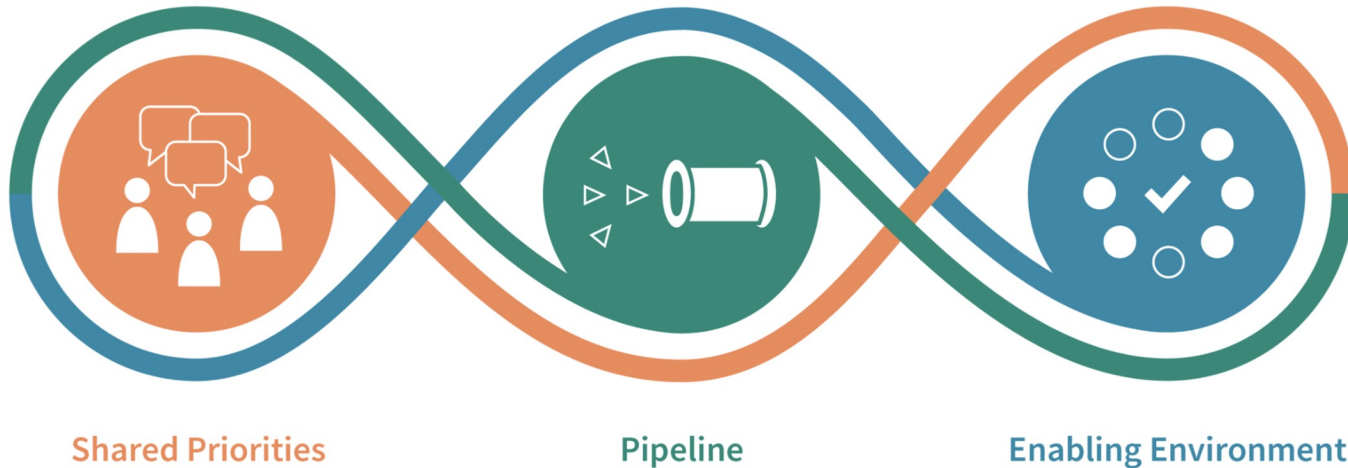


USING INVESTMENT TO ACHIEVE SOCIAL ENDS

The scale of transformation needed in communities can't be achieved through grants or policy alone.

Strengthening the Community Investment System

Focusing on the community investment system—examining who is or could be involved, pooling resources and batching deals to create efficiencies—can reduce transaction costs and increase the scale and impact of investment.



Shifting the Community Investment System

From	To
What can be financed ...	What community prioritizes
Transactional focus	System/Ecosystem focus
Single projects	Pipelines and batches of projects
Gap filling	Ambitious and scaled

Shared Priority

Ensure that there is a shared, community-determined vision **broad enough to matter** and **specific enough to shape decisions**.

1. Legitimate and widely embraced
2. Focused on racial equity and the system
3. Straightforward
4. Appropriately specific
5. Timely



Why is a Pipeline Important?

By working on a pipeline of deals, a community can:

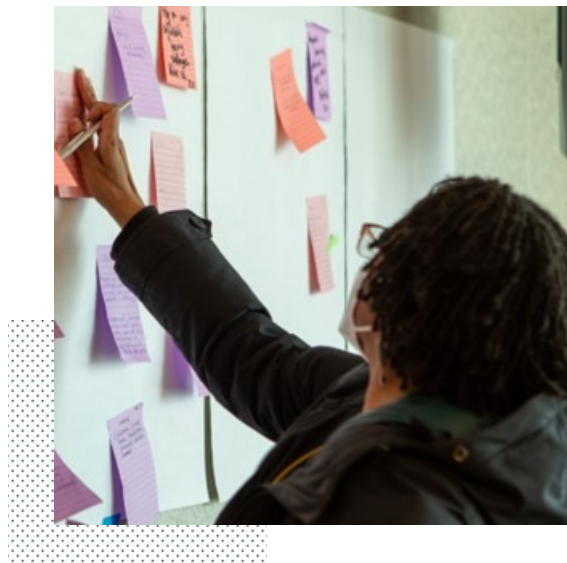
- 1. See all the potential opportunities
- 2. Ensure deals address shared priorities
- 3. Reduce costs and increase efficiencies
- 4. Identify where the system is stuck
- 5. Expand the community investment system



Enabling Environment

Seven elements that shape the context to facilitate the realization of the shared priorities:

1. Influencing and implementing policies and regulations
2. Adjusting institutional practices
3. Identifying/aligning additional funding and other resources
4. Ensuring the availability of needed skills and capacities
5. Fostering formal and informal relationships
6. Building forums and platforms for ongoing collaboration
7. Shifting narratives



Accelerating Investments for Healthy Communities

Goals:

- Help communities articulate and meet their affordable housing priorities
- Deepen and accelerate investment by health systems in affordable housing
- Help hospitals and health systems achieve their full potential as actors in the community investment system

Participants & Focus Regions:

**BON SECOURS
MERCY HEALTH**

Baltimore, MD
Cincinnati, OH

**BOSTON
MEDICAL**
CENTER

Boston, MA
(Roxbury & Dorchester
neighborhoods)

CommonSpirit 

San Bernardino, CA

 **KAISER PERMANENTE®**

Prince George's &
Montgomery Counties,
MD

 **NATIONWIDE
CHILDREN'S**
When your child needs a hospital, everything matters.™

Columbus, OH

UPMC *for You*

Affiliate of UPMC Health Plan
Pittsburgh, PA

When we talk about upstream community investment in the social determinants, we are not talking about:



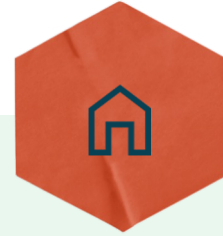
MOVING HEALTHCARE OUTSIDE OF THE HEALTH INSTITUTION

Funding mammogram vans or offering health screenings at affordable housing developments may improve preventive care and improve health outcomes, but it is not community investment.



PROVIDING TRANSIT PASSES TO PATIENTS

This addresses the social needs of individuals but does not change the root causes of poor health for the community.

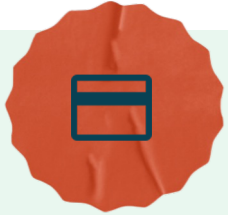


PAYING FOR HOUSING REFERRALS

This gets at the key connection between housing and health, but it is a program that must be paid for with grants, and it does not change the availability of housing in the community.

Investing Upstream in the Social Determinants of Health

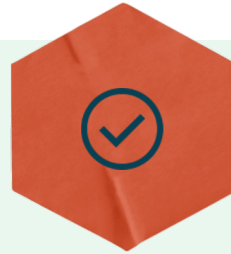
Hospitals and health systems have an array of assets that can be harnessed to create healthier communities.



FINANCIAL RESOURCES



LAND



EXPERTISE



RELATIONSHIPS

Hospital Motivations for Investing in Social Determinants

Mission	Foster healthier communities	Strategy	Gain experience with strategies that reduce costs and improve outcomes as preparation for payment shifts from volume to value (“skate where the puck is going”)
Institutional self-interest	Ensure that reputation and relationships with the community and the public sector position the institution to gain needed approvals, preserve tax-exempt status, and win contracts	Financial returns	Generate positive ROI
Competitiveness	Improve vibrancy of the surrounding community in order to strengthen the institution’s ability to attract and retain patients and staff	Compliance	Meet requirements, avoid penalties (e.g. for readmissions)

Key Success Factors for Implementing the Work

A successful community investment effort:



is done in partnership with others, rather than by a single organization on its own.



centers racial equity.



treats community organizations as full partners and funds them.



joins/supports community collaboratives.



creates accountability mechanisms.



leverages all system assets and unlocks capital from new stakeholders.



has dedicated, knowledgeable staff.



draws on multiple disciplines and types of expertise and lived experience.



works adaptively and learns along the way.



requires sustained, multi-year commitment.

Learn More

Access more resources on our website:
centerforcommunityinvestment.org/resources

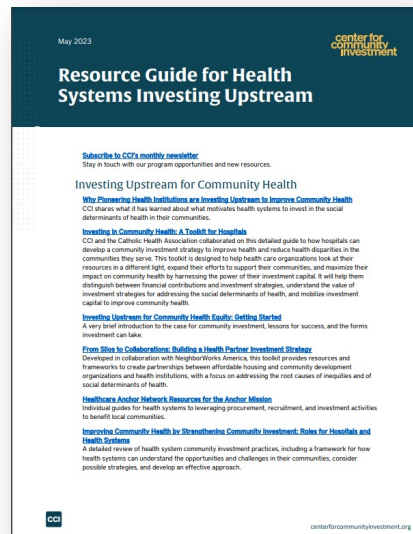
Contact:

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rhacke@centerforcommunityinvestment.org

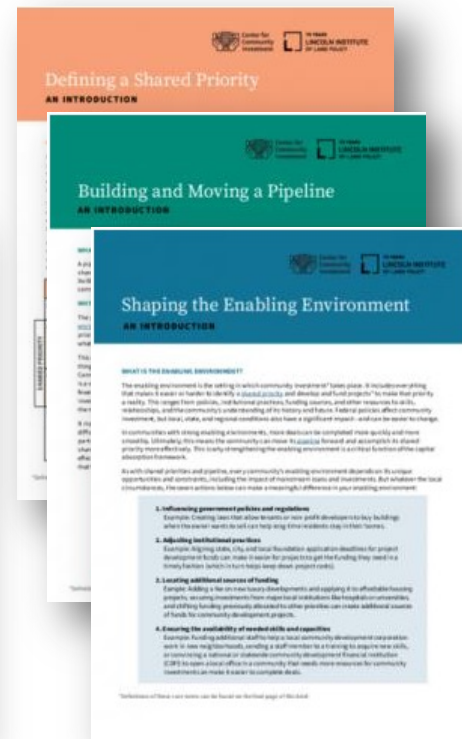
Kevin Progar

kprogar@centerforcommunityinvestment.org



Resource Guide for Health Systems Investing Upstream

May 2023



Introductions to Capital Absorption:

- Defining a Shared Priority
- Building and Moving a Pipeline
- Shaping the Enabling Environment

November 2021



SESSION THREE: NEW POLICY DISCOURSE FOR EQUITABLE RURAL DEVELOPMENT

Tony Pipa

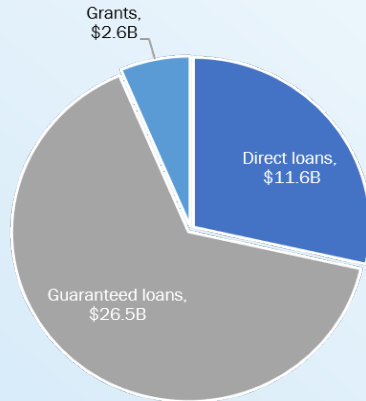
Senior Fellow, Center for Sustainable Development
The Brookings Institution

SPEAKER

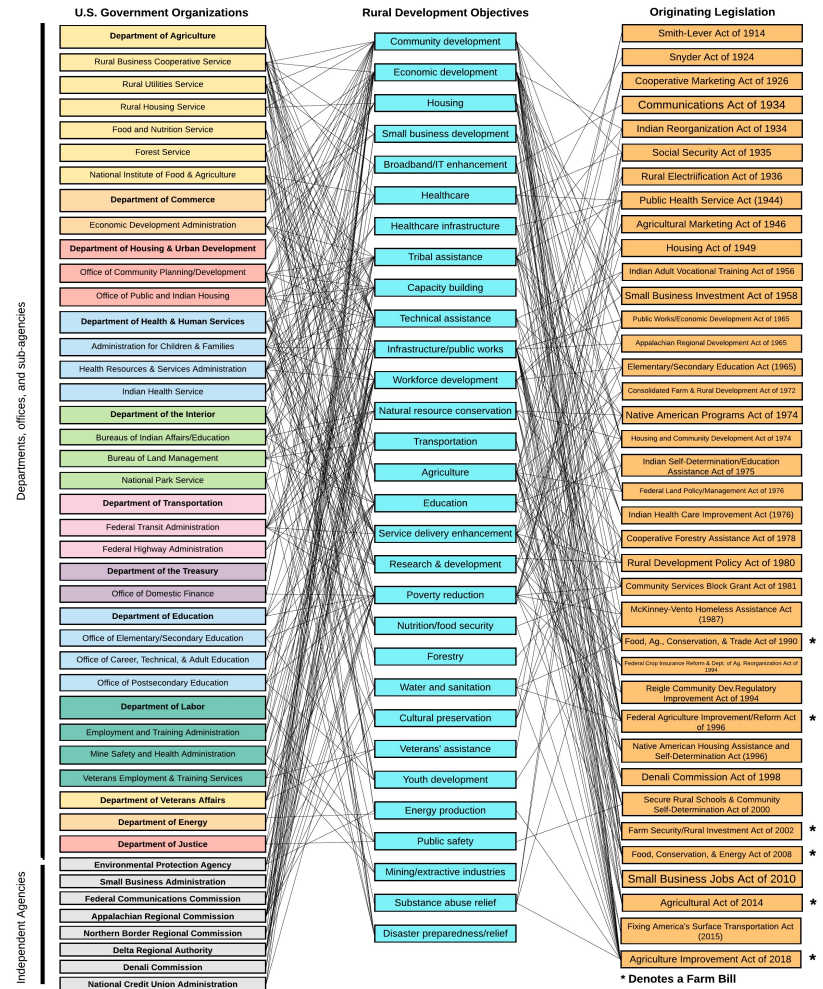
The federal capital market for rural community & econ devp

- ▷ Over 400 federal programs
 - 13 departments
 - 10 independent agencies
 - Over 50 offices and sub-agencies
- ▷ ¼ programs rural-exclusive
- ▷ Remaining ¾ often biased towards urban

**Grants vs Financing
Rural-exclusive programs**



Federal Development Assistance for Rural and Tribal Communities





Strategy Session III. Key Questions — Idea Sprint

- How can we help communities absorb capital and get ready for investment?
- How can we move forward a rural policy agenda at federal, state, and local levels?



SESSION FOUR: SCALING SOLUTIONS & TRANSFORMING RURAL HEALTH CAPITAL

Kellie Kubena

Rural Health Liaison

USDA Rural Development

SPEAKER



Building Community Capacity through Multi-Sector Partnerships

Rural Health Capital Resource Council
June 2023

Agenda



USDA & Rural Health

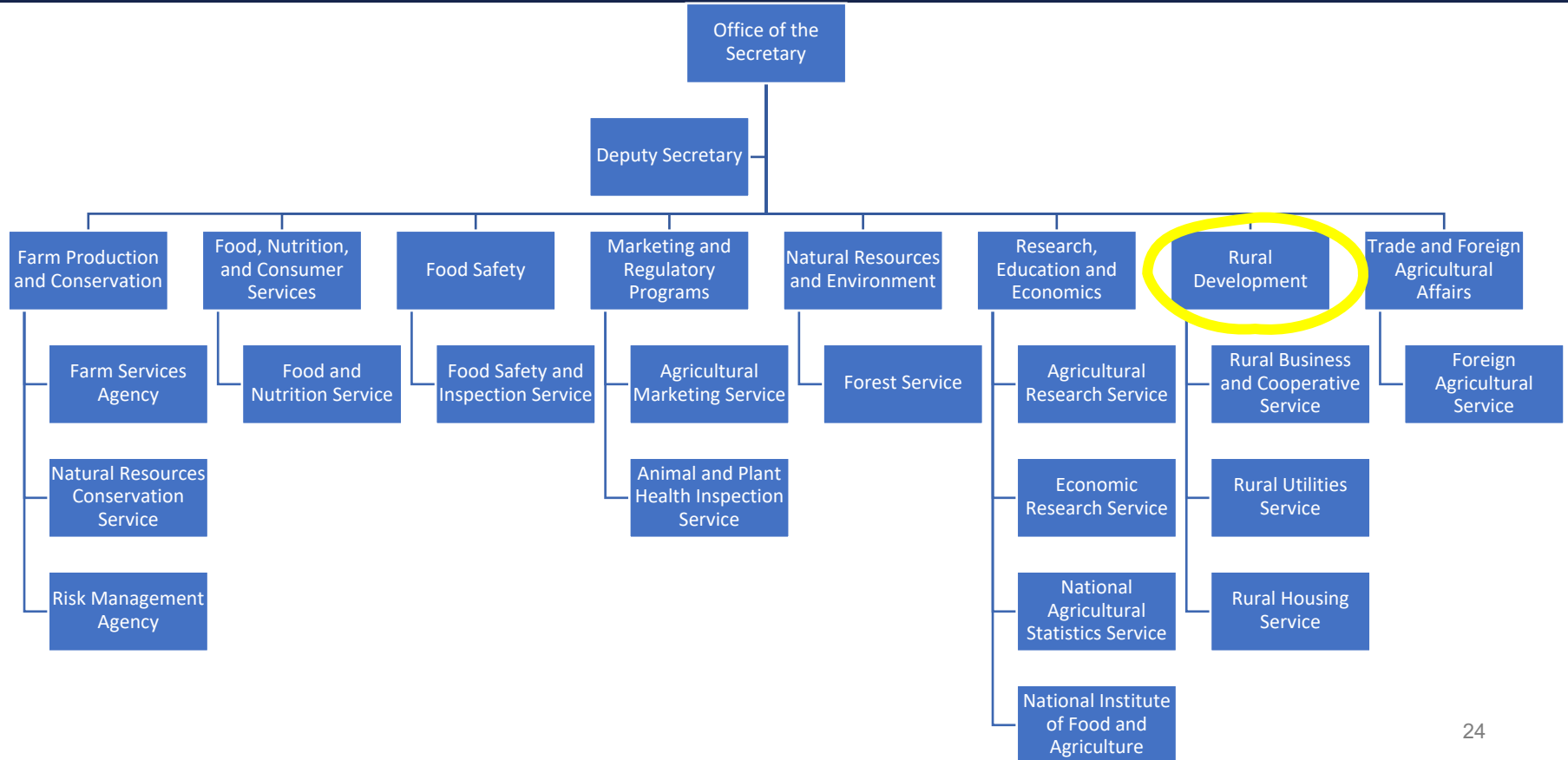


Rural Development Programs

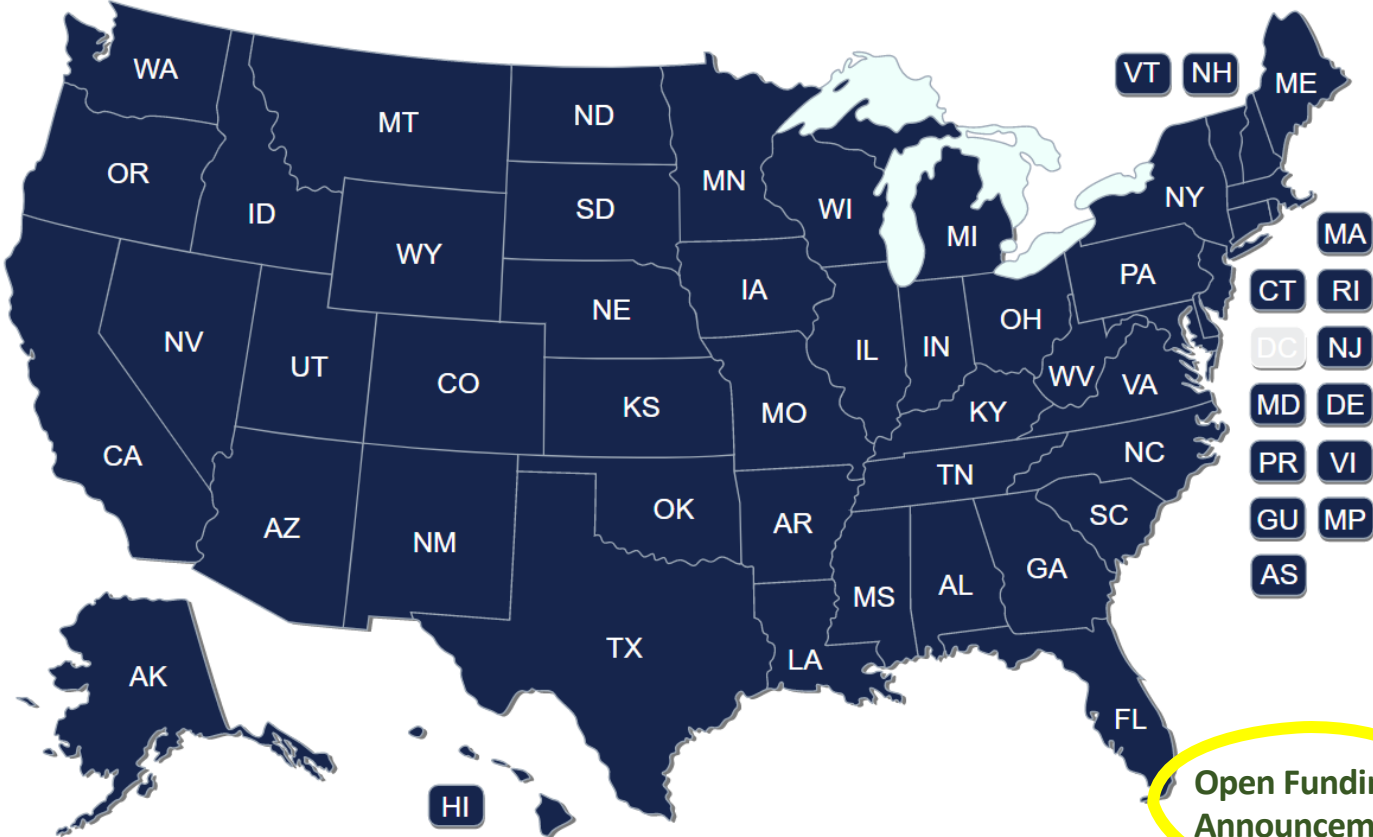


Other Resources

USDA – Who we are



USDA Rural Development



Rural Health Liaison

- 2018 Farm Bill created USDA Rural Health Liaison to
 - Coordinate across USDA, with Dept of Health and Human Services (HHS), and other partners to promote rural health
 - Share information and data related to USDA programs with customers and rural health information with USDA programs and partners
- 2022-2023 Accomplishments
 - Rural Health [InfoHub](#) for USDA employees with an [Inventory](#) of USDA programs/products relevant to rural health
 - NIFA/FSA/RD/HHS [2022 Behavioral Health Conference](#)
 - Mental Health Month [2023 Workshop Series](#)



Rural Development Programs and Rural Health

USDA Rural Development
U.S. DEPARTMENT OF AGRICULTURE

-  **Single & Multi-Family Housing Programs**
-  **Water & Environmental Programs**
-  **Community Facility Programs**
-  **Business & Cooperative Programs**
-  **Electric Programs**
-  **Telecommunications Programs**

How can USDA Rural Development programs contribute to creating better conditions?



Examples of Building Community Capacity through Multi-Sector Partnerships

Rural Placemaking

- Beginning in FY2020, Rural Development launched the [Rural Placemaking Innovation Challenge](#)
 - Offered opportunities for cooperative agreement funding to provide support for planning, technical assistance, and training to foster placemaking activities in rural communities
 - Placemaking is a collaborative engagement process for community leaders to create quality places where people want to live, work, play, and learn
- Rural Development in coordination with University of Kentucky developed the [Rural America Placemaking Toolkit](#) and held two Rural Placemaking Conferences to expand access to placemaking resources
- Examples:
 - Auburn University Placemaking Action Accelerator for rural communities in Alabama focusing on key priorities including housing, economic development, expanded broadband access, preservation and enhancement of active greenspaces, historic sites and structures, community amenities, and community-led health and wellness initiatives
 - Conservation Fund Madison-Boone Resource and Recreation Action Plan to strengthen recreational options and community health, protect natural and cultural resources and enhance the community's character



Strategic Economic and Community Development

- The 2018 Farm Bill authorized [Strategic Economic and Community Development](#) funding
 - Reserves funding from Rural Development Programs to support projects that promote and implement strategic community investment plans
 - Eligible projects must support multijurisdictional and multisectoral strategic community investment plans
- Participating Rural Development Programs include: Community Facilities [Direct loans and grants](#) and [loan guarantees](#), Water and Waste Disposal [loans and grants](#), Community Connect [grants](#), and Rural Business Development [grants](#).
- Examples:
 - Steps to Recovery Homes, Incorporated in Arizona to provide substance abuse recovery services (Community Facilities Direct grants)
 - Addison County Economic Development Corporation in Vermont to conduct food hub feasibility study (Rural Business Development grants)



Creating Opportunities through Rural Engagement (CORE)

- Rural Development's national network of field offices actively engage with rural and tribal communities in every state
- Through the CORE initiative, Rural Development leverages available data to focus outreach
 - identify communities with great need, but that have not participated in Rural Development programs in recent years
 - Over 8000 census tract areas targeted for outreach
- Goals include:
 - Better understand and address barriers to participation in Rural Development programs
 - Connect communities to the assistance they need
 - Listen and learn from communities to modify policies and processes to improve access to Rural Development programs and improve rural community prosperity



Rural Partners Network

Purpose: Advance equitable rural prosperity through local job creation, infrastructure development, and community improvement

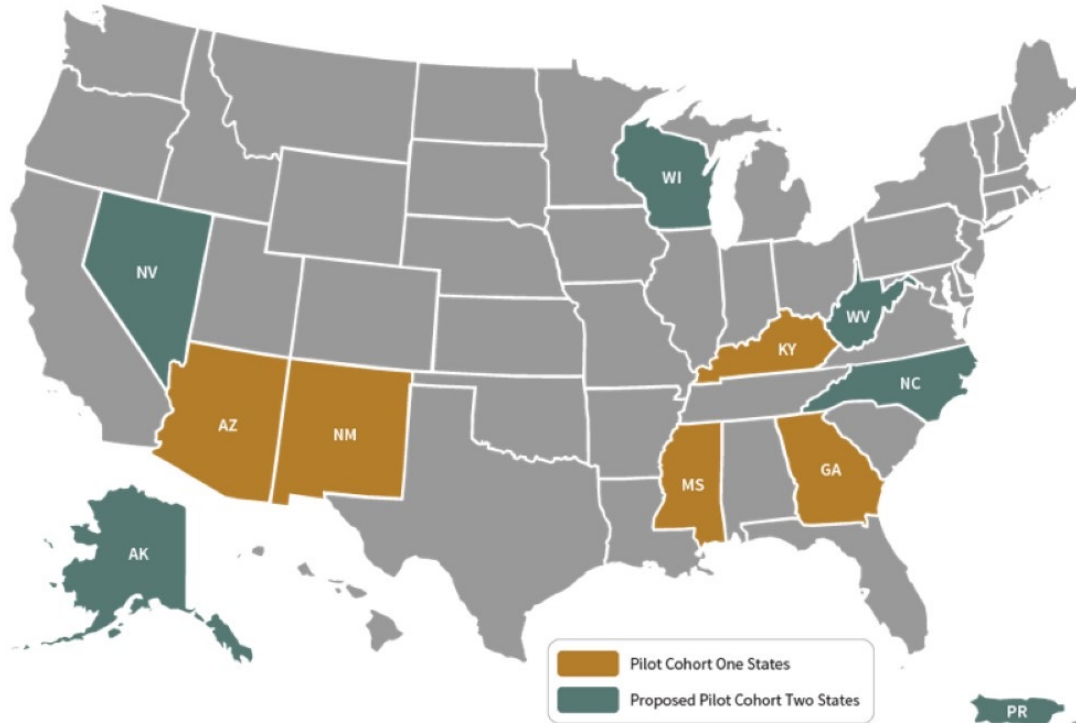
- Place based support:
 - 3-4 staff per state focused, on all of government perspective
 - Navigation, application and capacity building support
 - Learning and feedback to federal partners
- Federal Agency Commitment
 - Rural desk officers identified
 - [Rural.gov](https://www.rural.gov), a rural focused website of federal resources



Rural Partners Network: Interagency Partners

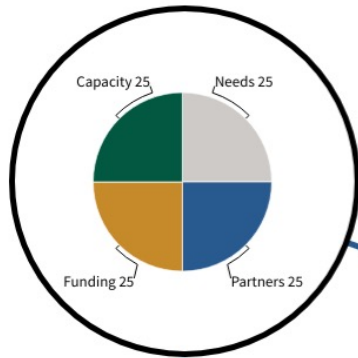


Rural Partners Network



Cohort One States:
Georgia, Kentucky
New Mexico,
Mississippi and
Three Tribes in
Arizona

**Cohort Two States
and Territory:**
Alaska, Nevada,
North Carolina,
Puerto Rico,
Wisconsin, and West
Virginia.



Drives engagement and technical assistance for Community Driven Projects that have immediate needs

Activates the Federal Interagency Partners to affect change for underserved rural communities



Policies and Programs

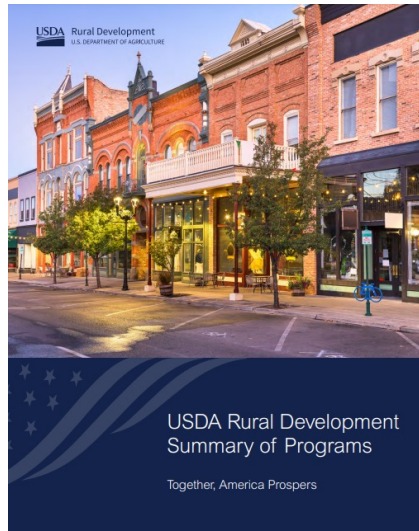
**Impact
Collaboration
Innovation**

Builds momentum within the Community Networks and empowers collaboration, innovation and broad place-based impact

Rural Partners Network in Action

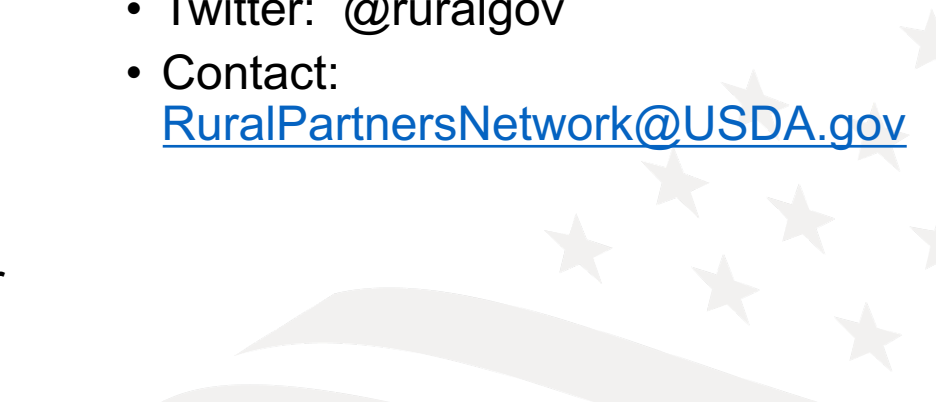
Rural Development Summary of Programs and State Contacts

To learn more about the 70+ programs administered by
USDA Rural Development, access the Summary of Programs here:



To find your State Rural Development Office, visit <https://www.rd.usda.gov/about-rd/state-offices>.

Let's Connect!

- USDA Rural Development:
 - Website: <https://www.rd.usda.gov/>
 - Subscribe for updates [here](#)
 - Twitter: @usdaRD
 - [Contact Us](#)
 - USDA Rural Health
 - Subscribe: Rural Health [GovDelivery list](#)
 - Contact: rural.health@usda.gov or kellie.kubena@usda.gov
 - Phone: 202-579-5715
 - Rural Partners Network:
 - Website: Rural.gov
 - Subscribe: [Rural Connections-click to subscribe](#)
 - Twitter: @ruralgov
 - Contact: RuralPartnersNetwork@USDA.gov
- 



SESSION FOUR: SCALING SOLUTIONS & TRANSFORMING RURAL HEALTH CAPITAL

Dave Johnson
CEO
Fletcher Group, Inc.

SPEAKER

Recovery Hope Opportunity & Resiliency

Rural Health Capital Resource Group
National Rural Health Association
May 2023

Dave Johnson
Fletcher Group
CEO

History & Beginning's



- Continuation of the work developed in 2005 under the direction of Governor Ernie Fletcher of Kentucky called the Recovery Kentucky Initiative
- Modeled from The Healing Place (Louisville, KY) and The Hope Center (Lexington, KY)
- A joint effort between Kentucky Housing Corporation's Chairman Don Ball, Department for Local Government (DLG), Department of Corrections (DOC)

OUR FOCUS

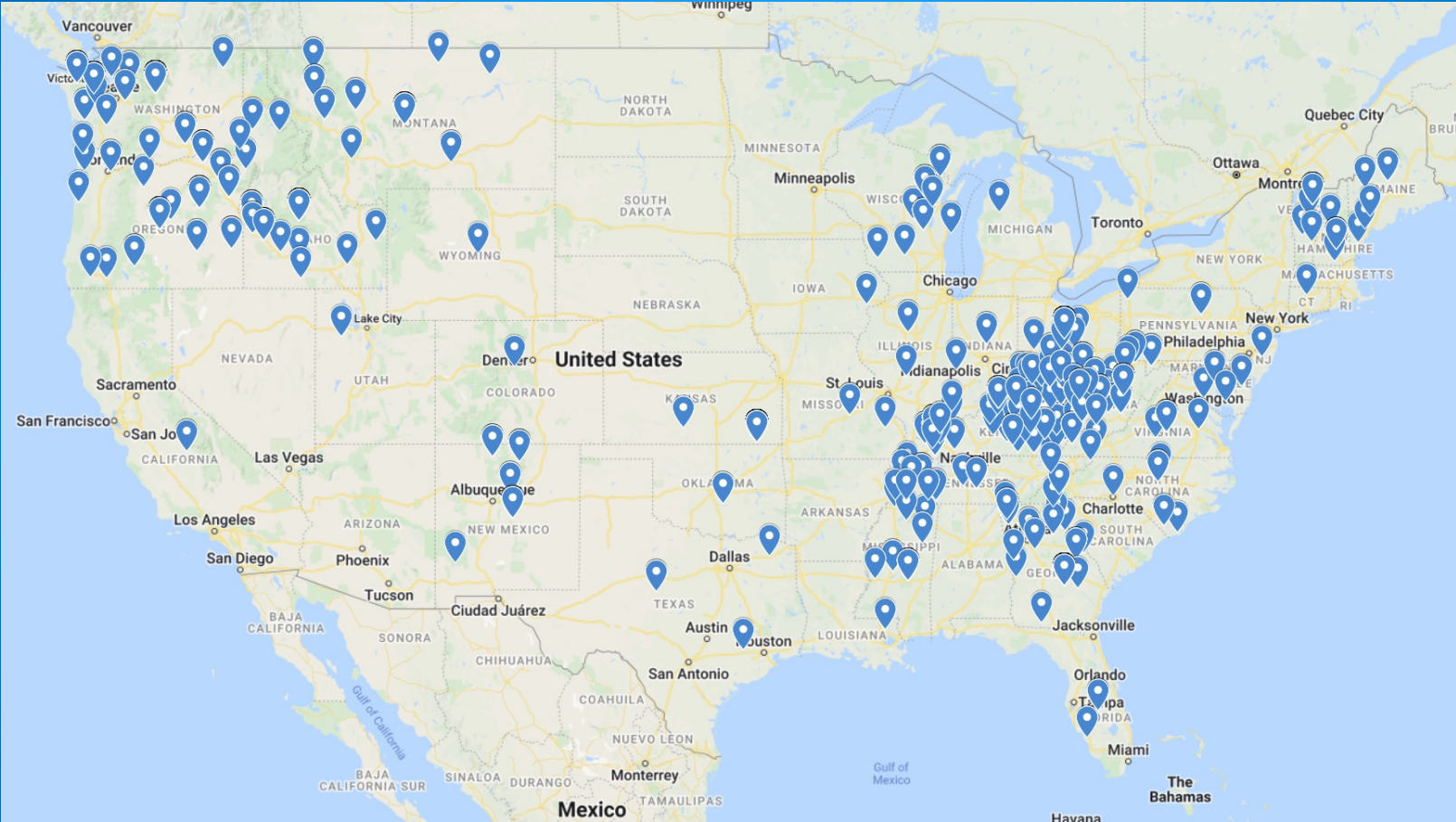
NATIONAL RECOVERY HOUSING

In 2019, the Fletcher Group, Inc. was awarded a multi-year, multi-million dollar federal grant to be the national Rural Center of Excellence specializing in Recovery Housing and Recovery Services by HRSA (Health Resources and Services Administration).

EVIDENCE-BASED

We are working in rural communities to provide Training, support, and research to inform development and implementation of RH in over 40 states with field based, proven tools and expertise to maximize effectiveness.

FGI RCOE – Activities in 44 States



RCOE Impact: Expanding Rural Capacity and Quality



Learning Center

31 Courses
123 Learners



Active States

44



Recovery Houses
in the Registry

1,290/157 Claimed



Houses working with
SMART Recovery

46

Single State
Authority Survey



48 Responses



Webinars
Dec-Feb

336 Attendees



FGI Website: 147 Pages

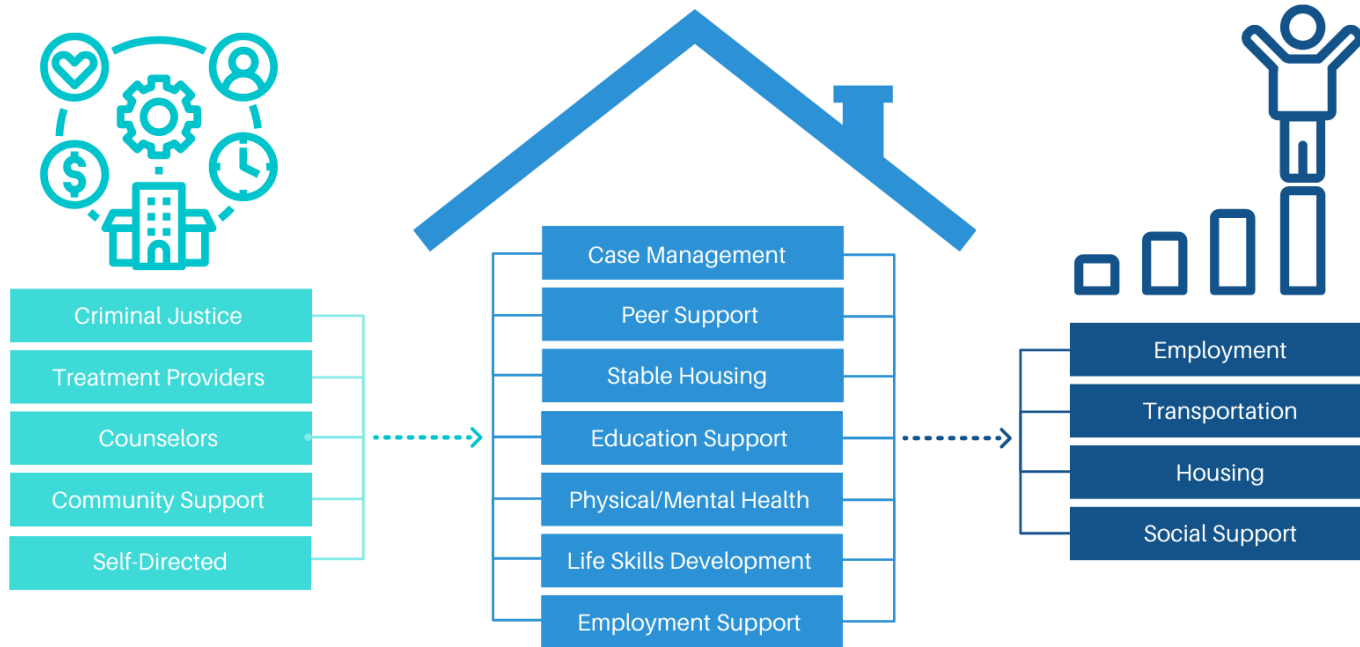
3,274 Sessions & 7,599 Page Views

FGI Social Media



Facebook, LinkedIn, YouTube

How A Recovery Ecosystem Creates Recovery Capital



RHOAR—A Case Study

“Recovery, Hope, Opportunity, and Resiliency”

- Set in Bell County, Kentucky—HRSA Designated Rural, distressed, coal-impacted area of Appalachian eastern Kentucky that has seen a major economic decline accompanied by increases in opioid use.
- Integrating all the principles we’ve just covered, the facility will provide women with both an effective recovery-to-career program and a complete Continuum of Care, including pregnant and parenting services.
- \$14 million project is being constructed debt-free by virtue of blended funding.

Capital Funding for Rural Recovery Housing Complex

Funding Source	Amount
National Housing Trust Fund	\$4,000,000
Federal Home Loan Bank Grant	\$1,000,000
Tax Credit Equity	\$7,673,018
Deferred Developer Fee	\$325,000
Donation of Land	\$250,000
Sponsor Contribution	\$500
Member Bank Contribution	\$500
Total	\$13,249,018

Blended Operational Funding for Sustainability

Funding Source	Amount
Housing Vouchers	\$250,000
SNAP	\$193,000
Medicaid Outpatient Services	\$800,000
DOC Contract	\$300,000
Other Grants and Contracts	\$150,000
Total	\$1,693,000

RHOAR—Builds on Recovery KY Model

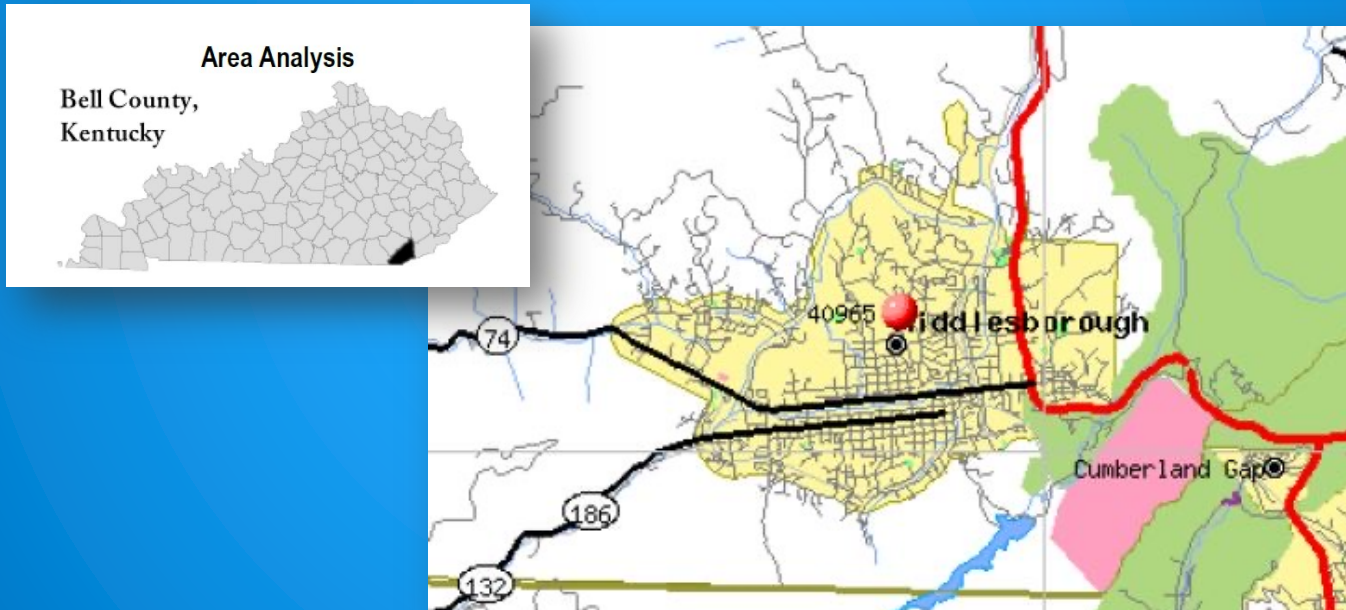
- **Therapeutic Community**
- **Counseling on site**
- **Educational Opportunities**
- **Job Training**
- **Transitional Living**
- **Medication For Opioid Use Disorder**

RHOAR Ecosystem Partners

- Cumberland River Behavioral Health
- Baptist Health Corbin
- City of Middlesboro
- Ohio Capital Corp for Housing
- Federal Home Loan Bank of Cincinnati
- Kentucky Housing Corporation
- Kentucky Administrative Office of the Courts
- Kentucky Office of Drug Control Policy
- Wabuck Development Company
- Southeast Kentucky Community and Tech College
- Bell County Economic Development
- Bell County Housing Authority
- Bell County Judge/Executive
- Southeast Kentucky Rehabilitation Industries
- Bell Whitley Community Action Agency
- Fletcher Group, Inc

RHOAR's Location

Rural setting plays a key role in the project's funding and sustainability



Local Ecosystem Connections



Setting

A critical element in both individual healing and facility resiliency



An Integrated Campus

A key aspect of the rural project's functionality



Welcoming Ambiance



Cumberland River RHOAR - Recovery Building

Women's Addiction Recovery Center in Henderson

- The first recovery facility in the state of Kentucky
- Frequently accepts residents from surrounding states

Recovery Center

WARM Residences II 32 units

WARM Residences I 32 units

Community Center

THANK YOU



This presentation is supported by the Health Resources and Services Administration (HRSA) of the U.S. Department of Health and Human Services (HHS) as part of an award totaling \$17.1 million with 0% financed with non-governmental sources. The contents are those of the author(s) and do not necessarily represent the official views of, nor an endorsement, by HRSA, HHS, or the U.S. Government.



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Strategy Session IV. Key Questions — Idea Sprint

How can we harness local experimentation in revitalization to spread and scale investments that target health improvement in rural communities across the U.S.?

- What are the building blocks for success that we see at the local level?
- How can we strengthen our role as connectors and technical assistance providers?
- What networks/channels of communication do we need to open to ensure that information and opportunities are reaching who they need to reach?



Large Group Reflection

Based on our experiences and knowledge, what pearls of wisdom can we lift from our morning discussions?



Networking Lunch

Box lunches provided

WE WILL RECONVENE AT 12:45 EDT



SESSION FIVE: FRAMEWORKS FOR ACTION

Graham Adams

CEO

South Carolina State Office of Rural Health

SPEAKER



SESSION FIVE: FRAMEWORKS FOR ACTION

Allen Smart
Founder
PhilanthropywoRX

SPEAKER



SESSION FIVE: FRAMEWORKS FOR ACTION

Alana Knudson

Director

NORC Walsh Center for Rural Analysis

SPEAKER



Strategy Session V. Key Questions — Idea Sprint

What specific next steps should we take to build out our ideas?
What is holding us back?

- What can we do, collectively, to put rural health at the center of strategies that build sustainable investment for rural revitalization?
- Are there specific commitments or contributions that your organization can offer?



Key Takeaways & Next Steps

Kristin Juliar, Consultant
NOSORH

Allen Smart, Founder
PhilanthropywoRX



Gratitude & Adjournment

THANK YOU TO ALL OF OUR MEETING PARTICIPANTS!