

# Community Profile 2022 Update



# Healthy West Kendall

**Powered by West Kendall Baptist Hospital**



## P COMMUNITY PROFILE

### P.1 Community Description: What are your community's key characteristics?

#### a. Community Environment

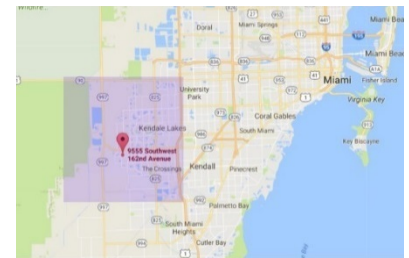
##### 1. Community Definition and Identity

– For the past 25 years, West Kendall (WK) is one of the state's fastest-growing areas. The boundaries are imprecise, consisting mainly of gated (walled communities), apartment buildings, and strip malls. It is nestled between the Everglades and the Florida Turnpike. This former agricultural area brought open space and less expensive housing. WK, as well as the rest of Miami-Dade County (M-DC), has seen a double-digit increase in housing costs. Nearly 64% of households are rent-burdened, paying more than 30% of their income on rent. Since 2012, WK's population has increased by 7.8%. WK enjoys social diversity as geographical origins are different. Varied backgrounds, experiences, and religious beliefs are all seen as benefits for a diverse community and occur because of a greater understanding and respect for different ideas and perspectives. WK remains an unincorporated part of M-DC. The area is split into various commission districts. Many speak a language other than English and approximately 20.5% are considered linguistically isolated.

Figure 1P - West Kendall Demographics

<b>Population:</b> 2020 Population: 356,108	<b>Age:</b> Median- 39.9 Years	<b>Homeownership:</b> 74% Homeowners, higher than state (66%) and M-DC (55%)
<b>Race/Ethnicity Breakdown :</b> Caucasian- 88.5%, Hispanic 81.2%, 5.1% Black/African American	Over 60- 20% of population Multi-generational Households- 20%	% of Suboptimal Housing: 42.5%

Figure 2P - West Kendall Map



##### 2. Community Offerings

##### Key Offerings: Health – WK

benefits from significant health resources. Many are local and target different populations. The medical cluster is its largest employer with many jobs filled by workers outside the primary service area. We see this as an asset and opportunity to provide training, education, and a program to hire local talent. Two hospitals are located within the boundaries. WK Baptist Hospital (WKBH) is part of Baptist Health South Florida (BHSF), the largest not-for-profit healthcare organization in the region. The 133-bed hospital opened its doors in April 2011 and has 722 physicians and 1,322 employees. The facility serves as a teaching hospital for an accredited residency program in partnership with Florida International University's (FIU) Herbert Wertheim College of Medicine. The hospital will soon open a new innovative clinical space. The \$110 million project will increase the size of the Emergency Department and add inpatient beds, interventional radiology, and cardiac catheterization to meet the growing healthcare needs of this community. In 2013, the hospital launched its "Healthy WK" (HWK) initiative, which encourages residents to be active participants in creating a healthy community. The second hospital is HCA Florida Kendall Hospital is a tertiary-care, teaching facility, and trauma center.

Figure 3P - Health Services

Provider Type:	Number:
Hospitals	2
Urgent Care Clinics (BHSF, Tamiami, MD Now, CiniSanitas)	7
Primary Care Clinics (Family Medicine Center, BHSF Primary Care, Comfort Health, CiniSanitas)	4
Free-Standing Emergency Departments	3
Primary Care Providers, Specialty Care Providers, Mental Health Providers (Individual)	715
School-based Clinics	10
Community Health Centers (CHI, Citrus, Leon, Chen)	4
Community Mental Health Centers (CHI, Citrus)	2
Home Health Care	18
Skilled Nursing Facilities	1
Assisted Living Facilities	202
Adult Day Care Facilities	23
Hospice Facilities	2
Community Organizations – Health & Human Services (United Way, AARP, Alliance for Aging, Epilepsy Foundation, Health Council of South Florida, The Children's Trust)	6

**Key Offerings: Education** – With 340,000 students from over 100 countries, Miami-Dade County Public Schools (MDCPS) is the largest school district in Florida and the nation's fourth largest. It has more than 370 magnet programs, 30 of those in WK. After 14 years on the job, MDCPS Superintendent left the position in 2022 and a new superintendent was selected. WK schools rank second in minority

enrollment in the county. WK public schools, with over 41,459 students, fall under two School Board Districts: District 7 and District 8. An additional 4,981 students attend private schools. In May of 2021, 89.6% of MDCPS students graduated, while the graduation rates for WK schools (2020-2021) was 96.7%. WK is bordered by two higher education institutions with a combined total of 120,000 students – FIU and Miami Dade College. FIU is Miami’s first and only public research university,

offering more than 200-degree programs across seven locations. The university also operates research and cultural facilities throughout the county. Miami Dade College confers associate’s and bachelor’s degrees and vocational certificates. In addition, the college offers non-credit courses and houses a cutting-edge Environmental Center on a nine-acre, native nature preserve. The pandemic has shed light on the need to quickly add more skilled workers to meet the needs and job vacancies created by changing demands. Several other colleges and universities operate satellite campuses in the area as well, including Trinity International, Barry University, and Nova Southeastern University.

**Key Offerings: Economy** – WK’s organic growth has created a patchwork of commercial centers. No central “downtown” dominates. Pre-pandemic, small, locally owned businesses represented a majority of the 6,000 area establishments, but big box retailers are also present. According to a recent business survey conducted to assess how local businesses were faring during the pandemic, 22% of small businesses reported requiring financial assistance or capital to stay in business. Healthcare is a significant economic base as well as aviation. WK also has a high number of advanced manufacturing industries. HWK’s Community Business Partners (CBP) serves as the local chamber; this group of over 100 businesses in the WK area aid the initiatives that further support quality of life. Adjoining WK is Zoo Miami, which attracts more than a million visitors per year and has plans to add a water park, entertainment district, and boutique hotel. Construction is planned to begin this fall and promises to be an economic boost to the area. The Miccosukee Indian Reservation offers outdoor recreation, a public golf course, a hotel, and casino. Situated in the heart of WK is Miami Executive Airport (TMB), one of Florida’s busiest general aviation airports. Fourteen bus lines provide access to commercial centers, parks, and schools, with at least one line connecting to a rail station. There are plans to enhance transit, bike, and pedestrian connectivity. The enhancements will help bring awareness of WK’s low walkability score, which according to Walkscore.com varies greatly between our zip codes. Zip code 33177 and 33196 score 12 out of 100 and 33186 is much higher at 56 out of 100. There are more than 104,716 single-family homes and condos and 26,816 renter-occupied apartments in WK.

**Key Offerings: Quality of Life** – Affordable housing has been one of the benefits of living in WK. The air quality is also cleaner than in metropolitan areas, and beautiful natural settings abound. Fresh fruits and vegetables are readily available from nearby farms, the county’s annual water quality report states that drinking water “meets or exceeds all federal, state, and local requirements.” WK boasts 49 parks, 69 churches/faith communities, and five major retail centers; The Centre at Kendall Town Center recently sold for \$31.5 million and already includes several established tenants. WK has 67 homeowner associations; a Hammocks community recently increased association dues by 300%, causing residents to sue the association. In addition to the two hospitals, four fire stations and a police station support public health and safety. An abundance of businesses support families caring for older adults. As COVID-19 pandemic cases remain low, residents are venturing out and able to take classes and attend

**Figure 4P - Schools**

School Type:	Public:	Private:	Title 1 (18'-19')
Primary Learning Center	5	1	
Elementary	21	2	15
K-8 Center	6	5	3
Middle	7	0	6
Senior High	6	1	5
Charter	11	0	4
K-12	0	3	
Specialized / Adult Ed/ Combo	2	0	
Vocational / Technical	1	0	
<b>Total</b>	<b>59</b>	<b>12</b>	<b>33</b>

community events offered by the hospitals, county commissioner, business and community associations, and universities and colleges. The Miccosukee Indian Reservation provides entertainment and recreation options. Bike lanes are a priority of the county's transportation plan. For two years now, HWK partnered with the Florida Department of Transportation (FDOT) to install non-motorized counters and a smart camera to collect data needed to analyze where safety improvements are needed. The number one issue residents are unhappy about is the area's heavy traffic.

3. **Residents, Other customers, and Stakeholders** – HWK created the following visual to better describe who our key residents and stakeholders are.

**Figure 5P - Key Residents and Stakeholders**

Key Residents & Stakeholders		
Group	Characteristics	Initiative & Offering
Residents:	<ul style="list-style-type: none"> <li>81.2% Hispanic</li> <li>Average age 39.9</li> <li>20% above 60</li> </ul>	<ul style="list-style-type: none"> <li>Events &amp; programs</li> <li>Access to quality healthcare</li> <li>Age-friendly network</li> </ul>
Students:	<ul style="list-style-type: none"> <li>Graduates</li> <li>Non-graduates</li> </ul>	<ul style="list-style-type: none"> <li>Project UP-START</li> <li>Operation Turn Around</li> <li>Principal luncheon</li> <li>Backpack drive</li> </ul>
Infants and Parents:	<ul style="list-style-type: none"> <li>Newborn (0-5 years)</li> </ul>	<ul style="list-style-type: none"> <li>Brain Bag</li> </ul>
Small Businesses:	<ul style="list-style-type: none"> <li>Owners</li> <li>Employees</li> <li>Customers</li> </ul>	Organizations that support small businesses <ul style="list-style-type: none"> <li>Prospera</li> <li>SBDC</li> <li>EDC</li> <li>CBP</li> </ul>
	<ul style="list-style-type: none"> <li>Veteran owned businesses</li> </ul>	<ul style="list-style-type: none"> <li>Action Zone</li> </ul>

4. **People Resources** – Involved community organizations include: AARP Foundation, Alliance for Aging, Legal Services of Greater Miami, The Health Council of South Florida (HCSF), The Health Foundation of South Florida (HFSF), The Alzheimer's Association, U.S. Census Bureau, The South Dade Economic Development Council, the United Way, MDCPS Parent Teacher Association, WKBH CBPs, Hammocks Police Department, Parks, Recreation & Open Spaces, the Southeast Florida Regional Climate Compact, the Miami Dade Opioid Project, and Kendall Lakes Library, among others. These organizations form part of the overall ecosystem that brings services and gaps in services.
5. **Regulatory Environment** – As an unincorporated area of M-DC, WK follows county regulations and applicable state and federal laws. Florida does not have a state income tax, relying on revenue from sales tax, corporate taxes, and permitting/regulation fees to support government-run infrastructure. Another significant challenge facing residents and businesses alike is the cost associated with living in a hurricane-prone community. WK is affected by climate change that will continue to expose the region to more frequent and severe weather events, leading to higher cost for property and flood insurance. WK is within miles of a controversial urban development boundary (UDB) that is a legal divide on M-DC's land planning map and serves as a growth barrier separating land allowed for dense housing and commercial property from the Florida Everglades. The M-DC commissioners voted 9-3 to move along an application to expand the UDB and convert 800 acres of farmland into a Logistics and Technology District. Several environmental organizations oppose this and are concerned about protecting our water supply, food supply, and the Everglades. This proposal now goes to the State for review and recommendations.

**b. Community Excellence Group**

1. **Mission, Vision, and Values** – The HWK Advisory Board was convened to address all aspects that affect health and to bring leaders together to solve problems at the local level. Our mission is to educate, inspire, and promote well-being to make healthy living easy and attainable; and to create an active and vibrant community. They transcend each driver. The values are described in more detail in our Ethic's Guideline.

Figure 6P - Driver & Value Alignment

Innovation Drivers of Excellence	Value	Core Competency
Health & Wellness	Partnerships	Building collaborative relationships, social innovation
Green & Sustainable	Preserve	Managing change, sustainability literacy, educate
Arts & Culture	Creativity	Artistic social interactions
Technology	Innovation	Thinking differently

Figure 7P - Mission, Vision & Values

Mission, Vision, Core Competency & Values	
<b>Mission</b>	Educate, inspire, and promote well-being. Make healthy living easy and attainable. Create an active and vibrant community.
<b>Vision</b>	To become a blueprint for a healthy and thriving community.
<b>Core Competency</b>	Partnerships
<b>Values</b>	Respect, Diversity, Empathy, Transparency, Collaboration, Accountability, and Honesty

2. **Composition** –

Figure 8P - HWK Structure

### Communities of Excellence Group (CEG) Composition



3. **Leadership System** – Our leadership structure starts with our Advisory Board and its two co-chairs. Our consensus model encourages our members to be creative and have dynamic discussions that lead to collective decision-making and agreement.
4. **Programs and Services** – WK has a host of programs offered by individual entities and agencies. The collaboration that has occurred as a result of the HWK coalition is fostering the inter-agency cooperation needed to address large-scale issues like health, education, the economy, and quality of life. These include our most well-known initiative, the Healthy Hub, a screening and referral-to-care program in our hospital lobby. This year the Healthy Hub will have completed over 30,000 screenings using the American Heart Association's Life Simple 7 assessment. The results are quite startling with over 90% of the people having at least one significant finding. The hospital along with the Alliance for Aging continues to engage the Transition 2 Care program, which offers older adults non-clinical support upon discharge. We also continue to work with Legal Services of Greater Miami on a Medical-Legal Partnership (MLP) funded by the HFSF. To date, over 300 individuals have been referred to the program. Another example of our broad range of services is our annual water safety awareness



campaign, which partners with local swimming organizations and others to decrease drowning rates. The event teaches safe-water practices and donates scholarships for swimming lessons. Together with the HCSF and the Epilepsy Foundation, we offer navigators to help educate our residents on the importance of having health insurance and to share options for affordable health plans.

5. **Suppliers, Partners, and Collaborators** – HWK depends on many organizations to support our efforts. The partners that are vested and engaged in solving issues include our HWK Advisory Board members, who represent many organizations and industries. HCSF provides data collection and analysis. The HFSF has provided critical funding to support our MLP. The Consortium for a Healthier Miami-Dade as well as United Way have a large membership database and they help disseminate information to their members. We also asked the Kendall Federation of Homeowners Associations (KFHA), which has represented homeowners' interest for over 40 years and promotes the community's general welfare by identifying and addressing quality of life issues, to help us communicate information. The Islamic School in our area also assists with food distribution to our community; our local Commissioner assists HWK by including events and programs in his monthly newsletter. The Commissioner has also been supportive by proclaiming October 9<sup>th</sup> as Healthy WK day in perpetuity.

## **P.2 Community Situation: What is your community's strategic situation?**

### **a. Competitive Environment**

1. **Competitive Position** – WK has been viewed as a safe and affordable area to live in, particularly for those priced out of areas farther east. However, the housing affordability crisis has not spared WK. The price increases year to year are quite steep. Individual buyers are competing with out-of-state buyers that have cash as well as investment portfolios and are buying homes a bundle at a time. Warehouse space is also scarce, expensive, and sold and leased almost immediately. On average, a listing spends 17 days on the market. Key competitors are Pinecrest and Doral. Both are incorporated and have grown through citizenry and town councils. If WK was a city, it would be the fourth largest in the State. However, it is limited geographically due to its location along the Urban Development Boundary (UDB). Despite residents' positive perception of WK, many believe competing communities offer a higher overall quality of life, education, and more options for shopping, dining, and entertainment. They may give residents greater opportunities to connect and be involved in civic life.
2. **Competitiveness Changes** – Agriculture is consistently one of the three strongest sectors of Florida's economy. M-DC contributes \$838 million in annual sales to our overall economy, WK has over 30 farms harvesting an array of fruits and vegetables year-round. Despite relative stability, the agriculture sector faces challenges from land developers to new invasive pests and diseases, and from frequent and increasingly intense natural disasters. Changes in prevailing rainfall patterns and rising average temperatures can also adversely affect crop productivity. Our County Mayor recently appointed the world's first Chief Heat Officer. With heat waves becoming more frequent and more intense, the purpose is to expand, accelerate, and coordinate efforts to protect people from heat and save lives. Rising average temperatures may worsen chronic conditions and can increase the risk of heat-related illnesses. For example, heat exhaustion and heat stroke cases go up as temperatures increase, especially for those working outdoors or without access to air conditioning.

WK benefits from having HWK as a multi-sector group dedicated to improving the community's health, economic vitality, and quality of life. HWK brings together stakeholders to identify community assets and gaps and provide a coordinated approach to fulfilling unmet needs. Last year a partnership arose between Florida Blue and the Miami Dade Beacon Council to create Project Opioid, a coalition of businesses, government, community, philanthropic, and faith leaders to work together to confront the overdose crisis in our communities. Research for M-DC shows that from 2019 to 2020, Fentanyl overdose deaths increased by 52%. HWK has joined the leadership team to help address this issue at

the local level. This is more than a public health concern; it has ripple-down effects for families and the local economy.

A HWK leader joined the Board of the Economic Development Council of South Dade (EDC) to provide a much-needed voice at the table and represent the interests of WK.

FDOT and partners created the Strategic Miami Rapid Transit Plan (SMART), to advance rapid transit corridors along several networks systems, one being crucial to alleviating traffic congestion in our area. After years of analysis of the Kendall corridor the proposed solution of reversible lanes of traffic was determined to be unfeasible.

**b. Strategic Context**

- 1. Core Competencies** – HWK’s main core competency is partnerships – building partnerships with residents, local businesses, and organizations is foundational in order to meet our shared objectives.
- 2. Challenges and Advantages** – WK continues to be a desirable spot to live and to operate small and micro-businesses, many catering to the Hispanic population. A lack of large industries means that more than 100,000 residents commute elsewhere to work. Small businesses need support more now than ever as they continue to recover from the pandemic and face high inflation, rising rent, and workforce shortages. They need access to capital and resources, and residents need affordable housing, access to quality healthcare, and safe streets. WK’s growing population presents both a challenge and an opportunity. As more people move to the area, we may see additional traffic congestion, making it more dangerous for cyclists and pedestrians. Internet access sits at 93%, which can present challenges for remote learners, workers, and our elderly population to stay connected. With 20% of our population over age 60, it’s important to keep our residents healthy, active, and connected.

- c. Performance Improvement System** – We use the COE framework and benchmark our data and outcomes for each of our COE drivers and the performance measures we have chosen to track. For our activities and programing, we use the PDCA’s 4-step model to evaluate and carry out change as needed. Many of our hospital leaders are Lean Six Sigma yellow or green belt certified. We have introduced this process to our CBPs and for example, Bean Automotive a large employer in WK has adopted this methodology in their own business.