

# Community Profile 2023 Update



## Healthy West Kendall

Powered by West Kendall Baptist Hospital



## P COMMUNITY PROFILE

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

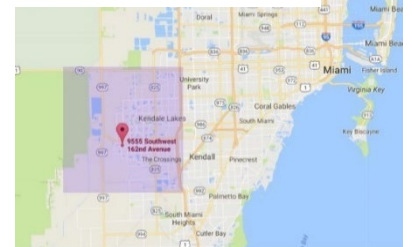
#### a. Community Environment

- Community Definition and Identity** – For the past 25 years, West Kendall (WK) is one of the Florida'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 in the last two years. Over 64% of households are rent-burdened, paying more than 30% of their income on rent. 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 nearly 20% are considered linguistically isolated.

Figure 1P - West Kendall Demographics

West Kendall Demographics		
<b>Population:</b> 2023 Population: 343,665 12.9% of Miami-Dade Population	<b>Age:</b> Median- 39.9 Years Over 60- 22.7% of population, Under 18 years old- 19.7%	<b>Homeownership:</b> 70.1% Homeowners, higher than the state (66%) and M-DC (55%)
<b>Race/Ethnicity Breakdown :</b> Hispanic 80.9%, Non-Hispanic 19.1%, 64.7% White 4.3% Black/African American, 2.9% Asian, 5.6% Other Race, 22.9% Two or More Races	Multi-generational Households- 20%	% of Suboptimal Housing: 42.7%

Figure 2P - West Kendall Map



- 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.

Figure 3P - Health Services

Provider Type:	Number:
Hospitals	2
Urgent Care Clinics (BHSF, Tamiami, MD Now, CliniSanitas)	7
Primary Care Clinics (Family Medicine Center, BHSF Primary Care, Comfort Health, CliniSanitas)	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

Two hospitals are located within the boundaries including WK Baptist Hospital (WKBH) that is part of Baptist Health South Florida (BHSF), the largest not-for-profit healthcare organization in the region. WKBH recently celebrated its 12<sup>th</sup> anniversary since opening its doors. However, to meet the growing needs in the West Kendall area, WKBH recently completed a \$110-million expansion. This includes an East Pavilion with an additional 70 private inpatient rooms. The Emergency Department doubled in size, adding 35 new treatment rooms, for a total of 69 private rooms. The expansion also includes a cardiac catheterization and interventional radiology suite; services that until recently were not offered at this facility.

**Key Offerings: Education** – With 331,000 students and 50,000 adult learners from over 160 countries, Miami-Dade County Public Schools (MDCPS), an “A” rated district, is the largest school district in Florida and the nation's third largest. It has more than 1,071 school choice programs, and 130 magnet schools, with 15 of those magnet schools offering 61 magnet programs in West Kendall. MDCPS has received 529 National Magnet Merit Awards. WK schools rank second in minority enrollment in the county. As of the 2021-2022 school year, WK had 41,216 school-aged children, who fall under two School Board Districts: District 7 and District 8 (reference Figure 4P). In June of 2022, 92% of MDCPS students graduated, while the graduation rate for WK schools (2021-2022) was 96.2%. HWK learned early on that several students at local high schools were experiencing unstable housing issues and even homelessness. We partnered with John A. Ferguson Senior High School and Project Up-Start, a program through the district that provides additional support services to students in need. Ever since, HWK has

Figure 4P - Schools

West Kendall Schools			
School Type	Public	Charter	Private
Primary Learning Center	5	0	16
Elementary	19	6	10
K-8 Center	7	3	8
Middle	7	4	1
Senior High	4	4	2
K-12	0	0	10
Adult Education/Technical	2	0	0
<b>Total</b>	<b>44</b>	<b>17</b>	<b>47</b>

been supplying a pantry with food items, uniforms, toiletries, and other much-needed items. Through this commitment, students are better prepared to focus on their studies with the goal to graduate and not have to worry as much about basic needs. WK is bordered by two higher education institutions with a combined total of 181,600 students – Florida International University (FIU) and Miami Dade College. FIU is Miami’s first and only public research university, offering more than 190-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. 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 7,800 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 200 businesses in the WK area aids the initiatives that further support quality of life. The Centre at Kendall Town Center recently sold for \$31.5 million and already includes several established tenants. 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. Sixteen bus lines provide access to commercial centers, parks, and schools, with seven 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 codes 33177 and 33196 score 12 out of 100 and 33186 is much higher at 56 out of 100. There are more than 109,108 single-family homes and condos and 32,623 renter-occupied households in WK.

**Key Offerings: Safety/Resilience** – 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. To ensure public safety, in addition to the two hospitals, WK has four fire stations and a police station. Every resident has the right to move safely in their community. Addressing and reducing pedestrian and cyclist accidents have been a focus of HWK since its inception. This led us to partner with the Florida Department of Transportation and install the first non-motorized counters in the county. This facilitated the counting and understanding of how people move and cross streets and not just vehicle counting. Our efforts have now led us to partner with Vision Zero, which brings a multidisciplinary approach to address the complex problems of mobility, roadway design, speed limits, and behaviors with a goal of zero serious injuries and fatalities on the roadways. A HWK team member sits on their committee and helped distribute a survey through many channels to obtain feedback from residents.

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

4. **People Resources** – Involved community organizations include AARP Foundation, Alliance for Aging, American Heart Association, 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

Figure 5P - Key Residents and Stakeholders

Key Residents & Stakeholders		
Group	Characteristics	Initiative & Offerings
Residents:	80.9% Hispanic Median Age 39.9 22% above age 60	Healthy Hub Age-friendly initiative Annual events Community pantry
Students:	Pre-school K-12 Students Post-Secondary & Vocational Non-Graduates	Project Up-Start Swim Safety Campaign Heart Month Campaign Breakfast with Principals
Infants & Parents:	Newborn	Infant Brain Bag
Small Businesses:	Owners Employees Customers	CBP Monthly Meetings Taste of West Kendall Go Local West Kendall

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, 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 costs 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. While 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 the application has been deferred to Fall 2023.

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 Community Guide to Ethical Standards.

Figure 7P - Driver & Value Alignment

Value	Core Competency
Partnerships	Building collaborative relationships, social innovation
Preserve	Managing change, sustainability literacy, educate
Creativity	Artistic social interactions
Innovation	Thinking differently

Figure 6P - Mission, Vision & Values

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

2. **Composition** – Figure 8P below, breaks down the composition of the HWK CEG.

Figure 8P - HWK Structure



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, key programs are listed in Figure 5P. The collaboration that has occurred as a result of the HWK coalition fostering the inter-agency cooperation needed to address large-scale issues like health, education, the economy, and safety/resilience. These include our most well-known initiative, the Healthy Hub, a screening, and referral-to-care program in our hospital lobby. The Healthy Hub has completed over 31,000 screenings using the American Heart Association’s Life Simple 7, which was recently updated to the Essential 8 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 in 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). Through May 2023, over 500 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, 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’ interests 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 24 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 based on population. However, it is limited geographically due to its location along the Urban Development Boundary (UDB).
2. **Competitiveness Changes** – Agriculture is consistently one of the three strongest sectors of Florida’s economy. M-DC contributes \$2.7 billion 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 increasing temperatures and intense natural disasters. South Florida is experiencing more days with a heat index above 90 degrees. In 1960 there was an average of 85 days a year, today it stands close to 133 days per year. Summers are getting hotter and longer due to climate change and urban development. The annual heat season runs from May 1<sup>st</sup> to October 31<sup>st</sup> to coincide with Hurricane season. To protect residents from the



risks of extreme heat the M-DC mayor’s office released a Climate Action Strategy, an Extreme Heat Tool kit and most recently convinced the National Weather Services to lower the bar for extreme heat warnings. All these efforts are helping to educate and shape appropriate responses. HWK is committed to disseminating information on these efforts and risks to our local residents via several channels of communication. HWK is also facilitating and providing native trees to residents to plant and increase the tree canopy, adding shade and relief from the heat.

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. 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.

**b. Strategic Context**

1. **Core Competencies** – HWK’s main core competency is partnerships – building partnerships with residents, local businesses, schools, and organizations is foundational in order to meet our shared objectives.
2. **Challenges and Advantages** – Our strategic advantages are that WK continues to be a desirable spot to live and area to operate small and micro-businesses, many catering to the Hispanic population. A strategic challenge is the lack of large industries means that more than 63% of WK 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 89%, which can present challenges for remote learners, workers, and our elderly population to stay connected. With 22% of our population over age 60, it’s important to keep our residents healthy, active, and connected.

- c. **Performance Improvement System** – HWK utilizes the Plan-Do-Check-Act (PDCA) approach. Figure 9P below further breaks down the steps to plan and review program initiatives and events for process improvement.

**Figure 9P/11- Performance Improvement Processes**

