

2019

# Live Well Lakewood Work Group



Summary of  
Work and  
Recommendations

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## Introduction

During the past several years, the community of Lakewood has confronted changes in how its health care is provided within the city. Nationally, the field of population health management focuses more broadly on addressing the social determinants of health as a pathway to impacting physical and mental health outcomes. How can we change health outcomes such as mortality, life expectancy and health care expenditures, by focusing on not only access to health care, but challenging our community to make healthier lifestyle choices that prevent chronic disease?

## Work Group Description

The City of Lakewood convened a work group “Live Well Lakewood Leader Workgroup” (the “Workgroup”) to think critically about how Lakewood can effectively impact the social determinants of health in our community. Live Well Lakewood is currently a small informal health initiative, started out of the Mayor’s office, in response to the need to improve our population’s overall health outcomes. The purpose of the first phase of this work led by the Workgroup is to:

1. Develop a value statement that articulates the value of addressing the population health broadly in the City of Lakewood.
2. Define the strategic elements that Live Well Lakewood should use in approaching social determinants of health holistically in Lakewood.
3. Make a recommendation on a strategic direction to carry this work forward, that includes answers to the following questions:
  - Who should lead this effort?
  - Who are the key partners in this effort?
  - What are the potential funding streams?
  - What are the initial steps to get started?

This report provides the outcome of this Workgroup’s discussions to date.

### Membership

On March 5, 2019 the Mayor convened a meeting of ninety community stakeholders about the social determinants of health, Lakewood’s current health and wellbeing mission to be the healthiest city in the US and Lakewood’s health and wellbeing future. Of those in attendance, seventeen expressed an interest in serving a leadership role in this work. This Workgroup includes those seventeen volunteers plus an additional four volunteers referred by stakeholders, for a total of twenty-two volunteers. These volunteers represent a broad group of residents, banks, foundations, public health professionals, cross-sector partnership experts and strategic thinkers to help shape this effort.

First Name	Last Name	Organization
Andrea	Anderson	Wellness Coach
Mike	Bentley	Bentley Wealth Management and former FPTF member
Chad	Berry	City of Lakewood, Human Services
Nazleen	Bharmal	Cleveland Clinic Physician
Ellen	Brzytwa	National Health Consultant and RN
Daniel	Cohn	Mt. Sinai Foundation, and former FPTF member
Steven	Crone	YMCA of Greater Cleveland, Lakewood YMCA Executive Director
Jenny	Evans	Cleveland Clinic, Govt and Community Relations
Jay	Foran	Team NEO and former Active Living Task Force Chair
Vince	Frantz	Sprokets Marketing, Public Square Group, LHS Athletic Boosters and former Active Living Task Force member
William	Fraunfelder, III	First Federal IT Professional and Lakewood Recreation Commission member
James	Hekman	Cleveland Clinic, LKWD FHC Medical Director
Gina	Gavlak	Neighborhood Family Practice
Katie	Miller	Resident and Health & Wellbeing advocate
Trish	Rooney	Lakewood Community Service Center
Patricia	Ryan	Lakewood Chamber of Commerce
Vicki	Smigelski	KKSG & Associates and former FPTF member
Ann	Stahlheber	Cuyahoga County Board of Health
Gina	Trebilcock	The Foundry and active living advocate
Virgil	Wahome	Specialty Fitness Equipment and Lakewood Recreation Commission member
Jason	Weiner	Cleveland Foundation
Tom	Zigman	Lakewood Recreation Commission

## Process

The Workgroup met six times between June and August 2019 and was facilitated by Sangfroid Strategy, LLC, with support from the City of Lakewood, through the Mayor's office. The Workgroup began its work by reviewing other models for addressing population health in communities, as well as research conducted specific to the City of Lakewood. The Workgroup then discussed the value and purpose of their work to the community and defined a set of principles to guide the development of recommendations. Once a shared value and guiding principles were in place, the Workgroup discussed potential strategic directions for the future of health in Lakewood and developed a central theme around changing the community culture. Once the strategic direction to shift to developing a culture of health in Lakewood was established, the Workgroup explored whether Robert Wood Johnson Foundation's (RWJF) Culture of Health in Action Framework could be a pathway for moving this work forward.

The Workgroup has completed its work and developed recommendations as part of an initial phase of these efforts, which are included on page 9 of this report.

## Value Statement: Why does this work matter?

The Workgroup discussed putting the wellbeing of our community first, by reducing social barriers to health for Lakewood residents and strengthening our community through equitable access to a healthy life.

“The social determinants of health are the conditions in which people are born, grow, live, work and age. These circumstances are shaped by the distribution of money, power and resources at global, national and local levels. The social determinants of health are mostly responsible for health inequities – the unfair and avoidable differences in health status seen within and between countries.<sup>1</sup>”

Focusing on Lakewood's future through the lens of the social determinants of health creates a path toward a socially integrated, economically vital, sustainable and culturally equitable community

where residents have access to resources needed to achieve lifelong physical, emotional and mental health now and in generations to come. Due to its' resources, size, geography, and demographics, Lakewood is positioned to become a national model by setting attainable and measurable goals.



## Guiding Principles: What principles will guide this work?

Guiding Principles set a foundation for effective community planning. By answering the question ‘What principles should guide this work?’ the Workgroup was able to develop an underlying philosophy upon which to build a set of recommendations.

Eight Guiding Principles:

1. **Asset-based:** Lakewood has many existing assets from which we will build.
2. **Collaborate within the existing landscape:** There are many great efforts in Lakewood working to improve the health outcomes and lives of residents, as well as a wealth of existing research and data. This Workgroup’s recommendations will build on the work

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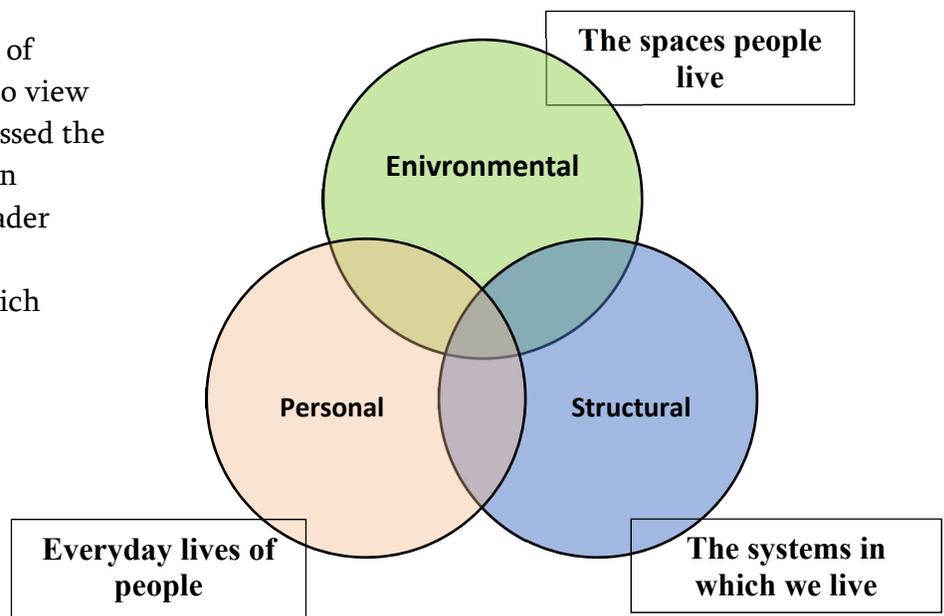
<sup>1</sup> World Health Organization [https://www.who.int/social\\_determinants/sdh\\_definition/en/](https://www.who.int/social_determinants/sdh_definition/en/) and **Attachment A:** Lakewood Social Determinants of Health

that has been done to include collaboration and coordination where possible as to not duplicate those efforts.

3. **Continuous Learning:** Communities transform when they carry a state of mind that allows them to try new things, learn from evaluation, and continuously improve. Allowing for incremental change allows for the integration of new information as it comes along!
4. **Evidence-based:** There are strategies we know work, and these should be **thoroughly** researched and reviewed.
5. **Not Personal:** This work is meant to serve the greater good, not individuals' own personal interests. This group must hold itself accountable to operating in the interest of the greater good.
6. **Sharing Power:** Although high-level recommendations can occur from existing data, carrying out those recommendations must be done with the input from the people who are most impacted by the issues. This group will commit to ensuring its' recommendations include specific direction on who should be involved in carrying them forward.
7. **Sustainability:** The world around us changes quickly. Community efforts need to be flexible and adaptable to grow and change with the circumstances of the world.
8. **Transparency:** Trust is essential to whole participation and partnership, and in order for recommendations of this group to be effective, there must be a willingness to participate and partner. Transparency is key to building that trust.

## Strategic Elements

In using the social determinants of health as a lens through which to view this work, the Workgroup discussed the importance of conceptualizing an individual's health within a broader context that includes both the environment and systems in which one's life is developed.

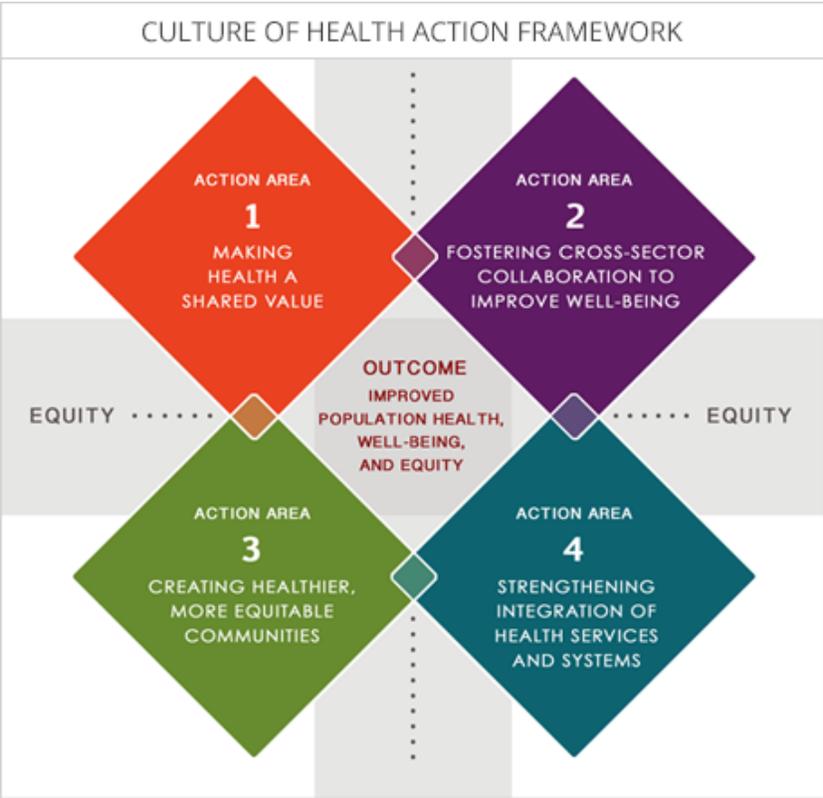


# Building a Culture of Health in Lakewood

This Workgroup understands that complex social factors have a profound effect on our well-being. The shift from health care systems to a focus on the Social Determinants of Health is required to change population health, well-being and equity. To change how we look at health will require all sectors to engage to build a culture of health in Lakewood.

Making health a priority has been a focus of the Robert Wood Johnson Foundation (RWJF). RWJF has started a national conversation around 'building a culture of health' through publication of their 'Building a Culture of Health in Action framework'.

*At the heart of this framework is the belief that we will make true progress when we work together toward a shared goal of better health.* The Culture of Health Action framework concentrates on four action areas: *Making Health a Shared Value, Fostering Cross-Sector Collaboration, Creating Healthier, More Equitable Communities, Strengthening Integration of Health Services and Systems.* In each of the action areas, the framework is comprised of several drivers that are intended to lead to measurable outcomes.



See **Attachment B** for additional information about RWJF's Building a Culture of Health in Action and <https://www.rwjf.org/en/cultureofhealth>

As part of reviewing the RWJF framework, the Workgroup used the RWJF framework to begin to understand the breadth of current assets that Lakewood already has in place working to build a culture of health. (See Attachment C)

RWJF is currently using its Culture of Health in Action framework as a lens to study 30 Sentinel Communities and discover the various ways cities, counties, and states are strategically moving toward creating healthy cultures. RWJF utilized their analysis' and data collection observed in each community to connect their efforts to the action areas and drivers of the framework.

This workgroup familiarized themselves with each of these 30 sentinel communities. Not one community was directly comparable to Lakewood, and the vast majority incorporated a Health Department, Board of Health or a hospital that drove the shift in culture around health.

Connecting with RWJF through various correspondence provided the Workgroup a new viewpoint to this framework. The purpose of the Culture of Health Action Framework was to spark creative thinking and conversation on the part of the Workgroup and others about how to look at health and wellbeing. This framework initiated a culture of health conversation within this Workgroup and should continue to be a guiding reference for broader community conversations and creating and instituting a community health plan.

## **In our own back yard: Old Brooklyn, Health in Action, Building a Culture of Community Health in Cleveland**

The Workgroup understood the importance of building a culture of health in the Lakewood community. What the Robert Wood Johnson Foundation *Building a Culture of Health* framework did not provide was the actual steps necessary to *build a culture of health* within a community. Through conversations, workgroup members discovered that in our own backyard, the community of Old Brooklyn in the city of Cleveland, was building a culture of health.

To hear first-hand how the Old Brooklyn project evolved, the workgroup invited members of the Old Brooklyn Community Development Corporation to meet and talk about how they created a strategy around health and wellbeing for their community. This meeting was captured on video to share with the community and is found at the following link: <https://youtu.be/QYziE0UDTfQ>

Conclusions and points of interest from the meeting with Old Brooklyn were:

1. The Old Brooklyn Community Development Corporation thought they were in the business of economic development but found out through their strategic planning process that they were going to be very much in the business of health and wellbeing.

Although not an easy transition, viewing their work through the lens of the *social determinants of health* allowed them to eventually understand and embrace this focus and change.

2. To prioritize community health and wellbeing as a marker for success requires a strategic plan and partnering with their greatest community resource, the Old Brooklyn residents.
3. Initiating a community-based Community Health Needs Assessment (CHNA) was vital to understanding the neighborhood's conditions for health and to identify the specific barriers to health for all populations within their community. [Health in Action: Building a Culture of Community Health in Cleveland](#)
4. The Old Brooklyn CDC determined to seek Institutional Review Board (IRB) approval to legitimize their CHNA, providing them the opportunity to use the data to measure success and to attract future partners and funding to the community.
5. Through the CHNA process, six focus areas emerged as the most prevalent, inequitable, critical and/or relevant to the Old Brooklyn Community: food access, housing injustice, greenspace equity, chronic disease, neighborhood resource access and usage, and substance use.
6. The Old Brooklyn team realized that community health is complex and that community integrated solutions must happen and are endless in possibility.
7. The Old Brooklyn Health in Action report is their call to commitment to health and wellbeing of their residents and a charge to other stakeholders to engage in cross-sector collaborative efforts to build a culture of health in Old Brooklyn.
8. This work takes time.

The strategy that Old Brooklyn pursued began with the hiring of a Community Health Fellow in May 2017. The time-line followed is depicted below.



# Key Conclusions of the Live Well Lakewood Work Group

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The Workgroup began the process of moving toward the creation of a community plan for health and wellbeing for Lakewood to achieve the mission of being the healthiest city in the US. Our work has essentially completed what we will call Phase 1 of the planning for building a culture of health in Lakewood. This Workgroup accomplished the following:

- Identified the important role that the **social determinants of health** plays in an individual's health and wellbeing and in the creation of a culture of health in Lakewood
- Agreed on why building a culture of health is valuable and what principles should guide this work for Lakewood.
- Looked at what some other communities are doing across the country and in our own backyard to achieve better health and recommend **Old Brooklyn's Health in Action** work as a template for a *process*.
- Reviewed Robert Wood Johnson Foundation's Building a Culture of Health which is focused on four action areas with the outcome of: *Improved Population Health, Well-being and Equity* and recommend that this study be used as a catalyst to continue the conversation with the community.
- Understands the importance of seeking an **independent community health needs assessment with IRB approval** to establish a baseline from which to set community health goals, assess progress and seek funding.
- Understands that nationally and locally, there are great health frameworks and models that can be used, referenced and adapted by our community in conjunction with a solid zip code centric community health needs assessment.
- Understands that to effectively impact health in Lakewood and mirror national best practices for this work, there needs to be a community cross-sector collaboration that includes the government, health and wellness professionals, nonprofits, private sector businesses, educators, researchers as well as a diverse cross-section of residents to provide community oversight to the development and implementation of the community action plan for health.
- Have come to understand the importance of continuing this conversation in our community but recognizing that an *ad hoc* workgroup cannot take this conversation further on its own.

## Recommendations and Implementation

We recommend the Lakewood City Government dedicate funding to support:

**Recommendation 1:** Continue the Live Well Lakewood Health Initiative conversation by formalizing it within the Resiliency Task Force Phase 2 with a focus on the topic of Health and Wellbeing.

**Recommendation 2:** Request allocation of \$250,000 to the city budget for the work of Live Well Lakewood Health Initiative Phase 2 as consolidated with the Resiliency Task Force Phase 2 with a focus on the topic of Health and Wellbeing.

**Recommendation 3:** Appoint an Advisory Committee from the Live Well Lakewood Workgroup to assist in the formation of the Phase 2 Resiliency Task Force based upon these recommendations.

**Recommendation 4:** Resiliency Task Force Phase 2 to oversee the creation of a Lakewood Community Health Needs Assessment.

**Recommendation 5:** Resiliency Task Force Phase 2 staff and Advisory Committee to solicit and retain a Consultant/Facilitator to drive the work of the Resiliency Task Force Phase 2 on the topic of Health and Wellbeing.

**Recommendation 6:** Resiliency Task Force Phase 2 staff and Advisory Committee to solicit and retain a Public Health Research Fellow to collect data, survey the community and do such other such work necessary to complete an IRB approved Community Health Needs Assessment for the Lakewood community.

**Recommendation 7:** Resiliency Task Force Phase 2 staff and Advisory Committee to solicit and recommend new Resiliency Task Force Phase 2 members to be appointed by the Mayor and City Council.

**Recommendation 8:** Resiliency Task Force Phase 2 to focus on:

- a. the development of a Lakewood Community Health Needs Assessment which will include the engagement of all Lakewood populations and will seek IRB approval.
- b. defining the components of a community action plan for health and wellbeing
- c. outreach and interviewing potential entities, organizations and businesses that should be considered as initial stakeholders for the future cross-sector health collaboration with the goal to locate drivers for this initiative.

**Recommendation 9:** Initiate cross-sector collaboration – Phase 3

A flowchart depicting the Recommendations and Implementation is attached as Attachment D.

## **Attachments**

- A. Lakewood Social Determinants of Health Depicted
- B. Robert Wood Johnson Foundation – *Culture of Health Action Framework*
- C. Current Lakewood Assets Applied to RWJF *Culture of Health in Action Framework*
- D. Flowchart of Recommendations and Implementation