

Navigating through the Fog Spotlight on Promising Practices



Healthy West Kendall

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communities of excellence²⁰²⁶ Assessment & Recognition



Healthy West Kendall Communities of Excellence – Feedback Report 2021

1.1 Community Excellence Group Leadership	
Strengths	Opportunities for Improvement
<ul style="list-style-type: none"> HWK utilizes a Communication Planning Matrix to communicate with and engage key stakeholders. The HWK Advisory Board leads the development of vision and values for the CEG. Use of an ethics self-assessment by the Advisory Board has been the focus of demonstrating a commitment to legal and ethical behavior. This approach has been through cycles of learning and evolved to an important CEG offering to the community. 	<ul style="list-style-type: none"> The leadership system process is not clear relative to roles and responsibilities in decision making other than in their strategy development. It is not clear how HWK balances VALUE for the residents and other key stakeholders, especially those that are not currently engaged in the CEG's programs and services.
1.2 Governance and Societal Responsibilities	
Strengths	Opportunities for Improvement
<ul style="list-style-type: none"> HWK has developed an approach to succession planning for leaders that supports continuity of leadership for the CEG and builds trust in the governance system among partner organizations. Role model ethical behavior approaches and standards by the backbone organization and key partner organizations serve to promote ethical behavior for all CEG participants and interactions. HWK has structured their mission and operations around contributing to the well-being of the community across numerous social and economic systems. 	<ul style="list-style-type: none"> While HWK describes a number of elements in its compliance process and efforts to ensure ethical behavior, it is not clear that measures and goals have been established for regulatory and legal requirements or the performance of the approaches to ensuring ethical behavior.
2.1 Strategy Development	
Strengths	Opportunities for Improvement
<ul style="list-style-type: none"> HWK has a six-step strategic planning process that incorporates community feedback, integrates its drivers of excellence, and results in goals endorsed by the Advisory Board. HWK's strategy development process stimulates and incorporates innovation through integration of its four drivers of innovation with its four community offerings. HWK considers its strategic objectives, core competencies, and resources for its work systems - the four drivers of innovation - through hosting community summits and leveraging its community business partners group numbering more than 100 organizations. 	<ul style="list-style-type: none"> It is not clear how much the data and information developed for strategic planning influences the community feedback collected by workgroup chairs or whether the Advisory Board uses these data in its prioritization of the community interests. HWK's strategic objectives appear to overlap without clear timetables for achieving them. HWK does not have a systematic process to consider and balance varying and potentially competing community needs.
2.2 Strategy Implementation	
Strengths	Opportunities for Improvement
<ul style="list-style-type: none"> HWK has developed short-term and long-term action plans for its key initiatives aligned with its four drivers (strategic objectives). The community excellence group deploys action plans through its community business partners, school leaders, and it's Working Groups. The group has a strategic objectives matrix, organized by its drivers and metrics for the year, to track achievement and effectiveness of its action plans. 	<ul style="list-style-type: none"> The community excellence group does not have a systematic process to ensure that financial resources are available to support the achievement of its action plans. It is not clear how the annual assessment of participation in meetings and activities allows the community excellence group to have people resource plans that support action plan implementation and address potential impacts of changes in capability and capacity needs. Key performance measures do not have performance projections as initiatives are developed as one-year activities or components.

- 2017
- 2019
- 2020
- 2021
- 2022

4.2 Knowledge Management	<ul style="list-style-type: none"> Performance is reviewed as part of the strategic planning process; leaders use these reviews to revise or design new processes.
Strengths	Opportunities for Improvement
<ul style="list-style-type: none"> HWK provides data and information to many of their key stakeholders utilizing a variety of processes and platforms. When best practices are identified, they are routinely shared with key stakeholders – both within the state and local community, and within the broader Communities of Excellence program. 	<ul style="list-style-type: none"> HWK is in the early stages of developing customer-focused approaches to making key data and information available to people and organizations Given the wide-ranging engagement that HWK has with other organizations at the local, state and national level and their expressed vision to "become a blueprint for a thriving community", there may be opportunities to mature their processes for creating and sharing community knowledge. If HWK were to view the creation of new knowledge – and particularly that which would allow the CEG and partner organizations to understand the data based drivers of their performance outcomes – as a key service to the community, they may well be filling a critical gap that exists for the community as an unincorporated entity. It is not clear that HWK has developed a systematic approach to embedding learning across all areas of the CEG.
5.2 Community Engagement	
Strengths	Opportunities for Improvement
<ul style="list-style-type: none"> HWK fosters a culture characterized by open communication, high performance, and engagement in the CEG's mission and vision. HWK demonstrates an approach to carry out succession planning for leadership and other key positions within the CEG. 	<ul style="list-style-type: none"> HWK has not defined a clear systematic process for determining drivers of engagement for the volunteers, organizations, and groups that have committed to carry out the CEG programs and services such as those identified in the strategic alignment table (Figure 2.1(2)). HWK does not demonstrate a systematic process for determining engagement of the volunteers, organizations, and groups that have committed to carry out the CEG programs and services such as those identified in the strategic alignment table (Figure 2.1(2)).

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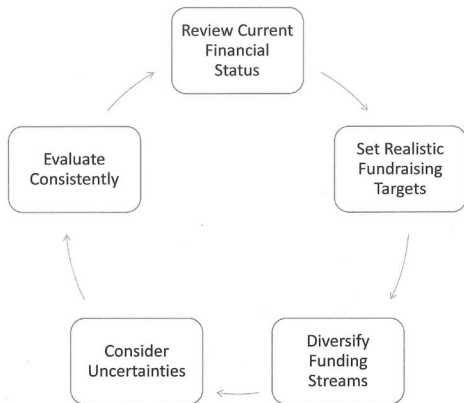


The community excellence group does not have a systematic process to ensure that financial resources are available to support the achievement of its action plans.

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Financial Plan



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Review Current Financial Status

Account	Budget Description	Est. Amount	Total Amount
Payroll & Related Benefits	Staff salaries and fringe benefits	\$ 393,469.09	\$ 393,719.09
	Employee Recognition & Team Bldg	\$ 250.00	
Community Relations	Healthy You, Healthy Zoo (Zoo Run Sponsorship)	\$ 20,000.00	\$ 154,133.00
	Innovation Drivers Special Projects (\$6k per driver)	\$ 34,000.00	
	FIU-MBA Project Sponsor/Collab	\$ 20,000.00	
	Action Zone	\$ 50,000.00	
	Medical Legal Partnership*	\$ -	
	Caring for Miami**	\$ -	
	Greater Kendall Business Association Sponsor	\$ 10,000.00	
Supplies	Mileage Reimbursement	\$ 133.00	\$ 40,981.00
	Community Events & Lectures (Halloween & Easter)	\$ 30,000.00	
	General Medical Supplies	\$ 20,334.00	
	Food Costs (Healthy Hub - Fruit/Water)	\$ 3,188.00	
Business Meals	Brain Bags Supplies	\$ 15,600.00	\$ 6,804.00
	Office Supplies	\$ 1,667.00	
	Meetings/Events	\$ 6,804.00	
Consultants	FIU - Economic Survey	\$ 40,000.00	\$ 55,000.00
	Data Consultant	\$ 30,000.00	
	Editor	\$ 5,000.00	
	Ad-Go Local	\$ 16,000.00	
Marketing	Newspaper	\$ 2,000.00	\$ 38,834.00
	Other Supplies	\$ 10,167.00	
	Collateral/Giveaways	\$ 10,667.00	
Other	Fitness Equipment, Maintenance & Repairs (Outdoor Fitness Equipment)	\$ 11,800.00	\$ 19,580.00
	COE Conference Travel	\$ 4,000.00	
	Janitorial Service (Events)	\$ 3,500.00	
	Healthy Hub License Fees	\$ 180.00	
Association Dues & Membership	EDC	\$ 3,500.00	\$ 12,000.00
	Kendall Homeowners Federation	\$6,500*	
	LINDOYS LIS (DRI)	\$ 3,500.00	
	COE Membership Fee	\$ 5,000.00	
Total Expenses		\$	723,051.09
Total Budget		\$	723,051.09
HWK Reserves		\$	336,431.00

*Paid by other department budgets

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Financial Analysis

Opportunities to reduce expenses and improve efficiency.

- Reduce supply expenses for Brain Bags
 - Review supply vendors cost
 - Bags
 - Toys
 - Review alternative book options – Completed 07/13/22
- Reduce/improve Healthy Hub personnel expenditures
 - Cost analysis of Per-Diem role v Current RN Pool Coverage for coverage when Healthy Hub Nurse is off or at community events.
 - Cost analysis for Healthy Hub off-site events, personnel type review (RN vs. Tech).

Sources of Revenue

Current:

- WKBH - Staffing
- Community Benefit Funds- Programmatic- NHelp and Caring for Miami
- Sponsorships- Zoo Run, School Gardens
- Grants- HHSF- Medical Legal Partnership (ending December)
- Government & Community Relations- Kendall Homeowners Federation,
- BHSF Foundation- Brain Bags (First Year)

Fundraising Targets:

- Zoo Run- Target: \$50,000 (Sponsorships)+ Registrations & In-Kind Donations
- Halloween- Target: TBD
- Splash Day- Target: TBD
- School Gardens: TBD

Opportunities to Diversify Funding Streams:

- Grants

Kendall

at Hospital

Support Health Hub (in

its for Halloween

Help Program, and Caring

in Bag Initiative, Healthy

ns, Swim Safety, Medical

as listed on the CHNA

ort or not