

# Memorandum



CITY OF DALLAS

DATE September 27, 2017

Honorable Members of the Human and Social Needs Committee:  
Councilmember Casey Thomas, II (Chair), Deputy Mayor Pro Tem Adam Medrano  
TO (Vice Chair), Mayor Pro Tem Dwaine R. Caraway, Councilmember Omar Narvaez,  
Councilmember Mark Clayton, Councilmember B. Adam McGough

SUBJECT **Building Community Resilience: The Pair of ACEs**

On Monday, October 2, 2017, you will be briefed on Building Community Resilience: The Pair of ACEs by Cheryl McCarver, Chief Community Liaison of Dallas Building Community Resilience. The briefing materials are attached for your review.

Please contact me if you have any questions or need additional information.

A handwritten signature in blue ink, appearing to read 'Nadia'.

Nadia Chandler-Hardy  
Chief of Community Services

[Attachment]

c: T.C. Broadnax, City Manager  
Larry Casto, City Attorney  
Craig D. Kinton, City Auditor  
Billerae Johnson, City Secretary (Interim)  
Daniel F. Solis, Administrative Judge  
Kimberly Bizar Tolbert, Chief of Staff to the City Manager  
Majed A. Al-Ghafry, Assistant City Manager

Jo M. (Jody) Puckett, Assistant City Manager (Interim)  
Jon Fortune, Assistant City Manager  
Joey Zapata, Assistant City Manager  
M. Elizabeth Reich, Chief Financial Officer  
Raquel Favela, Chief of Economic Development & Neighborhood Services  
Theresa O'Donnell, Chief of Resilience  
Directors and Assistant Directors

# Building Community Resilience The Pair of ACEs

Human and Social Needs Committee

October 2, 2017

Cheryl McCarver, Chief Community Liaison



Building Community Resilience

Milken Institute School  
of Public Health  
THE GEORGE WASHINGTON UNIVERSITY

Sumner M. Redstone  
Global Center for  
Prevention & Wellness

## The Pair of ACEs

### Adverse Childhood Experiences

Maternal  
Depression

Physical &  
Emotional Neglect

Emotional &  
Sexual Abuse

Divorce

Substance  
Abuse

Mental Illness

Domestic Violence

Homelessness

Incarceration

### Adverse Community Environments

Poverty

Violence

Discrimination

Poor Housing  
Quality &  
Affordability

Community  
Disruption

Lack of Opportunity, Economic  
Mobility & Social Capital

Ellis W. & Dietz W. BCR Framework. *Academic Peds* (2017).

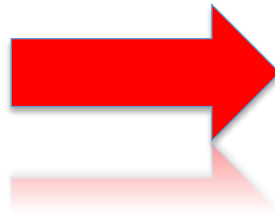


# Connecting Toxic Stress & Adverse Childhood Experiences/Adverse Community Environments

## The Pair of ACEs

### Pair of ACEs = Toxic Stress

- Poverty
- Violence
- Homelessness
- Parents Incarcerated
- Maternal Depression

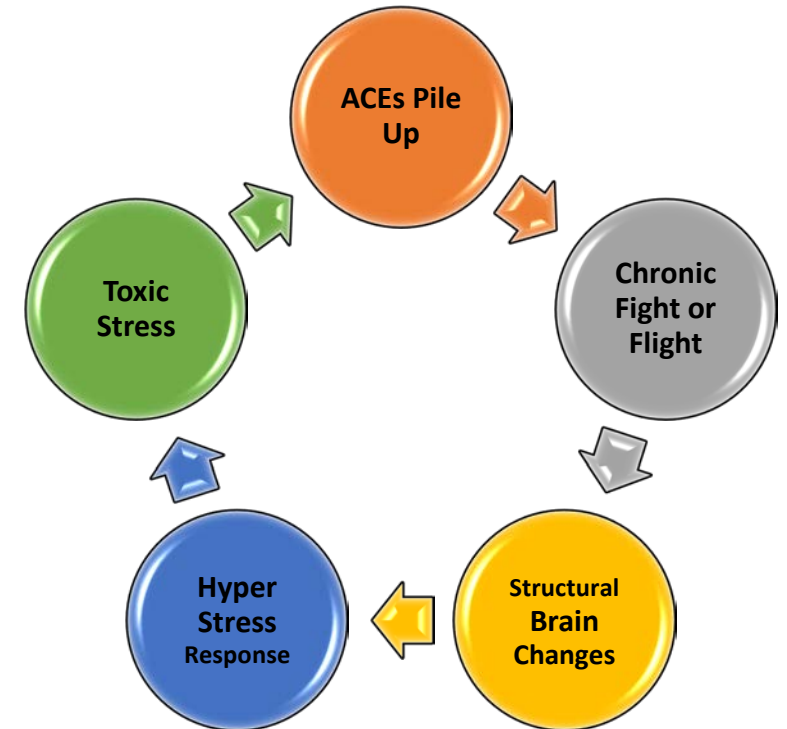


### Toxic Stress Related Outcomes

- Depression
- High Blood Pressure
- Alcohol and Drug Abuse
- Diabetes
- Risky Sexual Behaviors
- Obesity

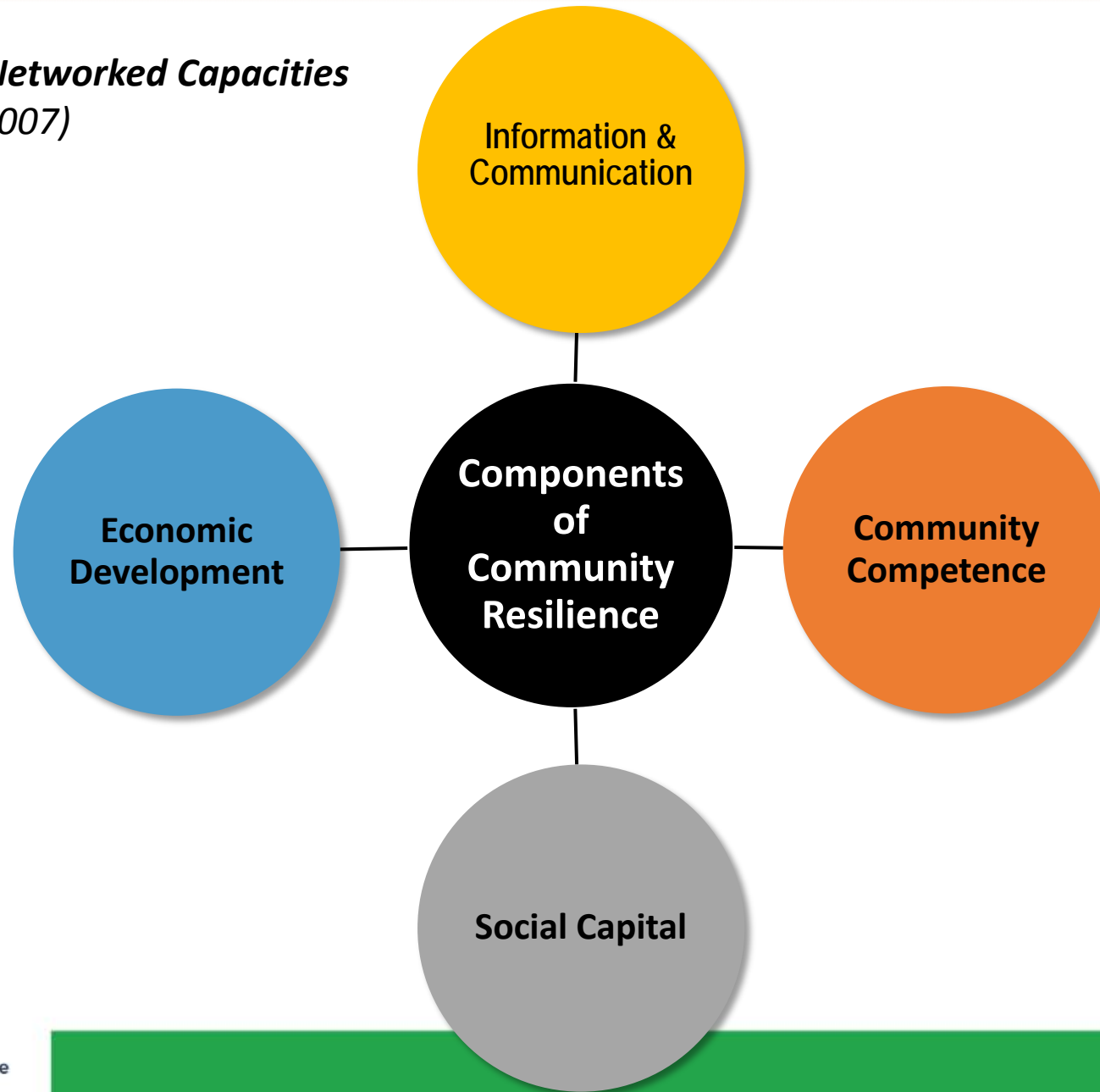
# Context for Systems Response

- Limited access to Mental Health/Behavioral healthcare for children & families
- Fragmented services/sectors
- ↑ ACEs, # Children living in poverty
- ↑ Interest in “Upstream” approaches to health & social services
- Need to “Bridge” Community & Health Care
- Barrier: Translating Evidence into Action



## Community Resilience Networked Capacities

*\*Source: Norris, et al. (2007)*



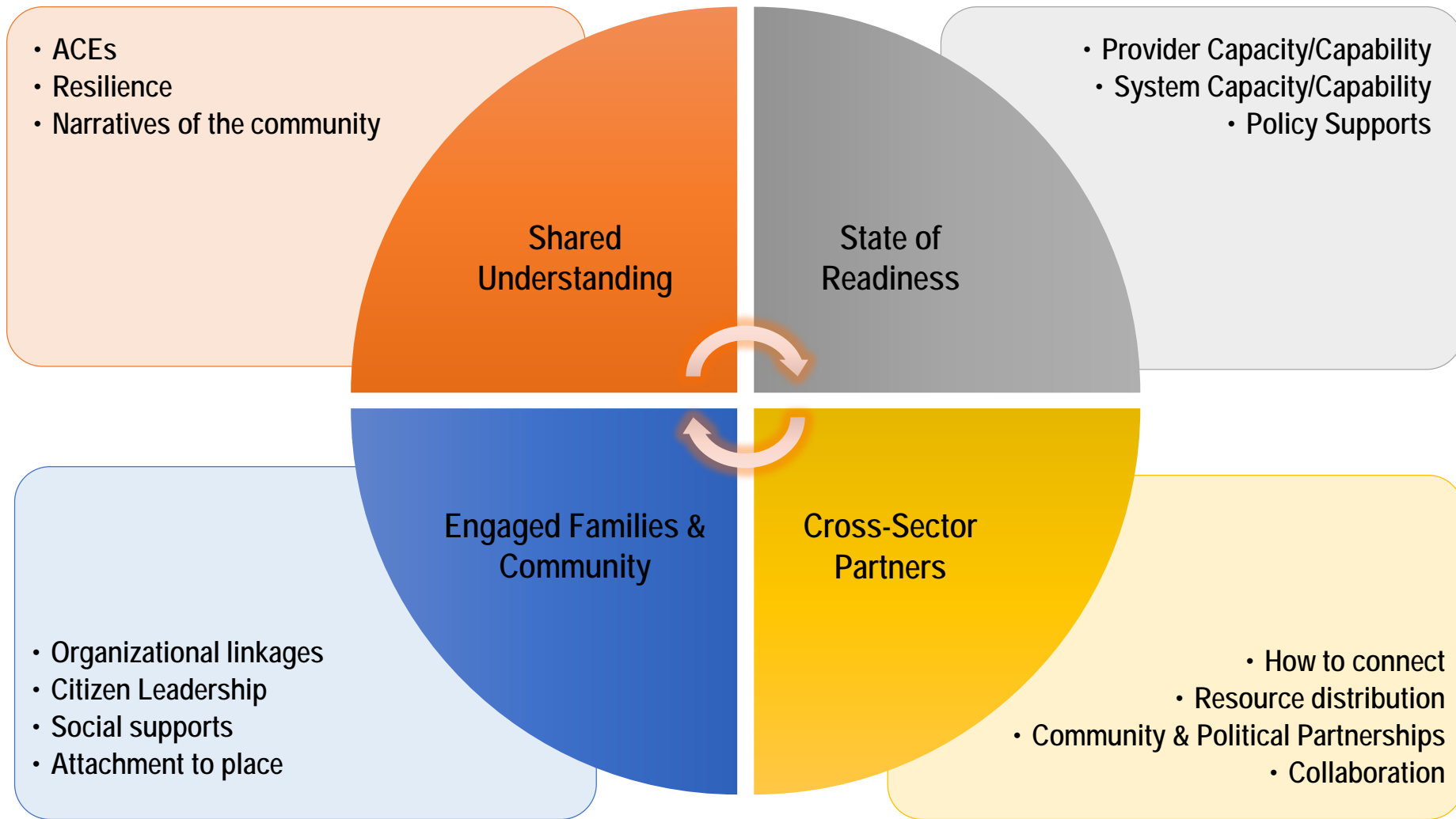
# Buffers to Support Resilience

Family-Level Buffers	Community-Level Buffers
Resources	Peer relationships
Supportive relationships	Non-Family relationships
Family coherence	Non-Family social support
Parental relationship	Religion
Stable caregiving	Community cohesion
Spousal support	Civic engagement
Stable employment	Economic development

**Building Buffers Requires Multi-Sector  
Collaboration**



# Building Community Resilience: Process of Assessment, Readiness, Implementation & Sustainability





# BUILDING COMMUNITY RESILIENCE IN ACTION

Cincinnati, Dallas, Portland, Washington DC and Wilmington, DE

## Portland, OR



## Cincinnati, OH



## Wilmington, DE



## Washington, DC



## Dallas, TX



# BCR In Action: Coalition Building

- Build off of community partnerships and lessons learned in obesity and asthma work
- Deepen work with families, community stakeholders
- Work across sectors

*“I think that what we are struggling with is how do we engage [on toxic stress] with the families that do come to see us.”*

*-Pediatrician*



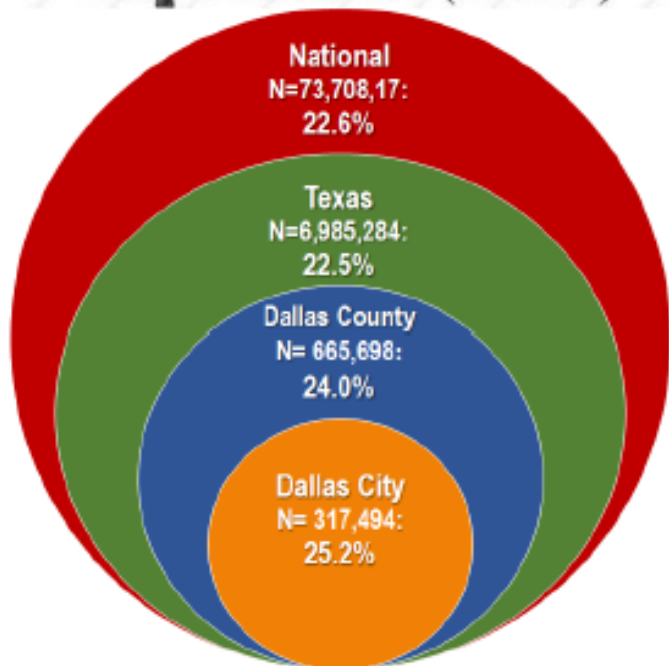
# Common Barriers

- How to engage families & communities
- How to foster 'buy-in' within systems
- Removing barriers across sectors
- Data-Sharing (Meaningful & Measurable)
- Financial Sustainability

*"We need a maven from the community! Someone our families will trust."  
-Community Health Worker*

# Using Data to Tell Your Story

## Children & Youth with 2+ Adverse Childhood Experiences (ACEs)



One fourth of children in Dallas City have 2 or more ACEs (n=~ 80,008)

Table 1. Local, State and National Level Prevalence of Adverse Childhood Experiences Items Among Children, Age 0-17 yrs.

Adverse Child or Family Experiences (ACEs) Items	Dallas City	Texas State	National
Extreme economic hardship	35.2%	29.0%	25.7%
Family disorder leading to divorce/separation	20.4%	20.0%	20.1%
Has lived with someone who had an alcohol/drug problem	9.5%	9.8%	10.7%
Has been a victim/witness of neighborhood violence	8.9%	7.3%	8.6%
Has lived with someone who was mentally ill/suicidal	7.7%	8.0%	8.6%
Witnessed domestic violence in the home	8.3%	7.9%	7.3%
Parent served time in jail	7.6%	6.9%	6.9%
Treated or judged unfairly due to race/ethnicity	4.3%	3.6%	4.1%
Death of parent	3.3%	2.6%	3.1%
Child had $\geq 1$ ACEs (1/more of above items)	53.5%	48.1%	47.9%



# Resilient Dallas: The Road Ahead

- Exploring how BCR & Resilient Dallas fits in with leadership goals & objectives?
  - Specific Offices/programs/initiatives
- What role does the City of Dallas play in these efforts?
  - Who will lead the internal effort/how?
  - What partners are needed?/how/clear roles responsibilities?
- How can BCR staff & technical assistance help you achieve goals/mission in resilience building efforts?

# BCR in Action: Dallas

- Multiple community-embedded initiatives, driven by community input
- Health & Wellness Alliance
- Working in Neighborhoods Strategically
- CitySquare, Dallas Bethlehem Center, community providers, grassroots activists, city council
- Concentrated efforts in South Dallas/Fair Park
- Parenting skills education, family stabilization programming, community and stakeholder education on ACEs and health disparities specific to South Dallas
- Developed and launched Family University at Early HeadStart with Dallas Bethlehem Center
- Exploring development of peer-to-peer network the Families First
- Key Issues: Prevention of ACEs, connecting families to resources, change Dallas city/county policies to address inequities in South Dallas built environment
- Key Leaders: CEO advocate, physician leaders, grassroots community activists, community partners,
- Emerging: Public health & 100 Resilient Cities Initiative



# BCR: The National Network

A community of communities building resilience together






# Basecamp: Virtual Collaboration

Home Latest activity Pings Hey! Campfires Reports Find...

Jump to a team or project...

Community Resilience at The George Washington University

 My Stuff

- [My Assignments](#)
- [My Bookmarks](#)
- [My Drafts](#)
- [My Recent Activity](#)

Teams

- New Team
- Cincinnati, OH
- Dallas, TX
- Portland, OR
- Washington, DC


Projects





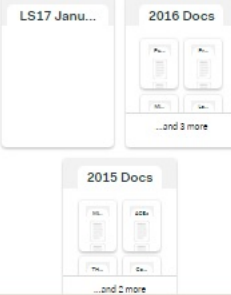
Do the same sorts of projects over and over? [Make a reusable template](#) to save yourself time.

- New Project
- Building Community Resilience Colla...
- Data Dashboard

Home Latest activity Pings Hey! Campfires Reports Find...

## Building Community Resilience Collaborative

 Add/remove people...

- Campfire**  
  
Chat casually with the group, ask random questions, and share stuff without ceremony.
- Message Board**  
  
Post announcements, pitch ideas, progress updates, etc. and keep feedback on-topic.
- To-dos**  
  
Make lists of work that needs to get done, assign items, set due dates, add notes, and discuss.
- Schedule**  
  
Set important dates on a shared schedule. Subscribe to events in Google Cal, iCal, or Outlook.
- Automatic Check-ins**  
  
Create recurring questions so you don't have to pester your team about what's going on.
- Docs & Files**  
  
LS17 Janu... 2016 Docs ...and 8 more  
2015 Docs ...and 2 more



# Monthly Learning Sessions

Time	Topic
Noon-12:05pm	Welcome
12:05-12:35pm	BCR Communications Tools
12:35-12:40pm	Discussion: Site Experiences & Opportunities
12:40-1:05pm	Partner Build Grow: An Action Guide for BCR
1:05-1:10pm	Discussion: Site Experiences & Opportunities
1:00-1:15pm	Updates

- Team driven curriculum
- Sharing practices across sites
- Expert technical assistance
- Topics:
  - Trauma-informed care
  - SDOH Screening/Tools
  - Communications/Advocacy
  - Coalition Building
  - Partnering across sectors
    - Public health
    - Schools



# Access to Expert Technical Assistance

- NACCHO
- Child and Adolescent Health Measurement Initiative
- George Washington University School of Public Health
- Campaign for Trauma-Informed Practice & Policy
- The Prevention Institute
- The Center for Health and Health Care in Schools
- Data Collection, Analysis, Strategic Convening

# Measuring Success

## The BCR Data Dashboard



# Measuring Success: Theoretical Framework

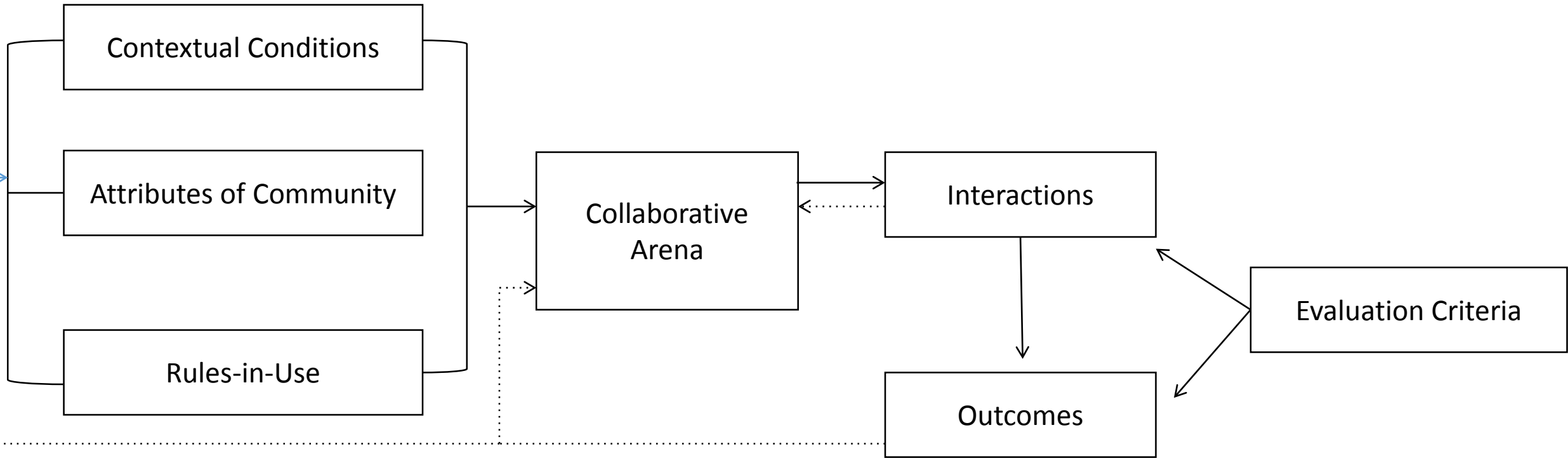
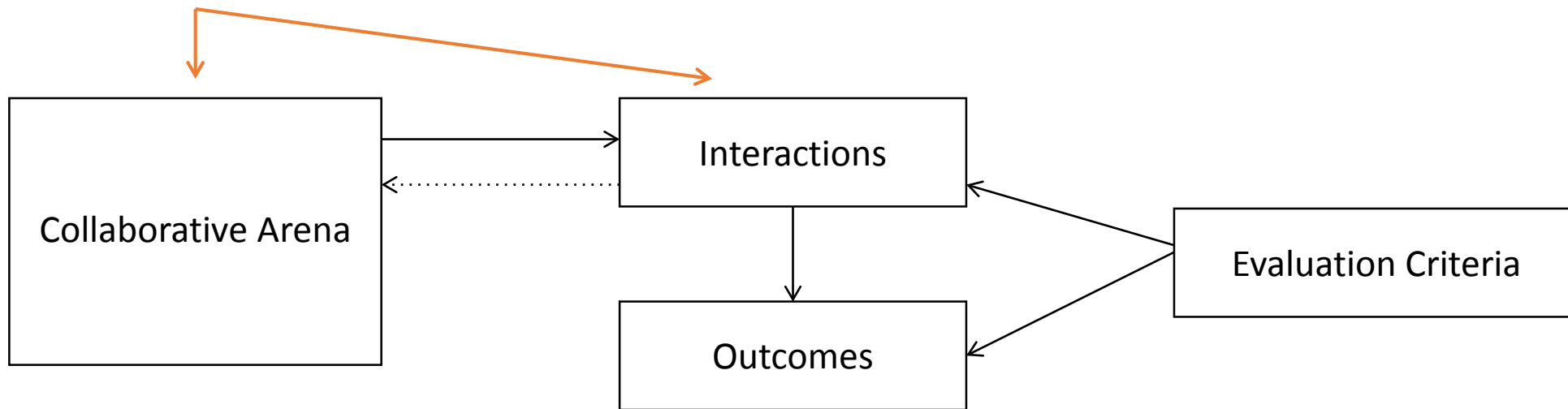


Figure 1. A Framework for Institutional Analysis.  
*Source:* Adapted from E. Ostrom (2005, p. 15).

# Measuring Success: Theoretical Framework

## Collaboration Across Sectors



**Practice/Process Change**  
**Data/Information Exchange**  
**MOUs**  
**Community Collaboration**



# Collaboration Metrics

Health Equity as a Guiding Principle

Systems/Sector Coordination & Integration

Translation ACEs/TS Science into Practice

Community Integration & Engagement

Use of Data to Inform Practice

Financial Sustainability



# Data Dashboard Program Metrics

Domains	Key Element	Core Measure Focus	Best Current Measure	Program Module Measures
<b>Healthy People (Vital Signs)</b>	Quality of Life	Well-being	Self-report health	Screening for resilience & protective factors, screening results & data storage, and program activities to build individual/family resilience
	Healthy Behaviors	Healthy diet	Food security	
	Healthy Social Circumstances	Healthy communities	Kindergarten readiness, parent engagement	
<b>Care Quality (Vital Signs)</b>	Prevention	Preventive services	Child risk factor screening	Pair of ACEs needs screening, internal program activities to address needs, external referrals and coordination to address needs, data sharing and communication with partners, trauma-informed practices and quality improvement
	Access to Care	Care Access	Unmet care need	
<b>Program Staff &amp; Trauma-Informed Practice (SAMHSA)</b>	Appropriate Treatment	Evidence-based care	Preventable injury rate	
	Person-centered care	Care match with patient/client goals	Patient/client-clinician communication satisfaction	
<b>Care Cost (Vital Signs)</b>	Sustainability	Population spending burden	Per capita expenditures on health care	Funding sources and amounts
<b>Engaged People (Vital Signs)</b>	Individual engagement	Individual engagement	Health literacy rate	Engagement with past program participants, diverse community, and partners
	Community engagement	Community engagement	Social support	



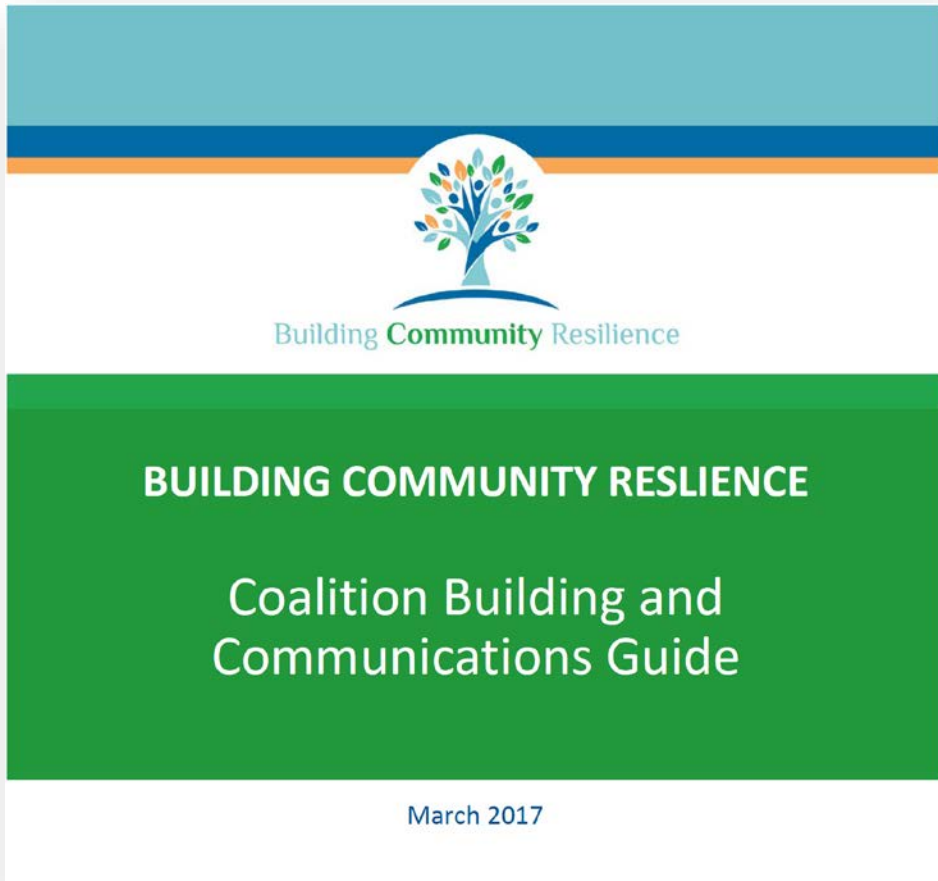
# Tools & Resources

Curated for your specific needs












# BCR Guide



- BCR Key Terms and Concepts
- Visualizing the Issue
- Buffers to Build Resilience
- BCR Example Stories and Scenarios
- BCR Talking Points
- BCR Communication Guidelines for the 'Pair of ACEs'

# BCR Tools

-  **BCR Communications and Partner Building Guide** - Designed to foster dialogue and develop a critical foundation of shared understanding of adversities and opportunities in a given community.
-  **Identifying Potential Partners Tool** – Determine which individuals, groups and stakeholders to approach for collaboration
-  **Mapping Assets Tool** – Create a visual map of the adversities and resources available to the community
-  **Connecting Policies and Procedures Tool** – Identify potential policies and procedures that could be changed (or developed) to better support and build resilience in the community
-  **Being Part of the Policy Conversation Tool** – Track the policy landscape, relationships, and legislative or regulatory processes that are relevant to your work
-  **Smart Chart® Tool** – Communicate effectively and strategically to accomplish your BCR goals
-  **Message Box Tool** - Craft messages that will resonate with particular groups or audiences based on their interests, values, and barriers



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**Will be in Dallas: October 19-20, 2017**



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