

NCHH Strategic Operating Plan and Score Card FY14

The NCHH Strategic Plan: In 2012-2013, NCHH created a three- to five-year Strategic Plan and annual Operating Plan. This Score Card summarizes our progress toward achieving our annual operating objectives and is organized according to our four goal areas: *Children, Housing, Older Adults, and Healthy Neighborhoods*. It also includes objectives for marketing, fund development, and operations.

- For children's health, NCHH's role will be to identify the practical and proven steps for preventing exposures in housing and to advocate for policies that prevent them.
- For housing, we will put what we already know works into action by advocating for the adoption of our National Healthy Housing Standard at the federal, state, and local levels. We will also continue our policy and marketing/communications activities targeted to the housing industry to ensure that healthy housing is integrated into affordable housing development.
- The strategic plan expands our focus both geographically, from the home up to the neighborhood level; and demographically, from children to older adults. This exploratory work reflects new science about the impact of the built environment on health and the fact that the U.S. population is rapidly changing. We will focus on finding and disseminating the practical and proven steps for making homes for older adults safe and healthy. At the neighborhood level, we will focus on tools for integrating health into housing and community development, such as health impact assessment.

The strategic plan underscores our commitment to community participation in our research. Although not every research project will be "Community Based" or "Participatory Research," *per se*, NCHH seeks an equitable engagement of all partners in all phases of its research, including the identification of the research objectives, the organization and management of the project, and the interpretation and dissemination of its findings. The plan acknowledges the need to improve our brand and attract individual donors and to improve knowledge of healthy housing issues, but does not explicitly expand NCHH's target audience to consumers, as this dilutes our emphasis on high-risk housing and families. Our "reframing Healthy Housing project," and Solutions' Healthy Housing Labeling program will be our entrees into the consumer space.

NCHH Strategic Goals for 2014-2017:

- Goal 1: Identify Practical and Proven Steps for Creating Safe and Healthy Homes for Children.**
- Goal 2: Advocate for Evidence-Based Practices and Programs.**
- Goal 3: Increase Health Care Financing of Safe and Healthy Homes.**
- Goal 4: Identify Practical and Proven Steps for Creating Safe and Healthy Homes for Older Adults.**
- Goal 5: Increase Health Equity through Enlightened Housing and Community Development Decisions.**

NCHH 2014 Strategic Operating Plan

Goal 1: Identify Practical and Proven Steps for Creating Safe and Healthy Homes for Children.

Objective	Staff Lead	Activities	Status
1. Begin to identify the costs and benefits of green rehabilitation for children with asthma in three cities by coordinating Enterprise Community Partners' green and healthy housing study.	Dave	<p>Develop study protocols and seek Institutional Review Board (IRB) approval.</p> <p>Support Enterprise request for additional funding for clinical measurements.</p> <p>Train data collectors in NYC.</p>	<p>Central IRB and NYC re-approved May, 2014; San Francisco under review; Chicago pending.</p> <p>Additional funds awarded, April, 2014 (approximately \$1M)</p> <p>Training completed April, 2014. Data collection expected to start in summer.</p> <p>(See also Goal 3.1.)</p>
2. Translate healthy homes principles into specific actionable steps and develop and release healthy housing manager tool through the Healthy Housing Challenge.	Jonathan with Don	<p>Complete list of 350 Challenge specifications.</p> <p>Complete Healthy Homes Manager home assessment tool.</p>	<p>Challenge specifications complete for 350 repairs; are available online and for sale for \$250.</p> <p>Healthy Homes Manager assessment tool complete.</p> <p>Out of 40 planned affiliates, 31 have been trained and certified. Nine drew down funds in CY13, five have drawn down funds so far in 2014; eight more will conduct project in Sep/Oct 2014, and nine are scheduled for Jan/Feb 2015. That leaves nine more for 2015 who will likely be trained in November, prior to the national conference in San Diego.</p>
3. Begin research on low-cost radon mitigation strategies that can be implemented as part of energy programs.	Jonathan	Develop study protocols/train data collectors in NH and IL.	<p>Pilot data collection completed in April.</p> <p>Final season of data collection will begin in October.</p>

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4. Evaluate current participatory research partners and activities and opportunities for strengthening them.	Dave	<p>Consider community engagement panel/subcommittee of Science Advisory Committee.</p> <p>Outline distinctions between participation and engagement.</p>	<p>Under internal review.</p> <p>Pat Breysse presented on Hopkins model.</p>

Goal 2: Advocate for Evidence-Based Practices and Programs.

Objective	Staff Lead	Activities	Status
1. Increase federal lead poisoning prevention and healthy homes funding for state and local public health programs.	Jane with Rebecca	<p>Hold annual lobby day.</p> <p>Build and sustain partnerships with key officials.</p>	<p>Held Lobby Day, 2/12/2014. Successfully campaigned to increase CDC and HUD appropriations in FY14.</p> <p>CDC: The FY14 final appropriation and the President's proposed FY15 budget both offered \$15 million for the CDC program, a 650% increase; then the Senate Labor HHS Subcommittee report called for \$20.5 million for FY15.</p> <p>HUD: The FY14 final appropriation provided \$110M for the OLHCHH, including \$15M for HH, allowing for more funds per home under the supplement.</p>
2. Advocate with health care financiers and health care service providers to advance the integration of proven healthy home practices into the health delivery system.	Amanda with Jane and Rebecca	<p>Develop web page and case statement.</p> <p>Connect with providers and financiers.</p> <p>Obtain positive ratings in Community Guide.</p>	<p>Initiated Centers for Medicare and Medicaid Services (CMS) outreach.</p> <p>Met with Kaiser Permanente Mid-Atlantic.</p> <p>Commented on the Expert Panel Report 3 Guidelines for Diagnosis and Management of Asthma.</p> <p>Commented on Medicaid policy redesign in New York State.</p> <p>NSHHC work group requested a Community Guide review of housing interventions.</p> <p>Met with HRSA to discuss home visiting programs</p>

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			<p>and environmental follow-up for lead poisoning. Scoping a submission for a <i>Journal of Public Health Management and Practice</i> supplemental issue.</p> <p>Convened a call with CDC, AAP, and MA DOH to discuss financing opportunities for states to support environmental follow-up services for children with lead poisoning and the process for submitting evidence for consideration under Bright Futures.</p> <p>Participated in panel discussion at regional summit convened by HUD to discuss reimbursement opportunities for in-home asthma interventions with national leaders, administrators from state Medicaid plans and private health plans, and leaders of community-based asthma programs already receiving reimbursement.</p>
3. Change federal, state, and local housing policies through our tools, including the State of Healthy Housing and the National Healthy Housing Standard (NHHS).	Jane with Rebecca	<p>Develop collateral materials and website version.</p> <p>Create International Property Maintenance Code (IPMC) overlay.</p> <p>Present at conferences.</p> <p>Outreach to target sites; deliver technical assistance (TA).</p>	<p>Released <i>State of Healthy Housing</i>.</p> <p>Released National Healthy Housing Standard (NHHS).</p> <p>Completed collateral materials and IPMC overlay.</p> <p>Developing checklist for NeighborWorks affiliates.</p> <p>Presented NHHS at four conferences; two more</p>

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			planned. Gained endorsements/ commitments for the NHHS from NeighborWorks, HUD, and Enterprise.
4. Increase breadth and depth of advocacy network for healthy housing.	Jane	Hold regular Coalition meetings. Hold annual lobby day. Participate in like-minded coalition efforts.	Coalition meetings and Lobby Day held. Member recruitment and engagement campaign in development.
5. Publish technical briefs for state and local health departments based on the New York State Primary Prevention Program.	Amanda	Review technical assistance briefs related to cost-benefit analysis, impact on early intervention services, targeting, screening, and post-remediation follow-up for relevance to a wider audience. Post relevant TA briefs on NCHH website.	Technical assistance briefs are under internal review. Convened and led two panel presentations at the National Healthy Homes Conference to disseminate best practices.
6. Identify funding for partnership development and advocacy with the education and early intervention sectors.	Phillip/ Development Director to identify top funders. Susan Rebecca	Meet with education stakeholders. Identify funding prospects.	Submitted two unsuccessful letters of intent (LOIs) to Dell and the Aspen Institute. Met with Nemours, the Education Trust, and the Director of the National Institute of Environmental Health Sciences. Prospect research scheduled for the second quarter. Rebecca met with reps from Kellogg Foundation and the NYS Health Foundation. We submitted concept paper to NYS Health and are working on concept paper for Kellogg.

Goal 3: Increase Health Care Financing of Safe and Healthy Homes.

Objective	Lead	Activities	Status
1. Begin to examine the Medicaid savings for children with asthma associated with green rehabilitation of affordable housing.	Dave	Begin establishing data sharing agreements with NY, IL, and CA Medicaid Agencies.	Planning in process (delayed slightly by delays in enrollment for Enterprise Green Study).
2. Document the current landscape of reimbursement for home-based services for lead poisoning and asthma case management and publish opportunities and best practices.	Amanda	Survey state agencies regarding current practice. Publish technical assistance briefs/case studies on opportunities for gaining reimbursement.	Analysis of data from two surveys detailing state Medicaid reimbursement policies is underway. Three new technical briefs have been developed. Developed a resource library that provides an overview of key financing strategies, examples of home-based lead and asthma programs that are currently being financed through nonprofit hospitals and public or private insurance, and links to resources that are available to help state and local agencies, or other stakeholders, explore options for healthcare financing of healthy homes in their own communities. (http://www.nchh.org/Resources/HealthcareFinancing.aspx)
3. Develop training for reimbursable home visits for environmental management of asthma and lead poisoning.	Susan	Identify funding for training development.	Submitted a proposal to the Department of Health and Human Services (HHS) for its National Prevention Partnerships Award to develop a model curriculum for community health worker (CHW) asthma home visits. Awarded funding from EPA to provide training and TA

Objective	Lead	Activities	Status
			to states in order to develop or expand asthma home visiting programs.

Goal 4: Identify Practical and Proven Steps for Creating Safe and Healthy Homes for Older Adults.

Objective	Staff Lead	Activities	Status
1. Publish results of “Green and Healthy Housing for Older Adults: A Case Study of Orness Plaza, MN.”	Jill	Prepare journal manuscript and submit.	Presented findings to HUD in brownbag seminar and at NHHC in May, 2014. On schedule to submit draft manuscript to journal and close out grant this summer.
2. Identify funding for older adult and healthy housing work.	Rebecca Phillip/ Development Director to identify funders.	Conduct a partner assessment and interview key partners. Create a framework for NCHH’s work, including defining the problem, the target audience(s), and solutions that NCHH can offer. Assess training needs in the area of older adults and healthy housing.	“Interviewed” AARP, Leading Age, Johns Hopkins University, University of Southern California, and Stanford University. Held introductory meeting with Weinberg foundation, preparing proposal (Henry Cisneros assisting with request). Met with AARP Foundation. Currently accepting proposals from potential partners.
3. Complete a literature review of healthy housing modifications in affordable housing, including the contribution of home modifications versus case management services to improved outcomes for older adults.	Rebecca with Solutions	Conduct literature review.	Draft literature review completed. Peer review journal articles.
4. Build internal capacity through staff and board to provide leadership for this emerging area of work.	Rebecca	Use existing projects to expand internal knowledge and capacity. Identify prospects for the Board and Science Advisory Committee. Hire consultants as needed.	Using “Green Rehabilitation of Elder Apartment Treatments: The GREAT Study” to learn more about older adult space. Proposal to Weinberg will enable hiring of additional staff. Identified an intern to assist with older adult work in the spring.

Goal 5: Increase Health Equity through Enlightened Housing and Community Development Decisions.

Objective	Staff Lead	Activities	Status
1. Identify funding for healthy housing and neighborhoods work.	Rebecca to lead on strategy. Phillip/ Development Director to identify funders.	Identify funding for healthy housing and neighborhoods work. Assess training needs in the area of healthy housing and neighborhoods, particularly for architects and planners. Create a framework for NCHH's work, including defining the problem, the target audience(s), and solutions that NCHH can offer. Update partner assessment and interview key partners. Continue health impact assessment work in Baltimore and nationally.	Abell Foundation declined to fund our continued Health Impact Assessment work in Baltimore. Partner sites and prospects identified for Housing Checkup. LOI for Housing Checkup. Framework and partner assessment still needed. Working with NYS Health Foundation to incorporate health into mayor's housing plan.
2. Develop guidance for states and localities on targeting housing and community development funds for housing repairs and code enforcement.	Jane	Confer with Community Block Development Grant (CBDG) stakeholders. Write/disseminate guidance.	To be completed by 9/30.
3. Develop guidance for how to use Health Impact Assessments to guide housing and community development decisions.	Jill with Jonathan	Support Pew initiative to prepare guidance manual on housing-related Health Impact Assessments (HIAs). Conduct literature review and interview HUD Staff about past housing-related HIAs. Collaborate with Center for Housing Policy on tutorial about housing policies and programs, focusing on those that could benefit from HIA. Prepare additional chapters on how to conduct HIAs involving housing decisions.	Contract in place. First set of deliverables (lit review/tutorial) under review by Pew. Remaining chapters on track, to be completed by the end of 2014.

<p>4. Coordinate and shape the way that housing code enforcement data are used by agencies and advocates.</p>	<p>Rebecca</p>	<p>Promote the House Facts data standard and Housing Checkup to make code enforcement data more transparent and accessible.</p> <p>Leverage open government and open data movement for healthy housing and neighborhoods goals.</p>	<p>Contract with Rajiv Bhatia for this work is complete.</p> <p>Four partners identified.</p>
<p>5. Build internal capacity through staff and board to support our healthy equity and healthy neighborhoods agenda.</p>	<p>Rebecca</p>	<p>Identify development opportunities for staff.</p> <p>Identify board and science advisory committee members.</p> <p>Hire consultants as needed.</p>	<p>Identified intern for summer.</p> <p>Hired Rajiv Bhatia as consultant.</p> <p>Ron Sims and Chris Jones added to board.</p> <p>Consider adding science advisory committee members or Board members with equity expertise (e.g. Mindy Fullilove, Dolores Acevedo-Garcia, Lauren Smith)</p>

NCHH Organizational Goals for 2014-2017

Resource Development

Objective	Staff Lead	Activities	Status
1. Achieve \$1.6 M in foundation funding, including \$630K for FY14.	Phillip	<p>Increase pool of qualified foundation prospects to 35.</p> <p>Submit 15 letters of intent and eight full proposals.</p> <p>Hold 20-30 funder meetings (includes prospecting and stewardship).</p>	<p>Eleven LOIs submitted.</p> <p>Four proposals submitted.</p> <p>Twenty-eight qualified foundation prospects.</p> <p>Ten funder meetings for stewardship and prospecting.</p>
2. Achieve \$20K in corporate funding.	Development Director	<p>Develop a pool of 25 corporate prospects; submit 15 corporate funding inquiries and 10 proposals.</p> <p>Hold 25 corporate partner meetings (includes prospecting and stewardship).</p> <p>Create and hold meeting of corporate advisory council.</p> <p>Review and update as necessary corporate giving guidelines.</p>	<p>Prospect list currently at 30 corporations.</p> <p>Meetings held with Lowe's, 3M, Kaiser Permanente Mid-Atlantic and California, and Wells Fargo.</p> <p>Updated and Board approved corporate giving guidelines to fit broader corporate giving strategy.</p>
3. Achieve \$30K in individual funding.	Development Director/ Phillip	<p>Ensure 100% Board giving.</p> <p>Develop at least 50 prospective major donors and 2500 prospective annual donors.</p>	<p>Board giving currently at 100%.</p> <p>Generated end-of-year appeal.</p> <p>Facilitated honorary gifts for Simon retirement.</p> <p>Contact database development to grow list of potential donors.</p>
4. Achieve \$2.1 M in government funding, including \$215K for FY14.	Development Director/ Phillip/ Jonathan	<p>Explore new federal funding prospects (e.g., Health Resources and Services Administration [HRSA], Centers for Medicare and Medicaid Services [CMS],</p>	<p>Proposal to EPA Climate Change submitted, Jan. 2014.</p> <p>HUD NOFAs submitted (two prime, two sub).</p> <p>Department of Health and</p>

		<p>Administration for Children and Families [ACF]).</p> <p>Steward existing government funders (HUD, CDC, EPA).</p>	<p>Human Services National Prevention Partnership Awards (HHS NPPA), 3/3/2014.</p> <p>Received EPA grant of \$597K over three years to develop asthma home visiting program.</p>
5. Implement moves: management system and software to support it.	Development Director	Test and compare software modules.	Complete software upgrade and database integration in spring, 2014.
6. Identify and submit collaborative funding proposals for emerging program areas.	Phillip/ Development Director	Research and schedule meetings with like-minded organizations.	<p>Expand partners for Healthy Housing Challenge from nine to 25.</p> <p>Plans to partner with Johns Hopkins University on older adult work.</p>

Marketing and Communications

Objective	Staff Lead	Activities	Status
1. Improve website to make it easier to navigate and more accessible for non-technical audiences.	Development Director with consultant	Explore staff and consulting options.	Staff unavailable to lead and implement this effort and funding not available to engage consultant. Moved to FY15 priority.
2. Create collateral materials for all major programs and initiatives.	Development Director/ Phillip	Develop Healthy Housing Challenge brochure/ infographic. NCHH-branded folders. One-page summaries for priority projects.	In process. Folders complete. Summaries; older adults, Housing check-up, Healthy Housing Challenge, Lead and Education, and others.
3. Identify strategic conference opportunities to achieve funding and program goals.	Development Director/BRG	National Healthy Housing Conference, Advancing Safe and Healthy Homes Initiative (ASHHI) Annual Meeting, American Public Health Association (APHA).	Exhibitor and workshop presentations submitted. NCHH Staff attending and presenting at ASHHI. Attended American Planning Association, Urban Land Institute, National Healthy Homes Conference (approximately 12 presentations), Affordable Comfort, NeighborWorks, Rebuilding Together, American Society of Home Inspectors, Maryland Environmental Health Network.
4. Continue to increase earned media presence.	Development Director/BRG	Identify top priorities; Standard release and press event, Healthy Housing Challenge 2014.	Weather Channel feature, <i>Baltimore Sun</i> , <i>Baltimore Brew</i> , <i>Vitals</i> guest blog post, <i>U.S. News and World Report</i> .
5. Identify and implement corporate relations campaign to support corporate fundraising.	Development Director	Raise NCHH profile to increase presence with corporate entities.	Corporate Advisory Committee Created. Need to fill development director or program director position to continue progress on this activity.

<p>6. Identify funding for the “framing” and “messaging” of healthy housing.</p>	<p>Rebecca with Phillip</p>	<p>Create concept paper. Propose to Funders Forum. Identify funders. Conduct request for proposal (RFP) process for vendor. Begin framing project.</p>	<p>Funding identified for the project from HUD, EPA, and Enterprise.</p>
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Administrative

Objective	Lead	Activities	Status
1. Revise performance metrics to align with Strategic Plan.	Michelle with Jonathan and Rebecca	Identify best practices. Engage staff in revisions to system. Implement system.	Best practice data collection underway.
2. Benchmark advancement and recognition programs to retain and motivate staff.	Michelle		Planned for second quarter.
3. Upgrade computers.	Michelle	Obtain need assessment from Information Technology vendor (IT). Obtain quotes. Purchase or lease new equipment.	Complete. Complete. Complete.
4. Implement file and document management system.	Michelle	Engage consultant to assist with new file system design. Implement new system in a 6-9 month rollout.	Planned for third quarter.
5. Ensure a clean audit.	Jonathan	Auditors completed FY13 audit; no adverse findings.	Complete.
6. Ensure compliance with company policies and procedures.	Michelle	Review employee handbook, financial procedures, project management handbook. Assess NCHH's practices against the Better Business Bureau and other similar standards.	Review completed. Submitted application to Better Business Bureau.