



Homeless Health and Nursing:

Building Community Partnerships for a Healthier Future

ANNUAL REPORT
2017 - 2018



Table of Contents

Progress	2
Evaluating Efficacy	7
Future Plans	9
Acknowledgements	11

Progress

Over the past year, we have embarked on a journey to build Up and Running Healthcare Solutions with a mission to improve the health of homeless individuals in Philadelphia by addressing the complex systemic and social barriers impacting health and care delivery. To remain true to our mission we developed and implemented an innovative, nurse-led community health worker (CHW) program in partnership with Bethesda Project. We are extremely proud of our progress and success thus far and look forward to continuing our work. We are now seven months into the program with every intention of continuing to provide these vital case management and supportive services to this vulnerable population. Our team strives for excellence by providing high-quality care to the individuals we serve and connecting them with the tool, partnerships, and support they need to achieve their personal and health goals.

PROGRAM

-  **CASE MANAGEMENT**
-  **HEALTH EDUCATION**
-  **SUPPORT GROUPS**

GOALS

-  **PRIMARY CARE**
-  **MENTAL HEALTH**
-  **HEALTH INSURANCE**

Professional Development

-  **COMMUNICATION SKILLS**
-  **MIGRANT HEALTH**
-  **OPIOID CRISIS & NAXOLONE**
-  **CPR & FIRST AID**
-  **BEHAVIORIAL HEALTH**

A successful CHW program continually provides its employees with professional development and trainings opportunities to enhance their ability to provide high-quality, person-centered care. Of note, our CHWs care for many individuals who identify as immigrants. We recognized a need to advance the CHWs skills in order for them to better understand the health needs and social determinants impacting the health of these clients, specifically health services support and navigation due to documentation status. Furthermore, Philadelphia is one of many major cities in the United States battling the opioid crisis. We knew that it was important for our CHWs to be able to recognize and appropriately act during a suspected overdose, especially while working with such a vulnerable population. The CHWs attended a half-day training hosted by Bethesda Project, Penn Nursing, Penn Medicine, and Prevention

Point. The presentation included information on the opioid crisis, how opioids interact with the body,

how to recognize an overdose, and how to administer Naloxone/Narcan to an individual experiencing an overdose. Finally, and perhaps the most exciting opportunity, the CHWs have enrolled in a Behavioral Health Technician Program through our partnership with District 1199C. This nine month certification program will provide the CHWs with additional training in behavioral health including mental health, development and intellectual disabilities, and drug and alcohol rehabilitation. After successful completion, the CHWs will be eligible to enroll in the Associate's Degree in Health and Human Services at Thomas Jefferson University. Both CHWs intend on continuing their education for the Associate's degree.



Student Engagement

This year, we were fortunate to mentor and precept undergraduate and graduate students from the University of Pennsylvania School of Nursing and the Perelman School of Medicine's MD and Master in Public Health programs. The students were engaged with our organization for an entire semester as part of two courses. The courses were NURS 354 *Addressing Social Determinants of Health: Community Engagement Immersion* and NURS 587: *An Inter-professional course in Advanced Leadership Skills in*



Community Health. These courses served community engagement experiences to help students understand the complexities of community health, engagement, and the impact of social determinants of health. Both courses were grounded in the social justice perspective that exposes students with a foundational overview of the field of community health and leadership skills in public health advocacy. The goal for students is to partner with community based organizations to address the complex issues with innovative, sustainable solutions through the development of skills and techniques that lead to

effective, collaborative, health-focused interventions for underserved populations.

The undergraduate students from N354 were on-site at Our Brother's Place weekly to learn more about the homeless care system, community health workers, community-based, nurse-led programming, and the social determinants of health. The students hosted our health education table and provided support and referrals to health care services and community organizations. Overall, they provided a safe, therapeutic space for individuals to talk about sensitive topics, such as physical and mental health concerns. In addition, the students presented an education seminar on diabetes that included background, treatment, and lifestyle modifications based on community resources. The students also developed a comprehensive resource list that we provide clients who are seeking a variety of different services and programs in regards to their personal and health needs.

The graduate students from N587 had the opportunity to shadow and interview the CHWs to learn more about their role within the community. All the students' observations prepared them for their course project. Their project focused on helping our organization collect, categorize, and analyze client data. This project provides a foundation for us as we continue to evaluate the success of our program. The students will continue their involvement with Up and Running Health because they thoroughly enjoyed their experience and want to be a part of helping out organization succeed.

Research, Evaluation, & Dissemination

We have been able to disseminate the work from our initial focus group study through many invited presentations and accepted abstracts which include:

- Interdisciplinary Panel on Homeless and Families hosted by the Graduate Student Organizations of Social Policy and Practice, Penn Nursing, and the Graduate School of Education
- Penn Dental's 2018 Selective Series entitled "Current Issues in Homelessness"
- 66th Annual National Student Nurses' Association
- 2018 Pennsylvania Healthcare Mosaic Conference hosted by the Pennsylvania Action Coalition

Our initial manuscript has been submitted for publication and is currently being revised. This process has been challenging but a rewarding experience as we both aspire to be researchers. We know that our work will contribute greatly to the literature surrounding homelessness issues and we want to ensure high quality work is submitted to the appropriate journal.

The evaluation of the program is underway. We received IRB approval to study the first 9-months of the CHW program. We will be conducting a series of focus groups with clients who received services from Up and Running Health and staff members of Bethesda Project. The data collected from these focus groups will contribute to enhancing our program of services as well as the dissemination of a nurse-led CHW program model for vulnerable populations. In November, we will present on our CHW program at the American Public Health Association Annual Meeting and Convention in San Diego. We are fortunate to have Dr. Janet Deatrick as a research consultant along with our faculty mentor, Dr. Terri Lipman.

Featured Media

In February, we were featured in the 43rd Issue of the Philadelphia Social Innovations Journal, [Social Innovation in Nursing: Taking the Lead to Transform Health Care](#). The journal highlighted our program as a disruptive innovation in healthcare. Our article was entitled, “Using Community Health Workers to Improve the Health of Homeless Individuals.”



This spring, Marcus was recognized as one of the Independence Blue Cross Foundation’s 2018 Future Leaders for making a difference in the Philadelphia community. He was featured in the Foundation’s premier publication the Journal of Change, [Leading the Future of Community Health: 2018 Community Champions for Positive Change](#), alongside the five other honorees. In addition, Marcus was interviewed and featured in the Foundation’s online-blog [In Focus](#).



However, we are most humbled by an article published in [One Step Away - Philadelphia](#). The article was written by a guest of Our Brother’s Place that has been participating in our program and services. Not only was this article meaningful because it was written by someone that we serve, but also because it was in One Step Away- the first newspaper produced exclusively by individuals experiencing homeless.

Partnership Updates

Our partnership with Bethesda Project is crucial to the success of our program. Without their support, guidance, and advice, we would not have the program that we have today. As part of Bethesda Project recognizing the vital need for our program complimenting their package of services, Bethesda Project has agreed to be Up and Running Health’s fiscal sponsor until 501(c)3 non-profit status is obtained. We are extremely grateful for Bethesda’s ongoing support and this sponsorship further displays their commitment to our growing organization.





District 1199C continues to provide us with financial support through wage reimbursement to employ the CHWs and workforce consultations for our fledgling program. The CHWs take advantage of the number of benefits District 1199C offers to its employer partners. They have utilized the career coaching program, financial counseling, tuition reimbursement for advanced training or education, and professional and leadership skill trainings among other opportunities for personal and professional growth. Susan Thomas, Director of Industry Partnerships, is a wonderful resource with extensive knowledge and expertise in her field.

As one of our initial supporters, NNCC has provided us with consultation on a variety of topics and issues through the implementation of our program and has connected us with numerous leaders in healthcare, business, research, and other disciplines that they believe will be helpful for our organization. One organization in particular is the Public Health Management Corporation (PHMC). Through NNCC, we were able to meet with PHMC's Research and Evaluation Team to consult on our program, evaluation, and plans for sustainability. More information about our relationship with PHMC can be found below under New Stakeholders.

New Stakeholders

As Up and Running Health continues to grow, we recognized the need to have stakeholders from across sectors. It was important for us to have individuals with expertise and background in grantmaking and fundraising as our organization develops its financial base and case for support. Independence Blue Cross

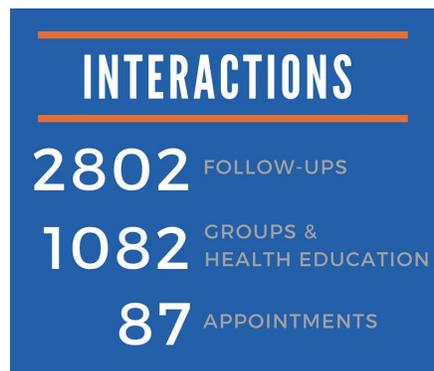


Foundation (IBX) has been a strong supporter of our program and work since earlier this year. IBX has highlighted Up and Running in their premier publication the Journal of Change and In Focus, the Foundation's online blog. A representative from the Foundation will serve on Up and Running Health's founding Board of Directors. This board appointment is extremely beneficial as our organization continues to grow and participate in a competitive grant seeking environment.

In addition to the IBX Foundation, the Public Health Management Corporation - Research and Evaluation Group has joined as a new supporter of our organization. PHMC operates many federally qualified health centers in Philadelphia serving nearly 350,000 patients annually. In fact, many of our clients are patients of PHMC health centers. It was important for us to develop a relationship with PHMC as we look toward expanding our program of services to additional locations. This relationship focuses on sustainability and evaluating the effectiveness of our program. PHMC continues to provide guidance as

we evaluate our program and explore the potential to submit collaborative grants serving vulnerable patients and communities that PHMC serves.

Impact



Every day we strive to make a difference in the lives of the people we serve. We spend countless hours supporting our clients as well as serving the other members of the community. Our team ensures that every person that walks into the shelter receives the support they need whether it is through support groups, resource navigation, or just a friendly conversation.

Since the CHW program launched in November 2017, we have seen tremendous growth and success. We are

pleased with the level of care and support we have been able to provide to over 169 individuals. We pride ourselves on the level of impact we have had in just 7 months with over 4000 unique interactions.

Follow-up Interactions: The CHWs assist clients in a number of areas, but more broadly their role focuses everyday on counseling, resource support and navigation, care coordination, and goal development. Our clients are being connected with in-patient/outpatient mental health treatment programs, speciality



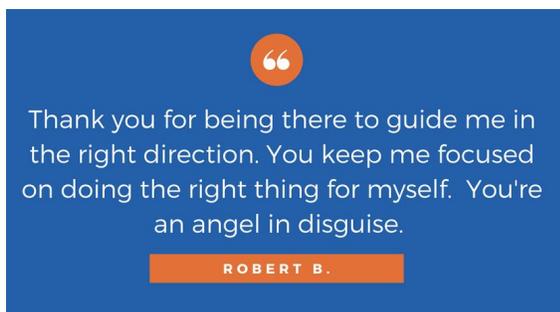
care clinics, ESOL classes, legal services, in-home support services, and many others. Ultimately, all of this support positions them to achieve their goals, become independent, and maintain their highest quality of life.

Support Groups and Program Activities: Many clients have reported that the highlight of each week is being able to attend Up and Running's support groups. Our groups focus on the day-to-day issues and struggles that

community members face. Topics include: Fitting into the Shelter Environment, How to Deal with Change, Coping with Loss, Re-establishing and Maintaining Personal Relationships, Managing Emotions, and many more timely topics and issues. These groups allow participants to be open and honest in a safe, therapeutic environment separated from shelter management as many have expressed difficulty in

“
You always keep your word and that means more than anything. You are appreciated.
TYRONE D.

coping with mental health and substance abuse. Groups have been so successful that we now have clients serving as active contributors and facilitators helping their peers readjust, redefine, rediscover, and reposition themselves for success.



Appointments: A large portion of the CHWs role is care coordination and helping individuals access health services. Appointments range from well visits to specialists to accompanying for surgery. The CHWs serve as the client's advocate to ensure they are receiving high quality, person-centered care from their health care providers. Our goal is to lead by example

and empower clients to be their own advocate to ensure their personal needs are being met. We provide extensive appointment counseling to prepare clients for visits by understanding the purpose of the visit, having questions for the provider, and reviewing the treatment plan and goals. Each visit is followed up with a debrief with the CHW.

Discharge: Another aspect of our program that is unique and distinguishes us from other programs is our discharge process. This process has greatly evolved and we are beginning to see it in action with our first few clients that have transitioned into housing. For our discharge process, we follow-up with clients for up to three months after they transition out of the shelter. In most cases, individuals lose their case management services if they were not placed in housing that offers the service. Our discharge process provides clients with added security knowing they still have our support as they work toward adjusting to a new environment, obtain employment, and continue working on their health needs. This period is an extremely vulnerable time for our clients and if support is not provided individuals can re-enter the cycle of homelessness. That is why we developed this process as a preventative measure to ensure that it does not happen to clients served by Up and Running Health.



Future Plans

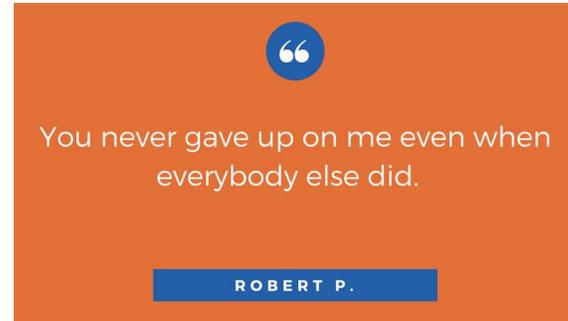
We have spent a great deal of time building this program and have every intention in keeping the organization and program fully operational. As of July 2018, Marcus Henderson has transitioned to the role of Executive Director to ensure Up and Running Health can continue to make an impact in Philadelphia.

Since the beginning of the project, we have been developing a plan for sustainability. We knew that we wanted to become a registered non-profit organization and immediately began taking the steps to obtain this goal. With assistance from pro-bono attorneys from Dechert LLP, we are taking the necessary steps to apply for non-profit status. This status would designate Up and Running Health as a charitable organization enabling us to apply for grants and donor contributions. This critical step will allow Up and Running to continue operations and identify additional funding sources to support the program as we continue to address health equity and reduce health disparities among individuals experiencing homelessness in Philadelphia.



the work we are doing in the community.

With our goal of being a non-profit charitable organization, we began developing our new non-profit's organizational structure. One of the first steps was to identify an inaugural board of directors and we



Recognizing the need to be financially stable and unable to wait for non-profit to be approved, we began looking into short-term solutions to ensure our program could operate into 2019. To this end, Bethesda Project agreed to serve as Up and Running Health's Fiscal Sponsor. This sponsorship entails that Bethesda Project will take monetary donations on our behalf as well as serve as the lead organization on grants to support Up and Running Health's program. The sponsorship will be in effect until Up and Running Health obtains 501(c)3 non-profit status.

In addition, we have met with individuals from the Office of Development and Alumni Relations at the University of Pennsylvania and the Office of Institutional Advancement at the University of Pennsylvania School of Nursing. These meetings focused on building relationships with local nursing, healthcare, business, and non-profit leaders to support our efforts toward sustainability. Wylie Thomas, Amy Burns, and Cathy Greenland continue to connect us with leaders who are passionate about

selected a team of committed leaders in nursing, homelessness care and services, social work, healthcare, and industry.

Furthermore, our path toward sustainability will also allow us expand Up and Running Health's services to additional sites, more opportunities for student engagement, and enhance our health education program. Bethesda Project operates 14 sites throughout Philadelphia for individuals experiencing homelessness. These sites range from emergency shelter, safe haven provisions, supportive housing, and independent living. We hope to expand to another Bethesda Project site in 2019. This expansion will allow us to serve a greater number of individuals both through case management, health education, and support groups.

This expansion will also lead to more opportunities for student engagement. We believe all future health professionals need exposure to the lived-experiences of individuals and vulnerable populations as well as the complex social issues people face on a daily-basis. All students need to have an understanding of the social determinants of health and how these factors greatly affect the health outcomes and behaviors of individuals, families, and communities. Helping to educate future health professional is core to our mission.

Finally, in an effort to increase the amount of health education we can provide to our clients. We plan to implement a series of health education workshops. This series will cover a variety of topics such as diabetes, hypertension, and nutrition. Content experts will be used as workshop facilitators throughout the series. In addition, we will begin providing individuals nutrition consults with a registered dietitian to clients. This program enhancement ensures that all individuals within the community are able to receive some level of care and support from Up and Running Health.

Board of Directors



Ian McCurry, BSN, RN
Board Chair



Terri Lipman, PhD, CRNP, FAAN
Vice Chair, University of Pennsylvania School of Nursing



Marcus Henderson, BSN, RN
Executive Director and Secretary



Tina Pagotto, MSW
Bethesda Project



Sarah Hexem, JD
National Nurse-Led Care Consortium



Susan Thomas, MBA
District 1399C Training and Upgrading Fund



Shirley Moy, MSW
Temple University



Travis Cos, PhD
Public Health Management Corporation



Julie Tennille, PhD, MSW, LSW
West Chester University

Acknowledgements

We would like to express our sincere gratitude to President Amy Gutmann and the Board of Trustees of the University of Pennsylvania for believing in our idea and providing us with the means to make it a reality through the President's Engagement Prize.

To our wonderful mentor, Dr. Terri Lipman, thank you for your countless hours of unconditional support. You epitomize what it means to be a mentor and we are extremely grateful to have you as a mentor, colleague, and friend.

To Bethesda Project, Tina Pagotto, Brandon Trombetta, and the staff and volunteers of Our Brother's Place, thank you for taking the risk, believing in our work, and seeing our vision. Your support and guidance has been critical to the success of our program and we could not be more thankful.

To our stakeholders and supporters, thank you for partnership and guidance as we continue to provide these vital supportive services.

To our CHWs, Melissa and Khadijah, thank you for being a part of our team because without you this program would not be possible. You both go above and beyond to provide high-quality support and care to our clients. You are making a lasting impact on the lives of many each and every day.

To our friends and family, thank you for your constant love and support as we embarked on this life-changing journey.

Finally, to our clients, thank you for welcoming us into your community and allowing us to become a part of your life. You have given us the incredible opportunity to experience, learn, and grow amongst Philadelphia's vibrant homeless community in a way we never would have otherwise. We are endlessly grateful.

