

INVERT THE BURDEN: Reimagining the Atlanta Healthcare Landscape

October 21, 2022





JEFF SMYTHE

Executive Director, ARCHI



"I have Felt peace Joy and happiness in my Life"

Dan: Barry, allow me please to shift to the community. First of all, when you think of a community that you belong to who are the people that make up your community?

Barry: All races, Black, White, Mexicans, Puerto Ricans, all you know. It's so much disease out there the number one disease is alcohol. See I go out in front of Gateway, and I see all this and the drugs and the alcohol and the mental health problems I mean it's a lot of peoples out here that need help, and we as a society want to turn our back on them and it's not right.

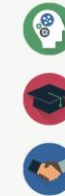
Community Panel Takeaway: A call to action to recognize the complicated intersections at play (e.g., homelessness, mental health and addiction) and to give help to people who need it rather than turning one's back.

ARCHIves

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In your own, personal, everyday life, how do you plan to translate what you have learned here into action? What actions will you personally take? How might you change what you do in your personal life or how you do it?

What actions would you recommend be taken by the organization you work for or an organization you are closely associated with? This surely can include volunteer work you might do, e.g., at clubs, community organizations, churches...



Tamara

*"A quit woman Who Say to here Self.
A person you can get Along with.
A person who woud help any one
she can."*

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LISA GORDON

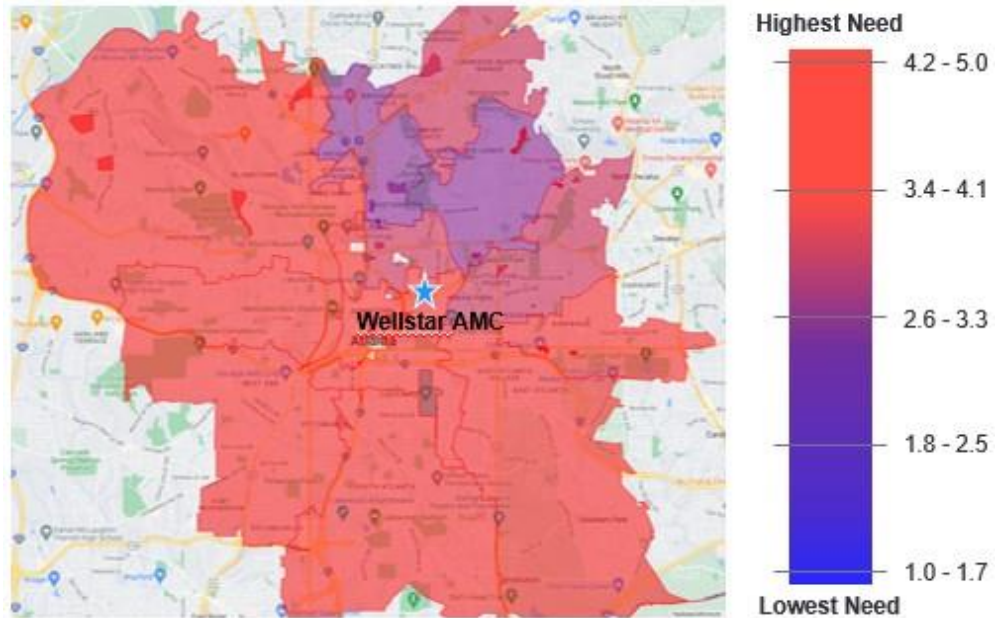
Chief Operating Officer , City of Atlanta

STEVEN BUSSEY

Managing Director/ Strategy and Transactions/ Ernst & Young

AMC sits in an area deemed to have the highest need on a Community Needs Index score accounting for certain barriers

Community Need Index of AMC's surrounding area



- ▶ A Community Need Index (CNI) score is a zip code-level score of an average of five different barrier scores: **income, cultural, education, insurance, and housing** barriers
- ▶ AMC sits in a **“highest need” area** with a **score of 4.2**, which is greater than the state zip code level median of 4

Barriers

Income

- ▶ Clayton, DeKalb, and Fulton counties have a higher unemployment rate than the 2021 state average
- ▶ The division between the top and bottom ends of the income spectrum in Fulton County is the greatest among nearby counties at 20% higher than the state benchmark

Education

- ▶ Clayton and DeKalb counties fall below the state and national benchmarks for high school graduation rate and percentage of adults with a high school diploma

Insurance

- ▶ AMC's uninsured patient population has grown significantly in the last year and is 6.4% above the US average

Housing

- ▶ Rent as a percentage of household income has grown in all three counties
 - In 2021, over 60% of households in Clayton, DeKalb, and Fulton counties are spending at least a quarter of their income on rent

Additional perspectives under each social determinant of health pillar



Health Care Access and Quality

- ▶ Uncompensated care costs are rising in Atlanta area hospitals
- ▶ Many residents are underserved due to the health professional shortage
- ▶ Behavioral/mental health conditions have increased in the last two years



Social and Community Context

- ▶ Food insecure population percent is greater than state and US average
- ▶ Residents have limited access to supermarkets, especially SNAP eligible options



Economic Stability

- ▶ Clayton and DeKalb county are experiencing increasing rates of poverty among residents
- ▶ Above average unemployment and high levels of income inequality accentuate socioeconomic disparities in the area



Neighborhood and Built Environment

- ▶ Housing has become less affordable in the area, leaving many low-income families without affordable housing opportunities
- ▶ Quality of the physical environment in these counties are ranked among the lowest in GA, increasing the risk for physical and mental health issues



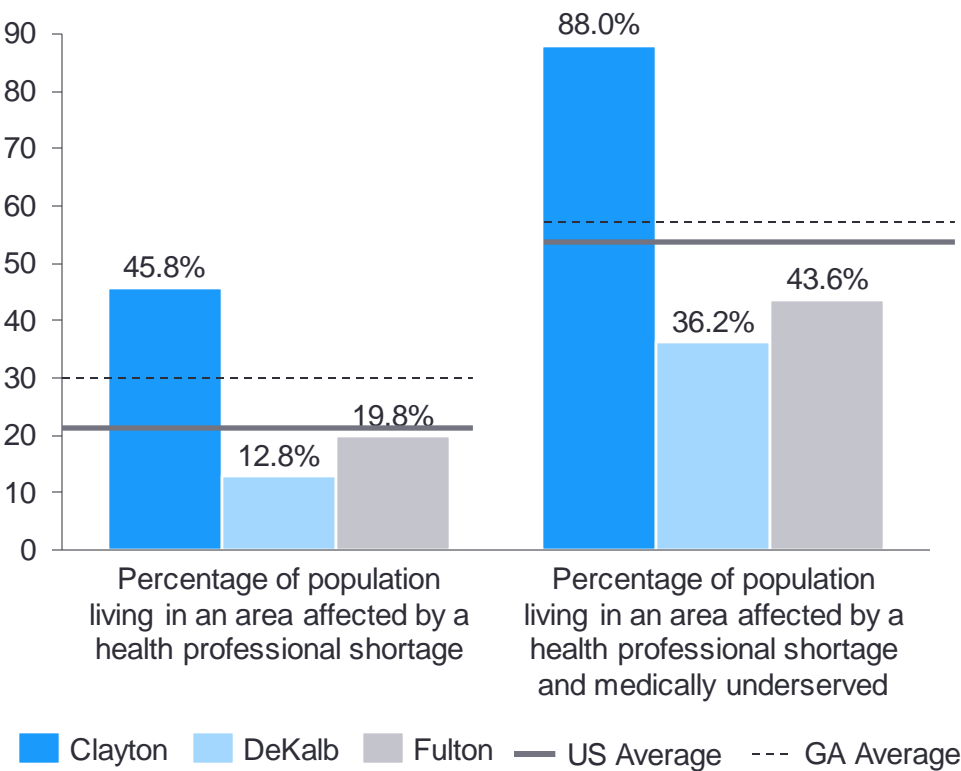
Education Access and Quality

- ▶ Clayton, DeKalb, and Fulton Counties all have a lower high school graduate rate than the state average
- ▶ The percentage of adults without high school diplomas in Clayton County is significantly higher than the state average

Clayton County is most negatively impacted by the health professional shortage; there is a need for primary care and mental health providers

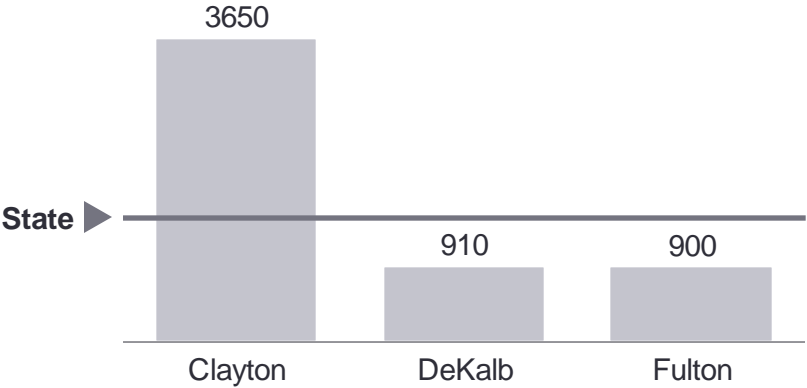
Health Care Access and Quality
Social and Community Context
Economic Stability
Neighborhood and Built Environment
Education Access and Quality

Health Profession Shortage

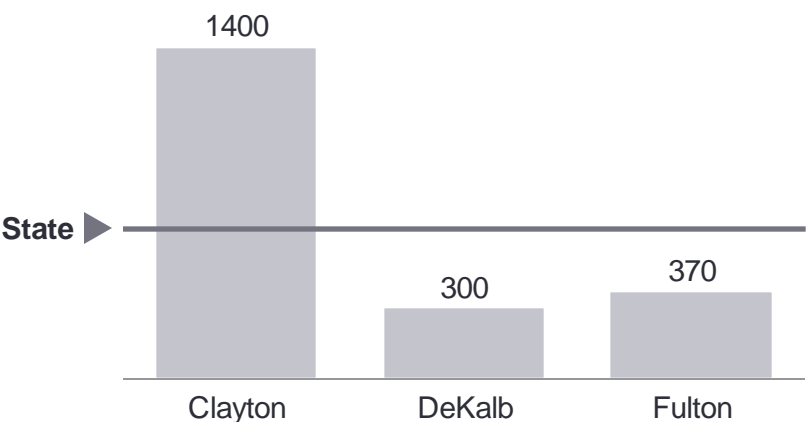


- ▶ Clayton County’s population is largely affected by the health professional shortage with 88% of the affected population underserved

Number of Individuals per Primary Care Physician



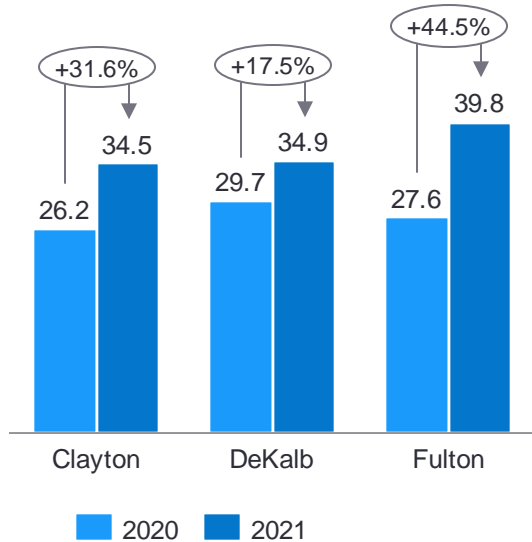
Number of Individuals per Mental Health Provider



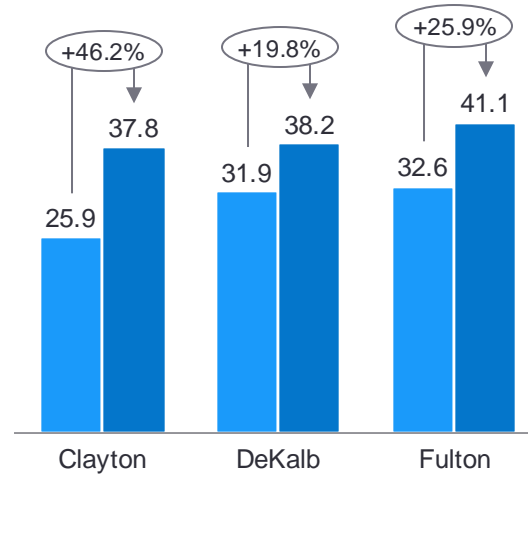
Mental health conditions across all three counties have drastically increased over the past two years

Health Care Access and Quality
Social and Community Context
Economic Stability
Neighborhood and Built Environment
Education Access and Quality

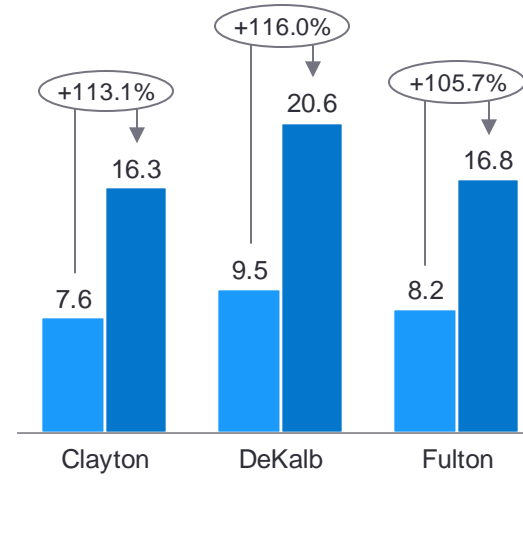
of people scoring severe depression per 100k population



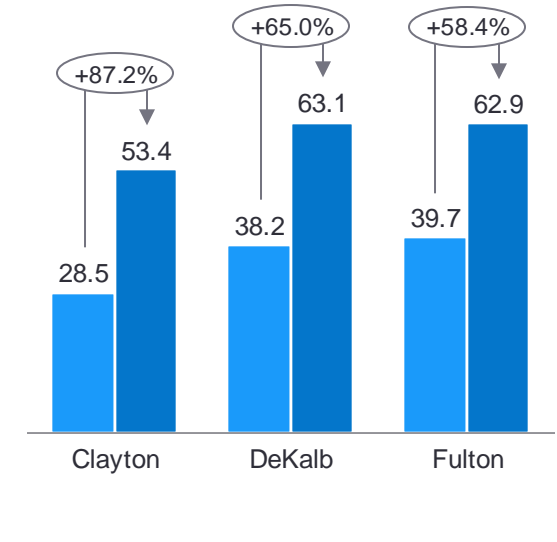
of people reporting frequent suicidal ideation per 100k population



of people scoring positive for PTSD per 100k population



of people identifying as trauma survivors per 100k population

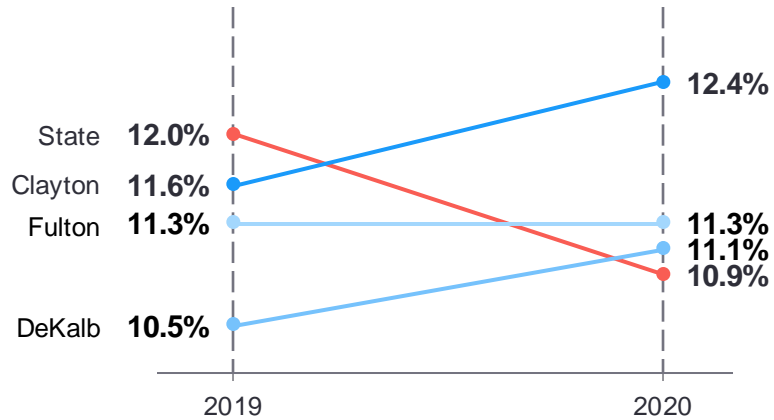


- ▶ COVID-19 highlighted the need for mental health treatment across Clayton, DeKalb, and Fulton counties
 - Most individuals who took a PTSD screen from 2020-2021 and scored at risk for PTSD had previously received a mental health diagnosis and care
 - Sharp increase in PTSD across all counties although many of them have previously been diagnosed and received care indicate the need to more effectively address mental health problems and support systems to treat and care for the affected population

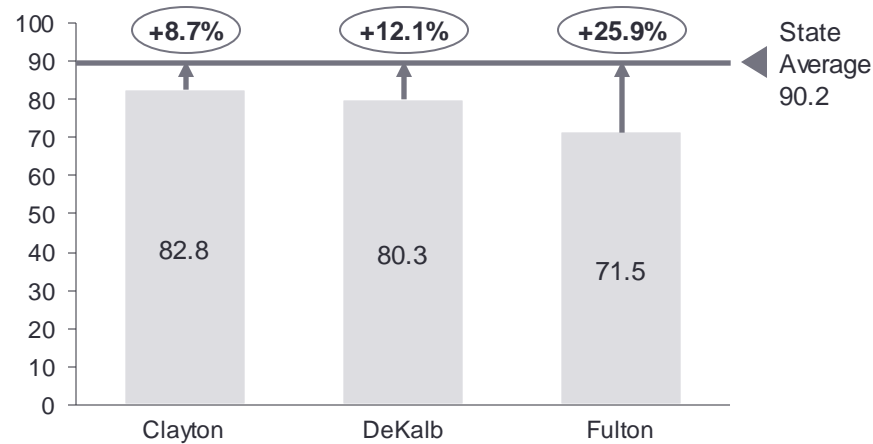
Food insecure population percentage is greater in the area near Wellstar AMC compared to the state and national benchmarks

Health Care Access and Quality
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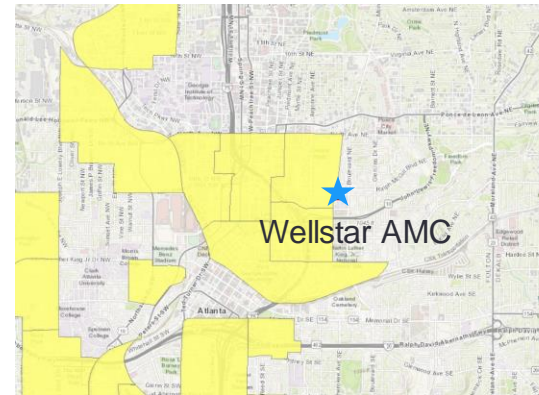
Change in Food Insecurity Rate



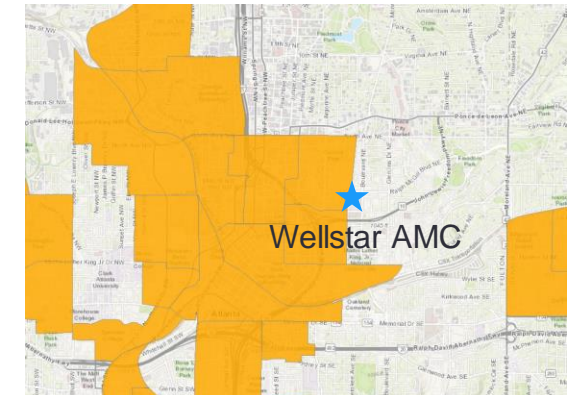
Supplemental Nutrition Assistance Program (SNAP) Qualified Stores (per 100,000 people)



Low-income access to supermarkets



Low-income census tract where more than 100 housing units do not have a vehicle and are more than 1/2 mile from the nearest supermarket



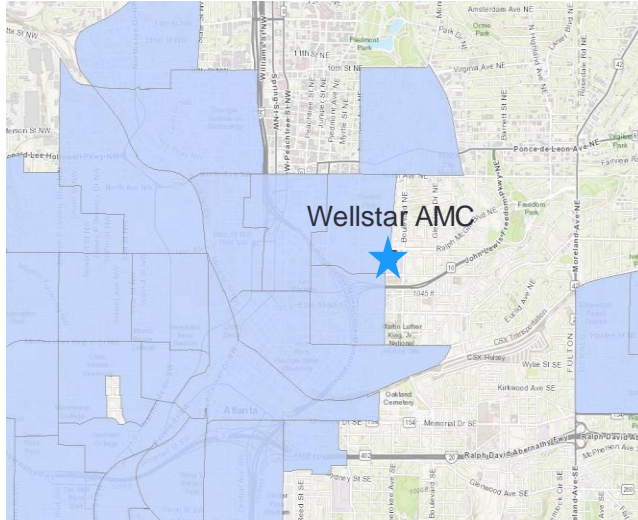
Low-income census tracts where a significant number or share of residents is more than 1/2 mile from the nearest supermarket

- ▶ Food insecurity is improving in Georgia, but Clayton, DeKalb, and Fulton counties are not seeing the same progress
- ▶ Residents near Wellstar AMC have limited access to supermarkets
 - All 3 counties have fewer SNAP qualified stores per population than the state average, despite having near or above state benchmark % of SNAP eligible residents

Increasing percentage of families are living in poverty in Clayton and DeKalb counties

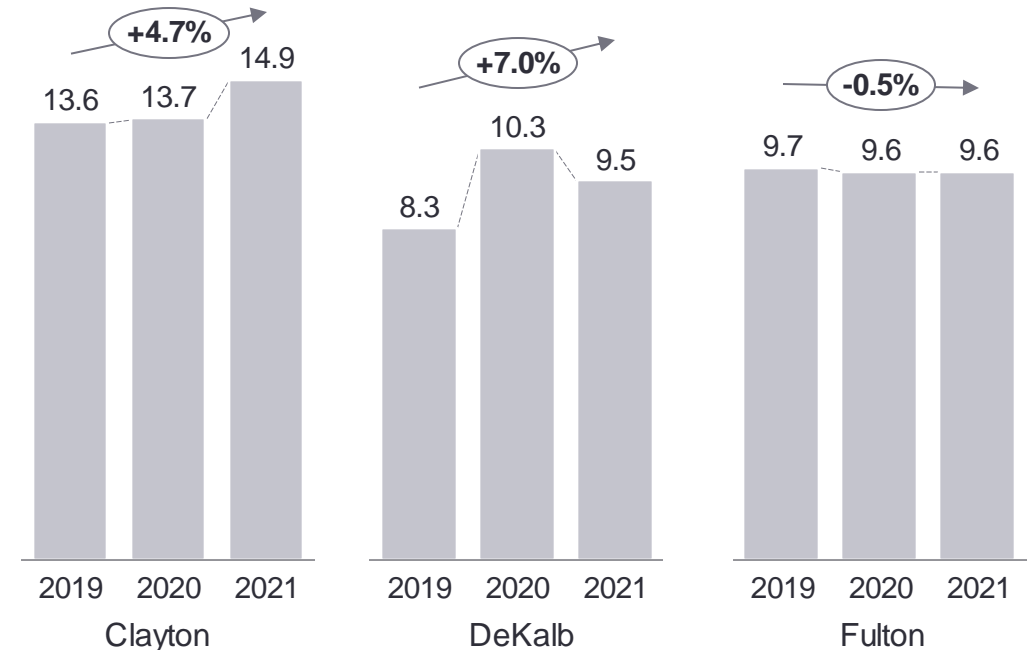
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Poverty near Wellstar AMC



Tracts with a poverty rate of 20%+, or tracts with a median family income 80% or less of median family income

Percentage of families below poverty level



- ▶ Poverty issue has persisted at approximately the same level in Fulton County over the past years; it has gotten worse in Clayton and DeKalb counties, affecting a growing percentage of families
- ▶ The increase in poverty level percentage from 2020-2021 is largely attributed to job loss due to the COVID-19 pandemic; wealth gaps has widened
 - No change in poverty level percentage in Fulton county may be due to growing wealth gap; densely populated areas of north Fulton County continue to be heavily affected by poverty

As housing prices increase in Atlanta, the area's most vulnerable residents are experiencing less accessible and secure housing options

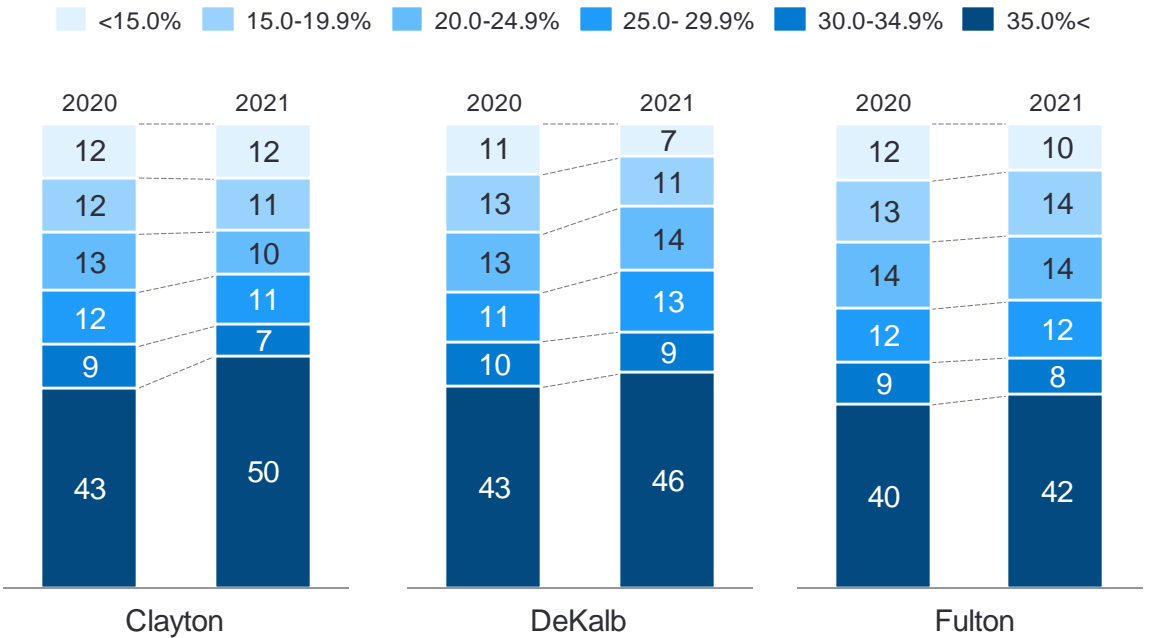
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Housing Affordability Index Rank (1=most affordable)

MSA	2014	2018	2019 Q3	2014-2019 Q3 Rank Change
Atlanta-Sandy Springs-Marietta, GA	73	85	91	-18
Washington-Arlington-Alexandria, DC-VA-MD-WV	153	135	129	24
Miami-Fort Lauderdale-West Palm Beach, FL	167	167	168	-1
Phoenix-Mesa-Scottsdale, AZ	141	142	141	0
Charlotte-Concord-Gastonia, NC-SC	122	117	119	3

*Housing Affordability Index measures a typical family's ability to qualify for a mortgage loan on a typical home
 *A typical family is defined as one earning the median family income; a typical home is defined as the national median-priced, existing single-family home as calculated by National Association of Realtors

Gross Rent as a Percentage of Household Income

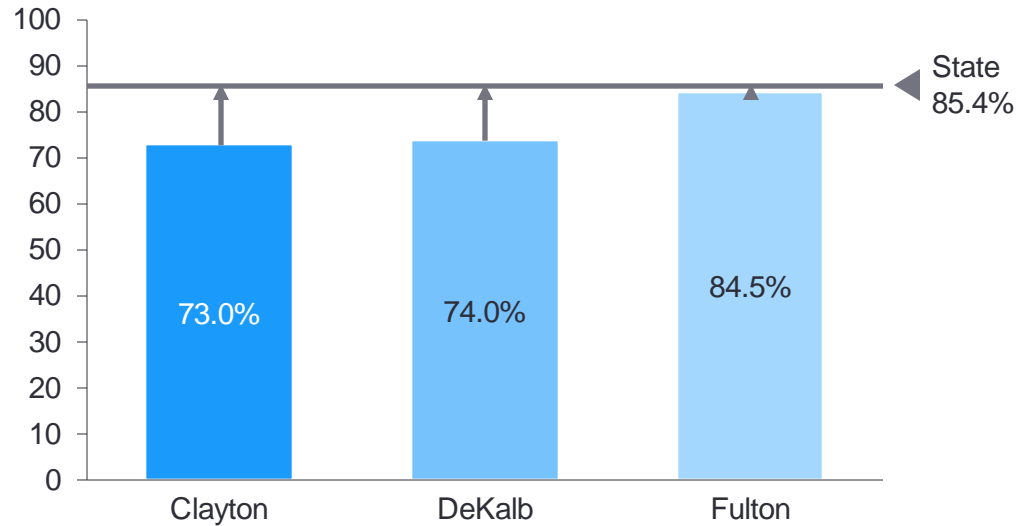


- ▶ Compared to its peer metropolitan areas, Atlanta saw the sharpest decline in housing affordability index rank change
- ▶ Rent as a percentage of household income has grown in all three counties
 - In 2021, over 60% of households in all three counties are spending at least a quarter of their income on rent
- ▶ In Fulton County, only 21.4% of units are affordable at under 40% of Average Mean Income (AMI)

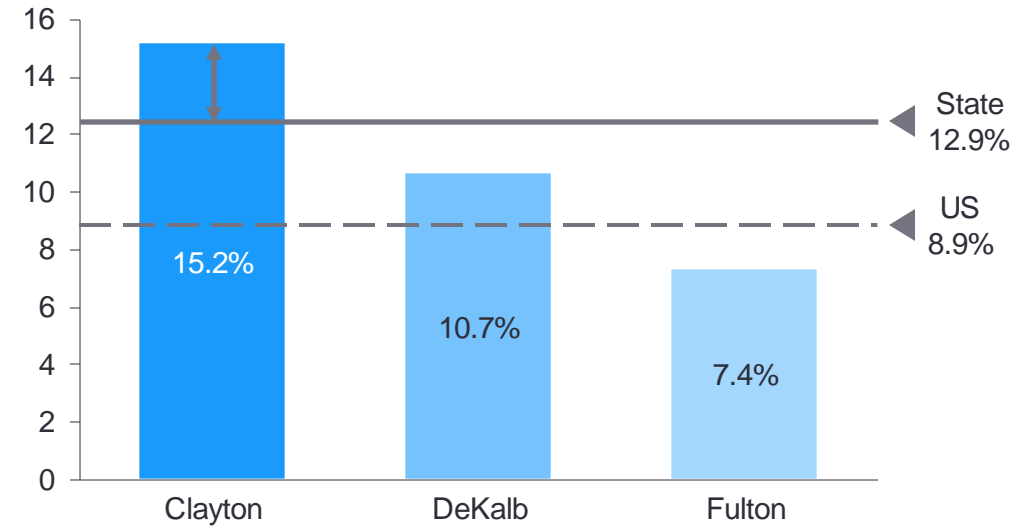
Clayton and DeKalb counties fall below GA and US benchmarks for high school graduation rate and % adults with a high school diploma

Health Care Access and Quality
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High School Graduate Rate



Adults Without a High School Diploma, Age 25+



- ▶ Clayton, DeKalb, and Fulton Counties all have lower high school graduate rates than the state average rate of 85.4%
- ▶ The 15.2% rate of adults without high school diplomas in Clayton County is significantly higher than the state average rate of 12.9%
- ▶ This may be linked to increasing gentrification in the area, wherein those already with high school diplomas and additional higher education move into the area from other places
- ▶ Community leaders recommend the following to enhance access to education from early care through higher education within a county:
 - Support policies that lower the cost of education and increase equity in funding for education
 - Support efforts to increase options for higher education and vocation training

These social determinants of health result in stark racial and geographic health disparities in metro Atlanta, with Black populations facing disproportionately worse outcomes



4.2x

Pregnancy-related mortality rate for Black women relative to White women

2.6x

Prostate cancer mortality rate for Black men relative to White men

2.3x

Diabetes discharge rate for Black patients compared to White patients

2.2x

Breast cancer mortality rate for Black women compared to White women, the highest of any US city

79%

Of patients hospitalized for COVID-19 between March – April 2020 were Black

INVERT THE BURDEN

ARCHI's Strategy to Reimagining Healthcare

Invert the Burden



ARCHI TEAM



Meredith Swartz
Acting Deputy Director



Jeff Smythe
Executive Director



Sophen Joseph
Project Coordinator



Aviva Berman



Aisha Williams



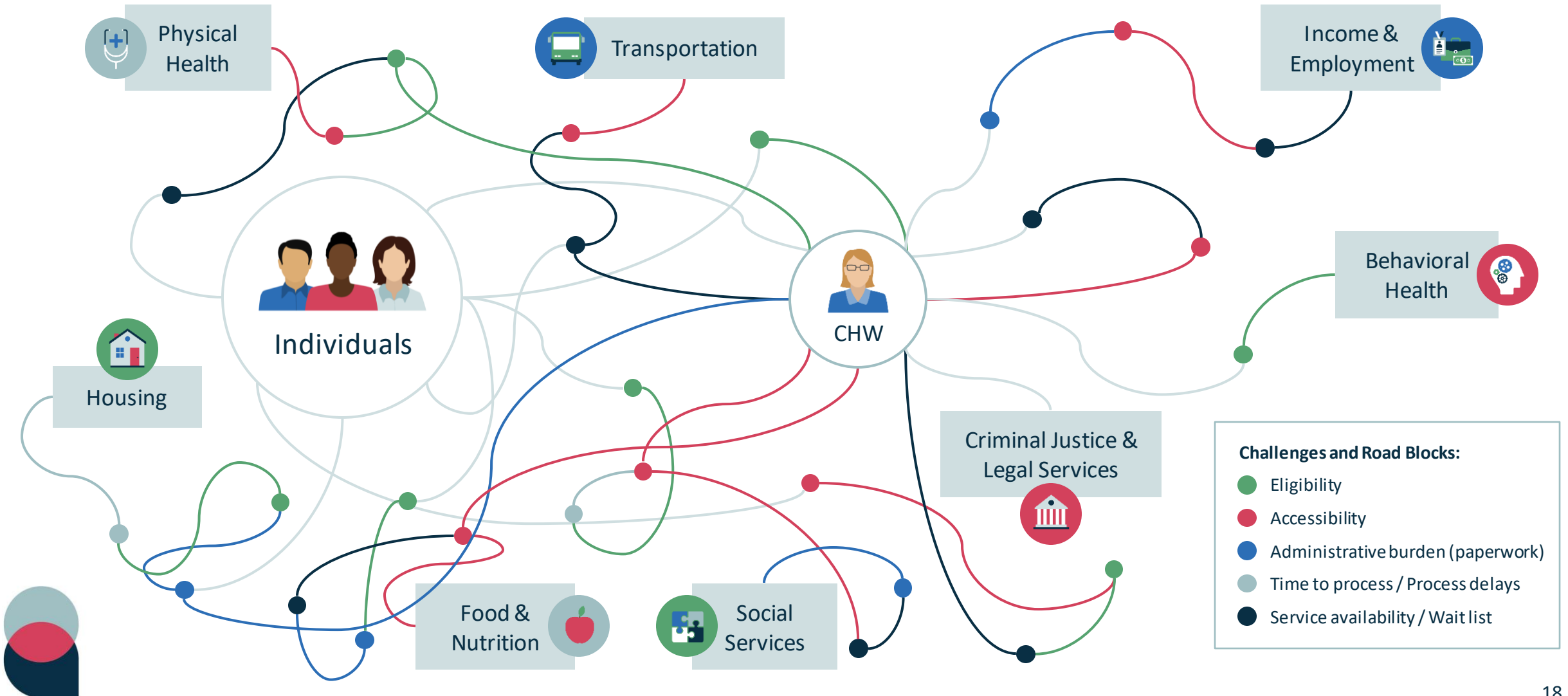
Carrie Oliver

Senior Innovation Managers



BURDEN OF NAVIGATION FALLS HEAVILY ON THE INDIVIDUAL

and the staff working to support them



Committed Partners Ready to Work

Atlanta Community Food Bank	Kaiser Permanente
Atlanta Regional Commission	Latino Community Fund Inc
Atlanta Volunteer Lawyers Foundation	Midtown Assistance Center
Catholic Charities Atlanta	Open Doors
Cobb Community Foundation	Open Hand Atlanta
Families First	Parents Prosper
Gateway Center	Partners for HOME, Inc.
Georgia Center for Nonprofits	Quality Care for Children
Georgia Charitable Care Network	Saint Joseph's Health System/Mercy Care
Georgia Department of Behavioral Health and Developmental Disabilities	TechBridge
Gwinnett Coalition	United Way of Greater Atlanta
Grady Health System	2-1-1 Contact Center
HOPE Atlanta	Urban League of Greater Atlanta
Inspiritus	Voices for Georgia's Children
	Zion Hill CDC

28 community and state agencies have signed a statement of shared beliefs and support for a more coordinated system of care.

Toward Equitable Access to Services and Supports

We believe that in order to address underlying and persistent inequities in the metro Atlanta region and across the state of Georgia, to deliver care more efficiently and effectively and to move beyond service delivery to stabilizing families and creating resilience, we must build a more coordinated system of care.

This system will:

- be person centered and trauma informed,
- address needs holistically by coordinating services across agencies,
- streamline access and eligibility,
- reduce administrative tasks and duplicate data collection and entry,
- be co-designed and regularly evaluated by users of the system,
- create predictability for the users regarding solutions available,
- be designed to not just count services delivered but assess impact over time,
- begin the shift from reacting to crisis to anticipating or preventing needs.

To realize this system:

We will build the business relationships and pathways that work best for our clients and then identify the technology that supports our shared work.

Wherever possible we will avoid adding new systems and instead knit together the existing technology that agencies use to best meet their client's needs and to track their progress.

We will invite consumers of our services into the design, decision making and policy setting that guides our work.

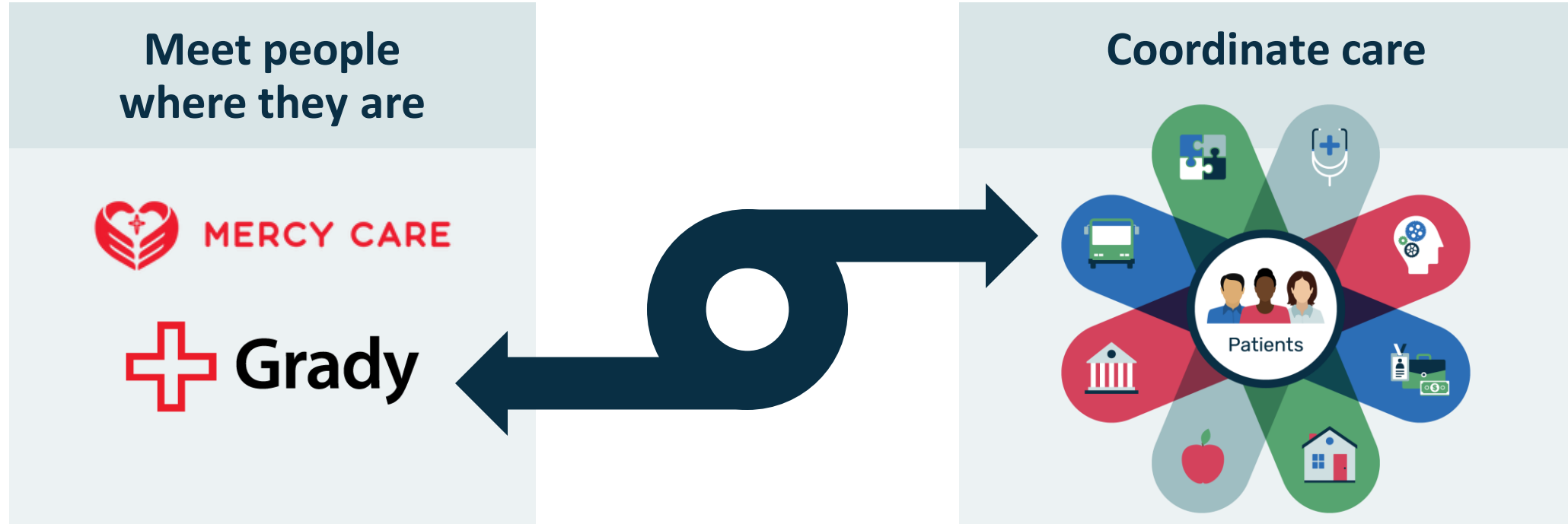
We will be transparent and accountable to all partners who commit to working together.

We will build on the best practices and research from across the country, while tailoring solutions to Atlanta's and Georgia's specific context.



Community Resource Hub

Inverting the burden of navigation from the individual to the system



Bi-directional
data sharing

Warm to
"hot" hand
offs

CHW / navigator /
care coordinator

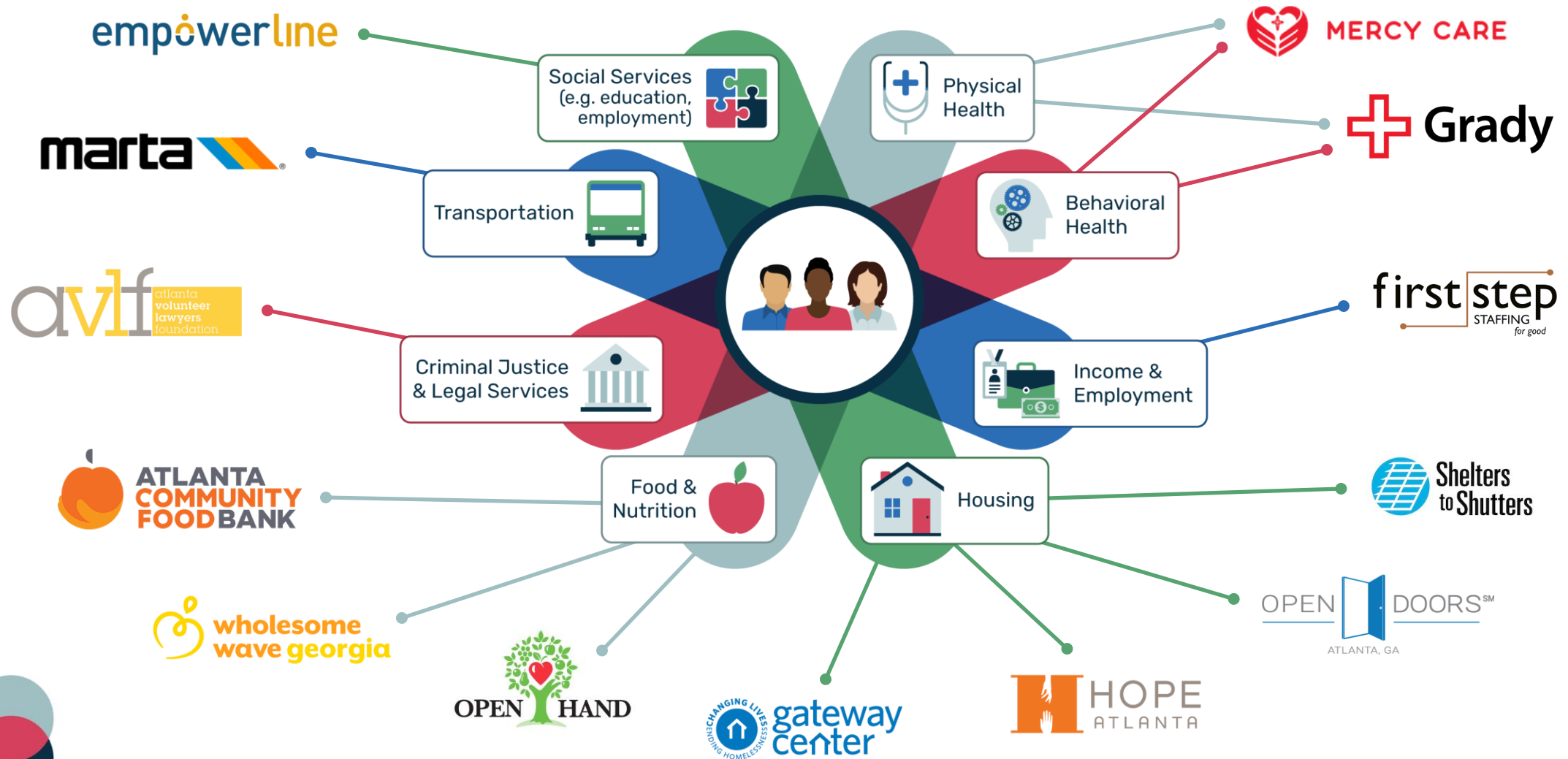
Aligned & mutually
reinforcing incentives
Every organization has a
"win"

Simple re-connections
when assistance is
needed again

Clear governance
structure and
norms

Impact tracking
over time

Community Resource Hub – Partner Network



STREAMLINING ACCESS TO HOUSING STABILITY

Building business relationships and streamlining processes and access between Atlanta-based financial assistance providers originally organized through HOUSE ATL

Engage with existing workgroups and individual organizations

- 10+ partner agencies on board

Collaborate and align on solutions and opportunities

- Universal assistance application drafted
- Work through various potential workflows
- Pilot application with a handful of agencies, soft launch December 2022

Work towards interoperability and data warehousing



UNIVERSAL APPLICATION DRAFTED



Do you need help paying your rent, mortgage or utility bills?

CLICK HERE to complete an application for services.

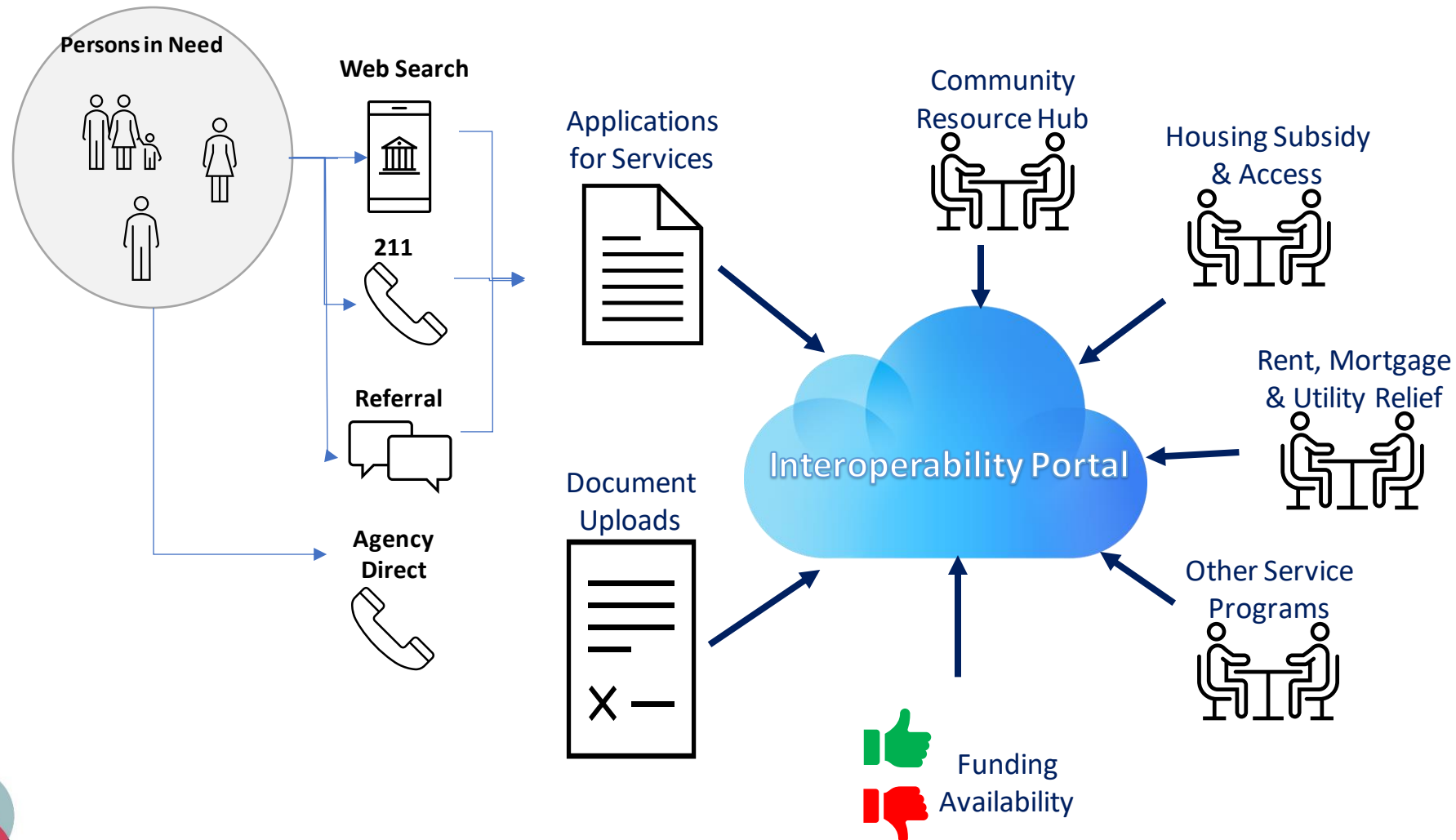
When completing this application, you agree to allow your information to be shared with service providers who may be able to help you.

You are submitting a request that will be matched with a service provider in your area. These area providers are working together to try to help more people experiencing this need. You should hear back from someone within a week. If you have any questions please contact Relief@ARCHIcollaborative.org.

This application is currently only serving select counties in the greater Atlanta area. As you make your way through this application, you may discover your area is not currently covered. Please contact United Way 2-1-1, as this service provides community information matched to your zip code and need. You can search online at 211.org, dial 211, or text 211 to 898-211 to receive a list of referrals based on your zip code.



COMMUNITY INTEROPERABILITY MODEL



ARCHIves



BARRY

"I have Felt peace Joy and happiness in my Life"

[Watch video>](#) [Hear story>](#) [Read more>](#)



BRANDON

"I would describe myself as a determined person an Outgoing Person"

[Watch video>](#) [Hear story>](#) [Read more>](#)

- **Listening:** Story collection from those in impacted communities
- **Learning:** Community panels to engage storytellers and other stakeholders in deep listening and the development of recommendations
- **Elevating:** Community forum to share stories with a larger audience and plan to move recommendations into action



LOOKING FORWARD

- Recruit additional resources for Community Resource Hub
- Pilot the universal application
- Seek opportunities to expand the ARCHives



Future of Healthcare in Atlanta

Moderator: Gail Brooks, Principal, BLK+ Cross

Panelists

Jason Bearden, *Plan President, Georgia Market, CareSource*

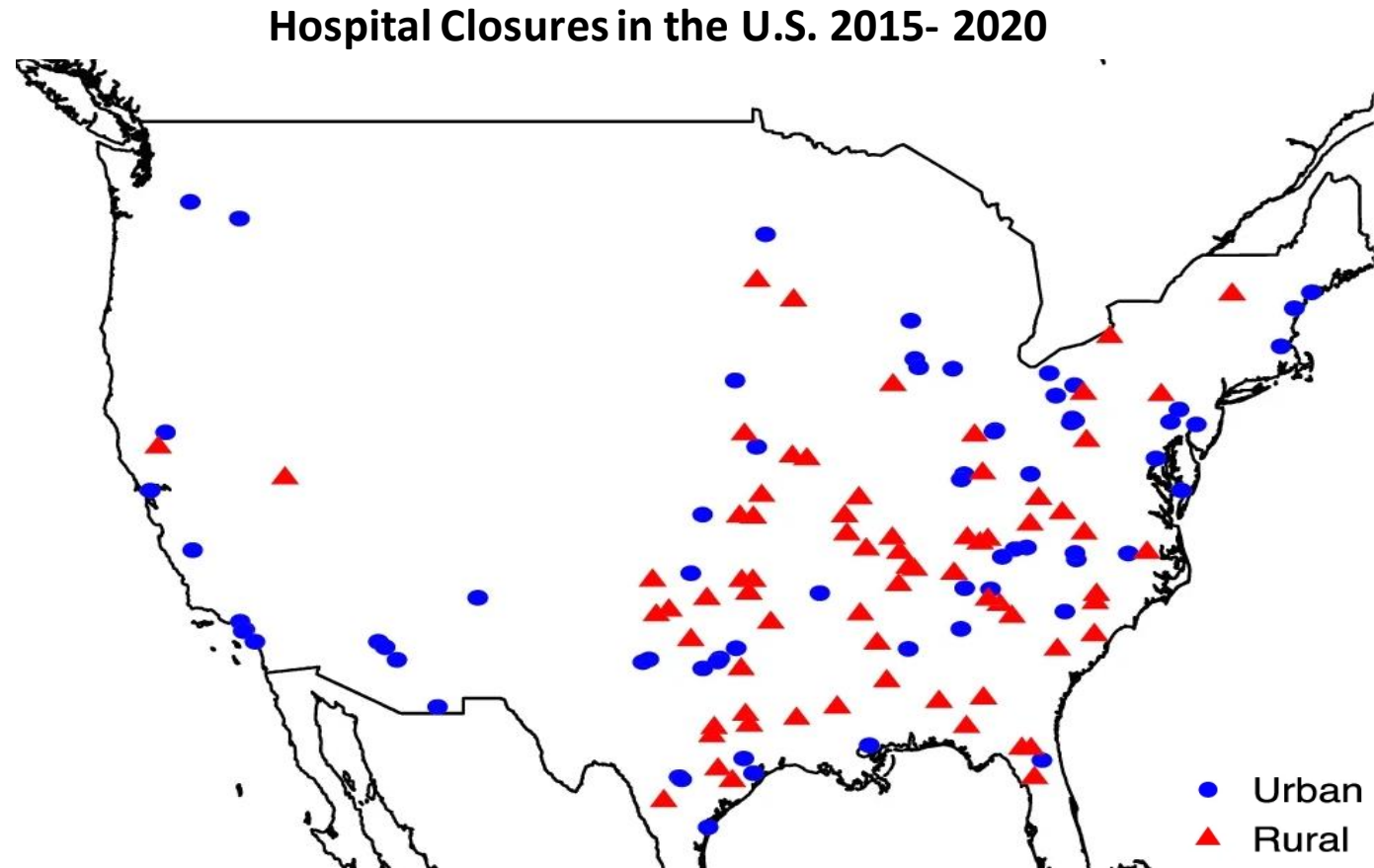
Kathryn Lawler, *Chief Executive Officer, Saint Joseph's Health Syst*

Shannon Sale, *Executive Vice President, Chief Strategy Officer, Grady Health System*

Isis Wilson, *Door-To-Door Housing Program Manager, Crossroads Community Ministries*

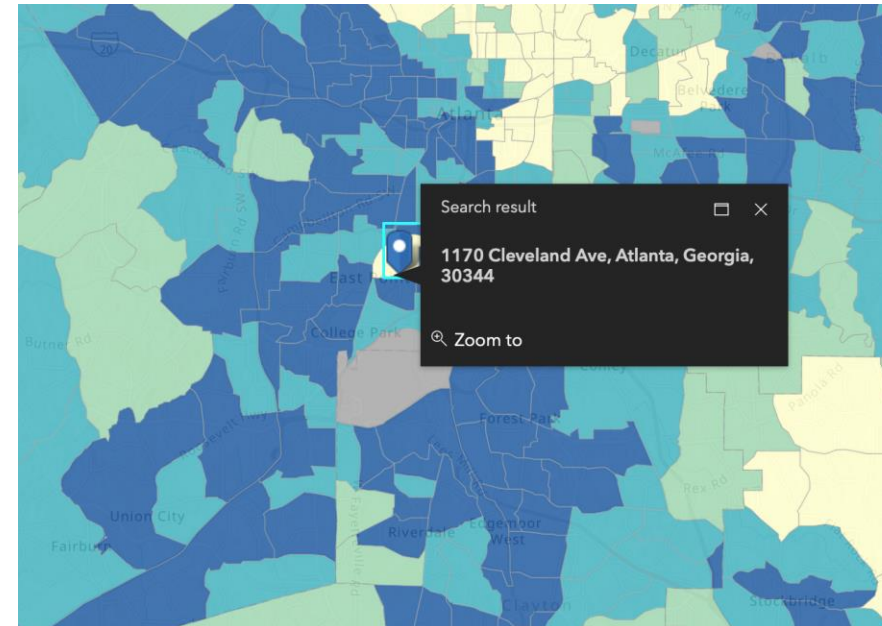
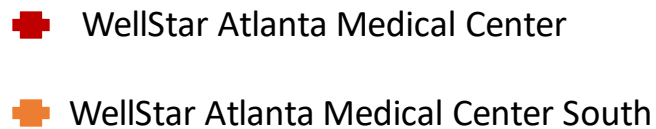


HOSPITAL CLOSURES ARE A GROWING TREND



Saghafian, S., Song, L.D. & Raja, A.S. Towards a more efficient healthcare system: Opportunities and challenges caused by hospital closures amid the COVID-19 pandemic. *Health Care Manag Sci* **25**, 187–190 (2022). <https://doi.org/10.1007/s10729-022-09591-7>

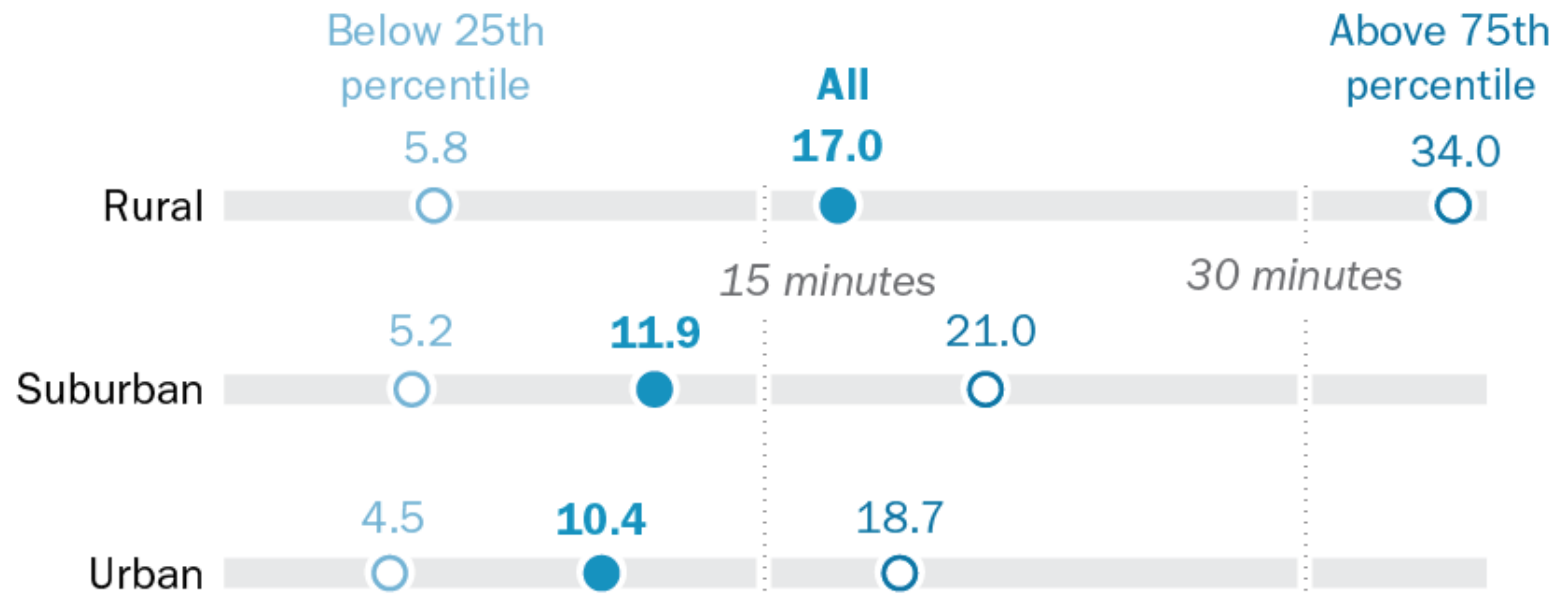




Centers for Disease Control and Prevention/ Agency for Toxic Substances and Disease Registry/
Geospatial Research, Analysis, and Services Program. CDC/ATSDR Social Vulnerability Index
2018 Database Georgia. https://www.atsdr.cdc.gov/placeandhealth/svi/data_documentation_download.html. Accessed on 10/21/22.

EQUITABLE ACCESS

Average minutes of car travel time to nearest hospital by community type for ...



Source: Survey of U.S. adults conducted Sept. 24-Oct. 7, 2018, and Homeland Infrastructure Foundation-Level data.

PEW RESEARCH CENTER



DISTANCE FROM AMC

Grady Health System

Wellstar Atlanta Medical Center

+

Arrive by

9:00 AM

Fri, Oct 21

Options

Send directions to your phone

8:35 AM—8:57 AM

22 min

>

ATLSC

>

8:41 AM from Sweet Auburn Market

18 min

Details

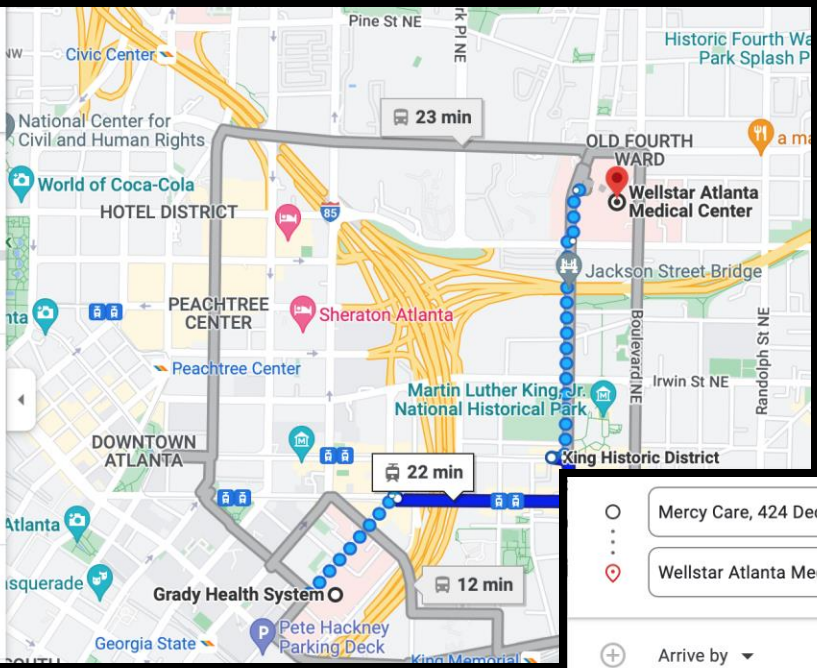
8:27 AM—8:50 AM

23 min

>

816

>



Mercy Care, 424 Decatur St SE, Atlanta, GA

Wellstar Atlanta Medical Center

+

Arrive by

9:00 AM

Fri, Oct 21

Options

Send directions to your phone

8:43 AM—8:57 AM

14 min

>

809

>

8:47 AM from Boulevard SE & Decatur St SE

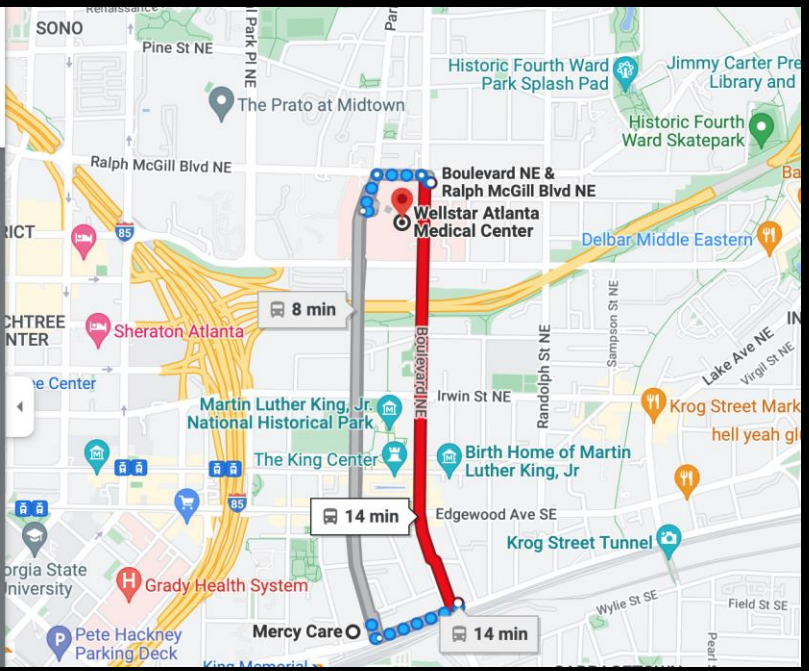
8 min

Details

via Jackson St SE

17 min

0.9 mile



DISTANCE FROM AMC SOUTH

Mercy Care, 424 Decatur St SE, Atlanta, GA

Wellstar East Point Health Center, 1170 C

+

Arrive by

9:00 AM

Fri, Oct 21

Options

Send directions to your phone

8:01 AM—8:43 AM

42 min

M Blue > M Gold > 78

8:05 AM from King Memorial

9 min

Details

8:01 AM—8:52 AM

51 min

M Blue > M Gold > 79

8:08 AM—8:56 AM

48 min

M Green > M Red >

53 min

48 min

42 min

Grady Health System

Wellstar East Point Health Center, 1170 C

+

Arrive by

9:00 AM

Fri, Oct 21

Options

Send directions to your phone

8:08 AM—8:56 AM

48 min

186 > M Red >

8:12 AM from Decatur St & Piedmont Ave

25 min

Details

8:02 AM—8:43 AM

41 min

M Gold > 78

48 min

47 min

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REIMAGINING TOGETHER

What does invert the burden mean in your work?

What is your organization currently doing or planning to do to change healthcare in Atlanta?

What support do you need for your efforts?



INVERTING THE BURDEN TOGETHER





JEFF SMYTHE

Executive Director, ARCHI

NEXT STEPS IN REIMAGINING

- Stay connected to ARCHI
 - Join ARCHI partnership network by emailing info@archicollaborative.org
 - Follow ARCHI on its social media channels



@archi_atlanta



@archiatlanta



[linkedin.com/company/
archi-collaborative](https://linkedin.com/company/archi-collaborative)

- Participate in one of our **planning sessions**: Opportunity to do some systems mapping to determine how to best move our ideas into action. Find more information at bit.ly/IVB-NovPS

