



SEEDING CHANGE

A COLLECTIVE IMPACT INITIATIVE TO TRANSFORM
HEALTH OUTCOMES IN SAN FRANCISCO'S
MOST VULNERABLE NEIGHBORHOOD

tenderloinhip

health improvement partnership

sain+francis
FOUNDATION

TENDERLOIN

The Tenderloin is one of the most ethnically diverse neighborhoods in San Francisco, and also among its most vulnerable. More than a quarter of the neighborhood's 33,000 residents live below the federal poverty line, and illness and chronic disease rates in the Tenderloin rank among the city's highest.



SEEDING CHANGE

WHAT'S INSIDE?

Introduction..... 2

Identifying the Need..... 5

Designing for Change 7

Engaging the Collective 13

Connecting the Dots..... 17

Finding Focus..... 23

Shifting From Strategy to Action..... 27

Emerging Lessons and Outcomes 37

Thank You 40

THE TENDERLOIN BY THE NUMBERS

\$24,545

Median household income

2X

Second highest preventable hospitalization rate in the city (1468.8 per 100,000 people) and more than twice the city's overall rate (672.3 per 100,000 people)

44%

44 percent of San Francisco's homeless live in the Tenderloin/South of Market areas

3.7%

Access to open space is 3.7 percent versus 22.8 percent citywide

28 percent of residents and 17.2 percent of families live below the federal poverty line

28% & 17.2%

111.7 PER MI²

Retail alcohol outlets: 111.7 per square mile versus 17.4 per square mile citywide

INTRODUCTION

In early August 2015, on an unusually warm summer evening, visitors to San Francisco’s Tenderloin neighborhood came upon an unexpected scene in a small park nestled in the heart of the city. Children were whizzing down slides inside a giant jumpy house. Teens shot hoops on a brand-new full-size basketball court, with uniformed police officers among those cheering them on. Volunteers from Twitter handed out backpacks full of new school supplies to neighborhood kids. Senior citizens chatted with their neighbors, and families danced to upbeat music. Nearby, children scaled a new jungle gym. At one of the swings, one child asked another: “Can you push me higher?”

Two things made these sights and sounds remarkable. First, this wasn’t just any park—it was Boeddeker Park, a one-acre plot of green community space perched in the middle of the Tenderloin, one of San Francisco’s most dangerous and vulnerable neighborhoods. For decades, the Tenderloin has served as a haven for criminals, drug abusers, the mentally ill, and the homeless. Open-air drug dealing and drug use are rampant, and crime is 35 percent higher than in any other part of San Francisco. And yet, with 33,000 residents living inside one-half a square mile, the Tenderloin also boasts the densest concentration of children and families in the city, and more low-income seniors than almost any other neighborhood. More than one in four of those residents live below the federal poverty line. The Tenderloin’s illness and chronic disease rates are also among the city’s highest.

Within a year of its first opening, in 1985, Boeddeker Park had been overrun with criminals and addicts and was eventually shut down. “The police wouldn’t even walk through the gate,” says longtime Tenderloin resident Del Seymour. The second remarkable thing, then, was that eight months after its December 2014 reopening, the redesigned, newly renovated park was holding strong as a neighborhood

sanctuary—a safe, clean, healthy place for residents to spend time and build community.

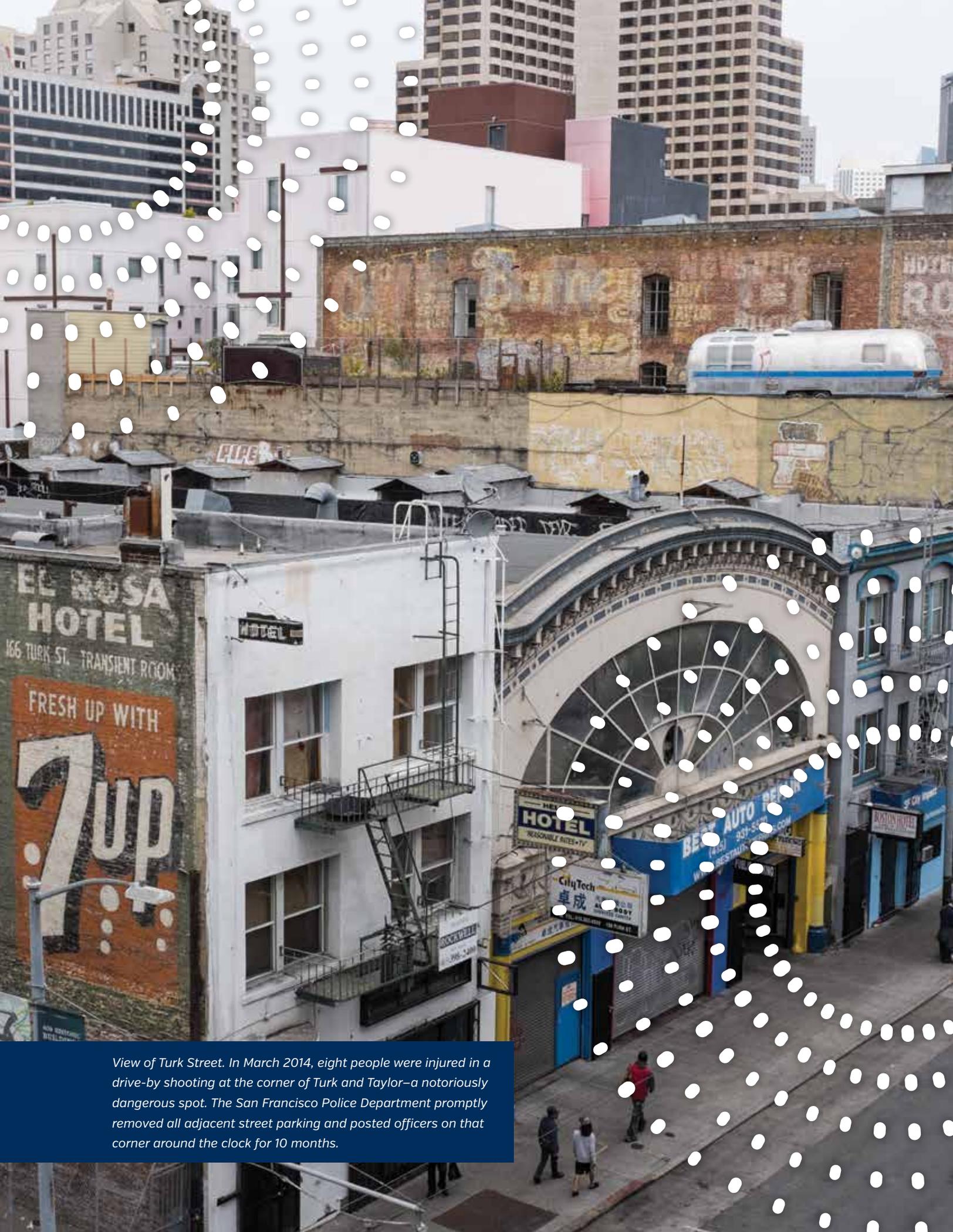
While the Tenderloin may best be known for the criminal activity on public display on its sidewalks, it is the community's permanent residents—and the solidarity and fellowship among them—that tell the neighborhood's *real* story. Despite the challenges, the families, merchants, and immigrants who call the Tenderloin home are a remarkably tightknit community. “We need each other, every day and all day long, in a way that’s just different from other neighborhoods,” says Seymour, who spent 18 years living homeless in Boeddeker Park during darker days and is now an active Tenderloin entrepreneur and neighborhood advocate.

Tenderloin HIP is a first-of-its-kind effort designed to help all the nonprofits, businesses, government agencies, and funders operating within a single neighborhood work together in more coordinated ways.

Indeed, the laughter and music emanating from Boeddeker Park that August night signaled a new kind of hope not just for the park's bright, safe future but for the neighborhood as a whole. Yet the guarantee of safety and rich programming that have become Boeddeker Park's hallmark features would not have happened without the efforts of the Tenderloin Health Improvement Partnership (Tenderloin HIP), a new place-based collective impact initiative that was just starting to gain traction in the neighborhood.

Launched by the Saint Francis Foundation and Saint Francis Memorial Hospital in 2014, Tenderloin HIP is a first-of-its-kind effort designed to help all the nonprofits, businesses, government agencies, and funders operating within a single neighborhood work together in more coordinated ways to improve residents' health outcomes. It was this community of players—this new collective—that had identified a safe Boeddeker Park as a critical neighborhood priority, inspiring a near Herculean effort to ensure that the park would be the right kind of haven this time.

“Our theory of change was that if we could create a bright spot in the Tenderloin, and hold it for any length of time, then it would have a ripple effect,” says Tenderloin HIP director Jennifer Kiss. The more bright spots such as Boeddeker Park that Tenderloin HIP could help spark in the neighborhood, the more those bright spots would ripple outward and connect, until, eventually, the whole map of the neighborhood lit up in a new way. Says Kiss: “The park is just the tip of the spear in terms of our strategy to help this neighborhood thrive.”



View of Turk Street. In March 2014, eight people were injured in a drive-by shooting at the corner of Turk and Taylor—a notoriously dangerous spot. The San Francisco Police Department promptly removed all adjacent street parking and posted officers on that corner around the clock for 10 months.

IDENTIFYING THE NEED

The Saint Francis Foundation has been operating in the Tenderloin for nearly 40 years, with a mission to provide philanthropic support to Saint Francis Memorial Hospital and the community it serves. Since 1990, the foundation has given away more than \$50 million in grants, much of it in support of health-related services for the area's low-income residents. Saint Francis Memorial Hospital has also been deeply involved in the community for decades, with around \$8.5 million of its \$27.7 million average annual community benefit contribution going toward direct charity care over the past five years.

In 2012, the foundation's board began searching for ways to leverage its impact within and outside the hospital. In early 2013, they hired a new foundation president, Kevin Causey, and gave him a straightforward but far from simple mandate. "They wanted to raise more money and raise the foundation's profile and impact in the process," says Causey. "They wanted a paradigm shift."

Causey remembers standing at his office window one day early in his tenure, looking out across the Tenderloin. The Saint Francis Foundation offices sit at the top of Saint Francis Memorial's 12-story tower, and from his window, Causey could see most of the Tenderloin's 40 dense and crowded blocks. Within those blocks, he knew, more than 120 community organizations and more than 30 city agencies were working tirelessly to support the Tenderloin's diverse set of residents. He also knew that many funders—not just his foundation—were pouring millions of dollars into the neighborhood. And yet

the Tenderloin's health outcomes remained very poor, year after year, with illness and chronic disease rates ranking among the city's highest. "I remember looking down and thinking, 'What's going on here? What is keeping this perpetual?'"

What if, rather than working in siloes, all of the players operating in the Tenderloin could align around a set of community-driven shared priorities?

Causey had an idea about what might be standing in the way of real progress. Most of the nonprofit organizations operating in the Tenderloin seemed to be working in silos, with each understandably focused on its own mission or issue areas. Yet in many ways, all of the services they offered—from healthcare to housing, from free meals to job skills training, from addiction counseling to childhood education—were highly interdependent. If this were true, then adding still more siloed services to the mix would likely never move the needle on community health outcomes in the Tenderloin. But what if their efforts were better coordinated? What if, rather than working in siloes, all of the players operating in the Tenderloin could align around a set of community-driven shared priorities? "Helping these organizations leverage their expertise and funding in a much more efficient and effective way," says Causey, "was about the only thing that hadn't been tried in this neighborhood."



There was, however, some urgency to this idea. After years of being the city’s “forgotten” neighborhood, the Tenderloin and its demographics were beginning to shift rapidly—and these shifts were opening a window of opportunity for an even broader kind of alignment to emerge. The empty buildings that once loomed along Market Street—which borders the Tenderloin to the south—had recently become home to a flock of high-profile tech companies, including Twitter, Dolby, Zendesk, Yammer, and Spotify. Like the city’s nonprofit hospitals, all of these companies had community benefit obligations, which likely meant that significantly more money was about to be invested in the Tenderloin. Distributing this new funding in the usual way—to single nonprofits, through single grants—would only serve to reinforce the siloed status quo. But if these new contributions were aligned with existing funding to support the community’s shared priorities, the power of those investments could be amplified.

Meanwhile, with San Francisco’s economy booming and thousands of tech workers spending their days on the Tenderloin’s borders, there was also rising pressure being placed on City Hall to “do something” about the Tenderloin—a demand that made many area residents and community organizations rightly concerned about the prospects of the neighborhood

gentrifying. Indeed, the Mayor’s Office of Economic and Workforce Development (OEWD), whose first economic plan for the area had originally attracted the tech companies to Market Street, was at the beginning stages of revising that plan. “What if the city was to include the Tenderloin in its new central market strategy this time around?” thought Causey. “How much more authentic and lasting might that strategy be if it reflected the neighborhood’s own self-identified priorities?”

Fostering *new forms of public-private partnerships* in the Tenderloin that could ultimately decrease the chronic health conditions that result in high rates of emergency room use struck Causey as exactly the kind of paradigm shift that his board might take pride in helping to bring to life—and one that truly had the potential for system-level impact. “Some of the best leaders in the world are working in the Tenderloin, and there are millions of dollars already in play in the neighborhood,” Causey recalls thinking. “You can’t tell me that we can’t make 40 blocks healthier.”

DESIGNING FOR CHANGE

In mid-2013, the Saint Francis Foundation joined forces with Saint Francis Memorial Hospital's community health and advocacy team, led by hospital vice president Abbie Yant, to explore what this opportunity could look like. Their first step was to host a series of breakfasts designed to gauge the willingness of key Tenderloin stakeholders—including leaders from neighborhood nonprofits and businesses, city agencies, and existing and prospective funders—to experiment with a new, collective way of working. “We had no agenda at those meetings,” says Yant. “We just presented the

idea and invited them to help us think about what neighborhood-wide collaboration might look like.” Many were enthusiastic, while others had more tempered reactions. Nevertheless, the team left those meetings feeling optimistic that they had, indeed, identified a ripe opportunity for change.

That opportunity was *collective impact*—an approach to addressing big social challenges that has been gaining traction in recent years. Simply defined, collective impact is “the commitment of a group of actors from different sectors to a common agenda

HOW COLLECTIVE IMPACT WORKS

Collective impact is a framework for sparking social change that emerged in the mid-'00s in response to the increasing complexity and interconnectedness of entrenched societal problems. In researching and codifying the collective impact framework, the social change consultancy FSG identified five foundational elements for any such initiative:

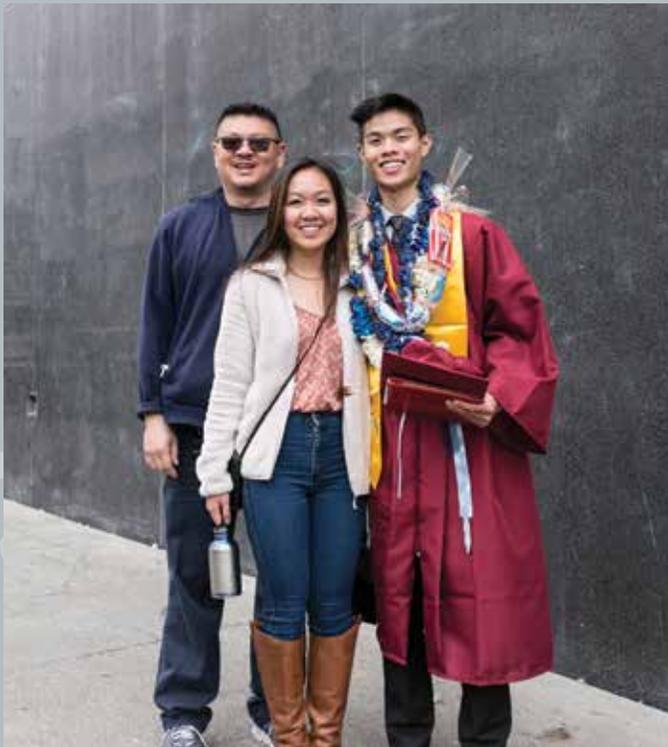


Having these five elements in place helps create a shared body of learning and action that, in turn, can accelerate the pace of social change—and bring about improved outcomes and greater impact than any one organization could achieve on its own.

SFHIP VALUES AND PRIORITIES

In 2012, San Francisco's nonprofit hospitals, the Department of Public Health, and UCSF came together in collaboration with more than 500 community residents and stakeholders to create the San Francisco Health Improvement Partnership [SFHIP] and develop a framework for improving the health of all San Franciscans. At the Tenderloin HIP stakeholder meetings, community stakeholders were asked which, if any, of SFHIP's six health priorities and foundational values might guide their collective work in the Tenderloin. The three highlighted below are the ones they selected:

- Ensure safe and healthy living environments**
- Increase healthy eating and physical activity**
- Increase access to quality healthcare and services
- Alignment of priorities, resources, and actions
- Community connections to support health and well-being**
- Health equity throughout planning and service delivery



for solving a specific social problem, using a structured form of collaboration.”¹ While still young, the collective impact model had arisen as a way to achieve system-level change on issues too large and complex for any single organization to even begin transforming on its own. Unlike loose collaborations or alliances, collective impact initiatives have more formal structure and guidelines, as well as clear measurement criteria built on mutual understanding and agreement about what aspects of a problem need to be addressed.

The initiative would need to find ways to address complex health issues and improve community health along the entire health continuum.

In this case, the problem that the Saint Francis Foundation and Saint Francis Memorial Hospital sought to address was the persistently poor health outcomes that had plagued the Tenderloin's 33,000 residents for decades. Critically, Causey, Yant, and others did not want to focus the initiative solely on improving the *end* of the health continuum—where urgent or chronic care happens. Indeed, the research is clear that access to care and quality of care only influence around 20 percent of a population's health. Rather, the initiative would need to find ways to address complex health issues and improve community health along the *entire* health continuum, which meant addressing not just health per se but all of its social determinants. It was the ability to address these “upstream” factors in a coordinated way—and in a way that caused them to ripple outward—that made the prospect of collective impact so compelling.

1 Mark Kramer and John Kania, “Collective Impact,” *Stanford Social Innovation Review*, Winter 2011.

How the initiative's strategy would unfold—its priorities, its specific focus, etc.—would ultimately be up to community stakeholders participating in the process to decide. But already in existence was a critical, cutting-edge framework that could help them get started.

The year before, Saint Francis Memorial Hospital's Abbie Yant had helped lead a massive multi-stakeholder initiative designed to create an overarching plan for improving the health and wellness of all San Franciscans. Ultimately, the San Francisco Health Improvement Partnership [SFHIP] had identified a set of core priorities and values around which the entire city could rally in its collective efforts to create a healthier population. While it would, again, be up to community stakeholders to decide which of these priorities could help guide this new coordinated work in the Tenderloin, the initiative would nonetheless be the first attempt to activate SFHIP's citywide priorities in a specific neighborhood.

BUILDING FOR SPEED

The Saint Francis Foundation's Jennifer Kiss and Saint Francis Memorial Hospital's Abbie Yant and Jennifer Lacson—who together formed Tenderloin HIP's backbone team—spent the early months leading up to the first official Tenderloin HIP event sifting through a mountain of data on Tenderloin outcomes and on the social determinants of health. This information would help create a baseline of shared knowledge among participants, on which they could then build and shape their efforts. In other words, the foundation and hospital planned to support the collective impact process without driving the ideas side of it. “For 20 years we've been asking people what they needed, and not much has changed,” explains Abbie Yant. “But we had never really sat down and asked them to co-design the solution. We had never said: ‘Here's the box, what do we do?’”



“For 20 years we've been asking people what they needed and not much has changed. But we had never really sat down and asked them to co-design the solution.”

“More than anything, our role was to serve as a convener, facilitating the process that would allow the collective's priorities, discussions, revelations, and relationships to emerge,” adds Kiss. “An effective backbone is one that succeeds as a humble leader, instilling hope, amplifying community voice, and holding the space for the community to change itself with our support.”

Collective impact initiatives can take years to build momentum, with organizers often struggling with how to get going. From the outset, however, the foundation and hospital wanted to do everything in their power to enable this initiative to move fast. To that end, they made two key decisions in the ramp-up to the stakeholder meetings that would prove especially important.

POOLED FUNDING FOR COLLECTIVE IMPACT—A NEW MODEL

The siloed ways in which many nonprofits operate is partly a condition of how they get funded. Overwhelmingly, funders fund specific programs and services offered by nonprofits—not collaborations, and rarely the overall organizations themselves. As a result, nonprofits are constantly tailoring their programs and services to match the focus areas of funders—both private and public—in the hopes of attracting and retaining their dollars. Many grants work on annual cycles, and nonprofits expend tremendous energy demonstrating for funders the impact of their investments. This dynamic creates frustration on both sides: organizations are forced to shift their focus constantly in order to attract and retain support, and funders do not help bring about the systems change for which they had hoped.

Tenderloin HIP's pooled funding strategy was designed to replace this single-point funding approach with one that promises to have a greater impact by supporting more collaborative work on all sides. Looking at (and funding) work in the neighborhood more holistically has the potential to lift up and expand everybody's work—and multiply the impact of participating funders' investments. Indeed, the Saint Francis Foundation's president, Kevin Causey, pitched the approach to prospective funders as a "protect your investment strategy." Many of those he approached were already heavily invested in organizations in the Tenderloin and responded enthusiastically to this model.

One early adopter was Vicki Joseph, senior vice president and Northern California regional manager at Citi Community Development. At an early meeting, Causey sketched out the Tenderloin HIP concept for her on the back of a napkin. Joseph responded immediately with a check to support the development of the initial concept. By the end of the first official funding cycle, the Tenderloin HIP investment pool had grown to more than \$1 million and had attracted new funding to the Tenderloin from corporate, philanthropic, tech, and government circles, developing a robust public-private partnership along the way.

The hospital and foundation committed \$750,000 to Tenderloin HIP in its first year—more than three times their combined average annual outside investment in community-based organizations.

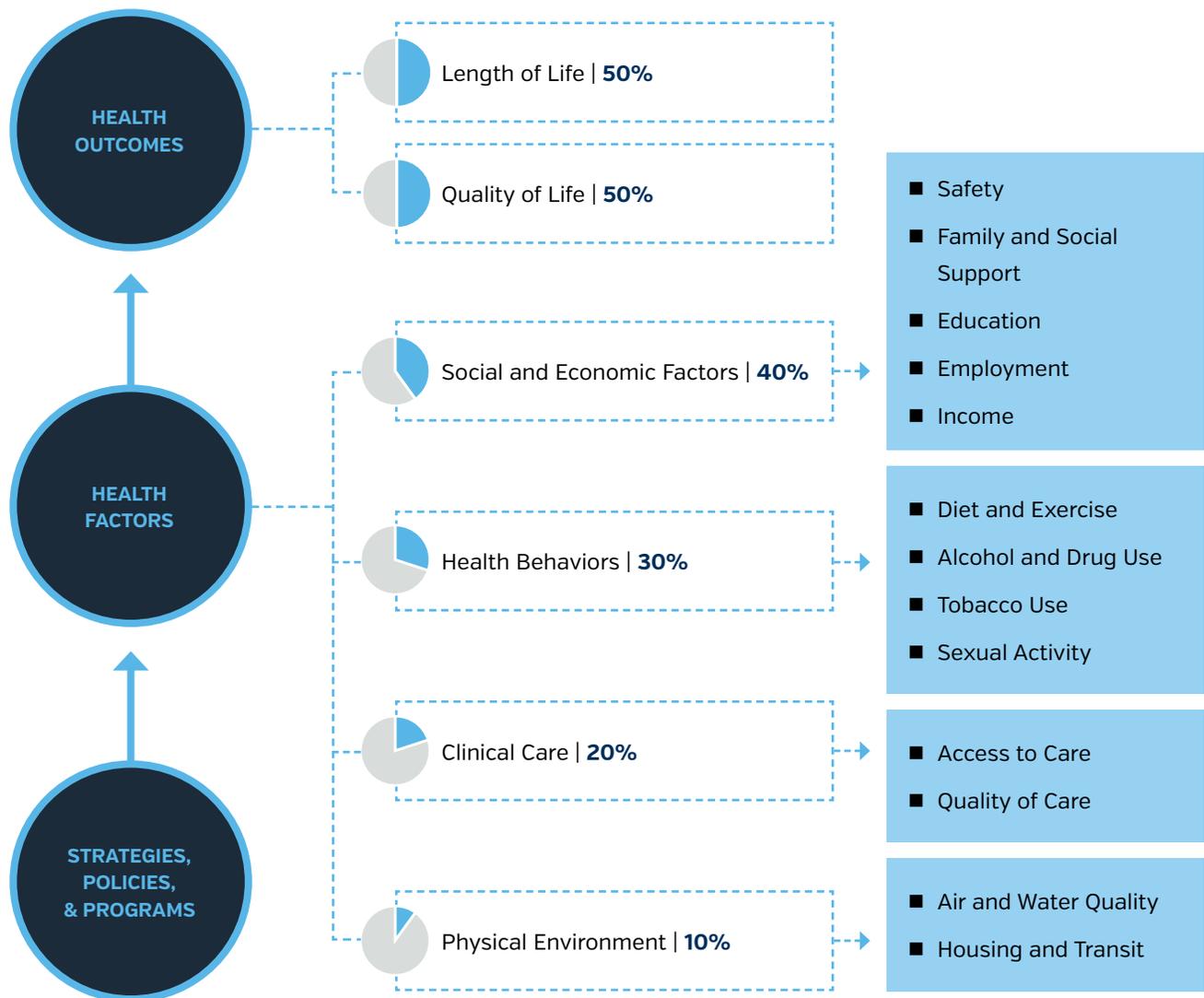
First, rather than create Tenderloin HIP's governance structure from scratch, they opted instead to build on existing resources. The hospital's standing Community Advisory Committee (CAC) was reconstituted to include a broad representation of Tenderloin leaders. In addition to overseeing the hospital's community benefit plan, the CAC would serve as Tenderloin HIP's steering committee. This would give community stakeholders a stronger voice—and voting power—in guiding the initiative, as well as allow Tenderloin HIP to launch its grantmaking almost immediately. The CAC's new members would be selected while the stakeholder meetings were in progress.

Second, the foundation formalized its funding strategy. In addition to the Hospital's community benefit contribution, the foundation committed \$750,000 to Tenderloin HIP in its first year—which amounted to more than three times their combined average annual outside investment in community-based organizations. Those funds were put into a collective pool to support the initiative's operations and its grantmaking. Meanwhile, Kevin Causey worked to

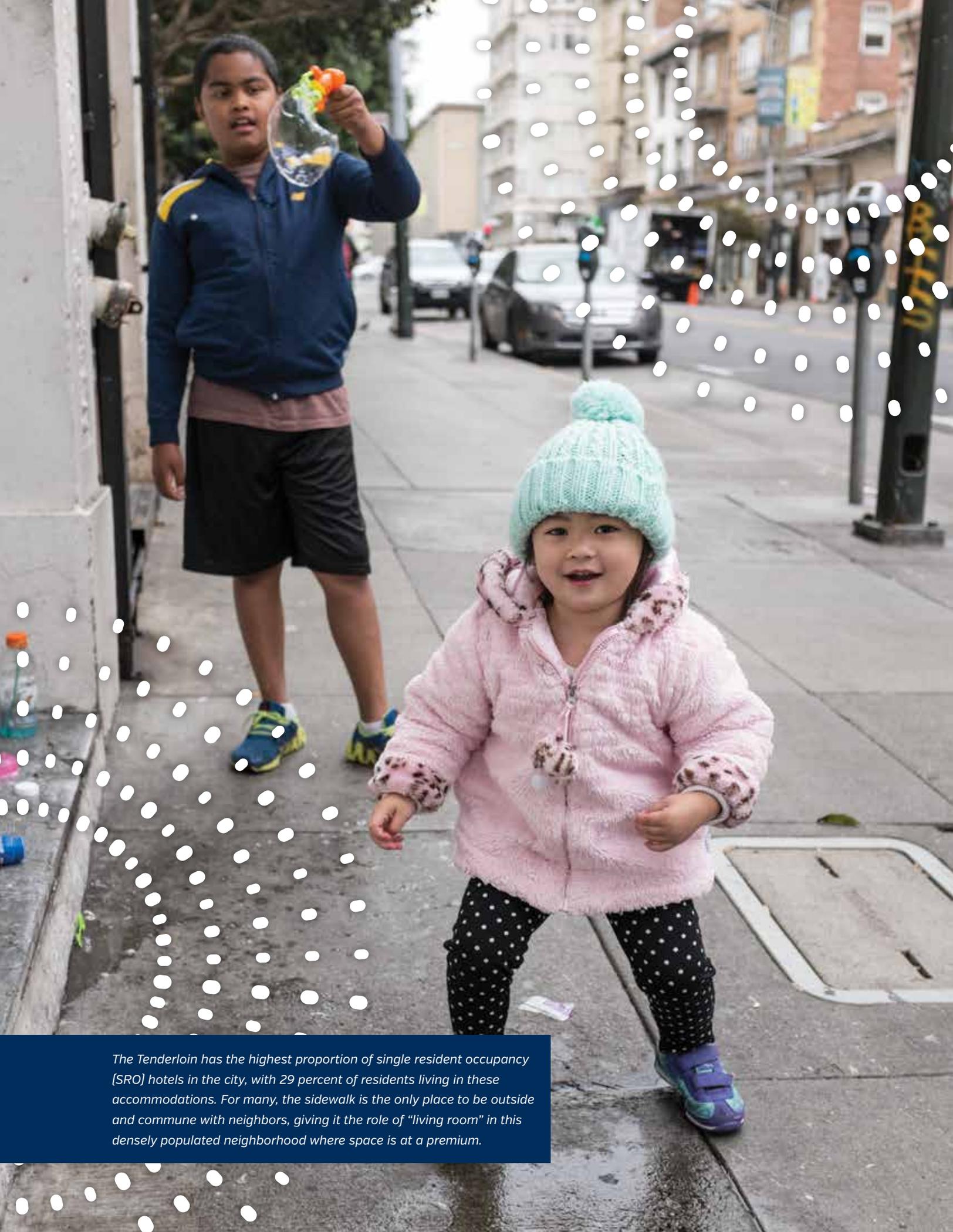
catalyze outside investment by pitching a pooled funding approach to a broad base of foundations and corporations. Ultimately, Causey and Tenderloin HIP director Jennifer Kiss would help raise an additional \$250,000 in the first year, bringing on major founding partners—including Wells Fargo, PG&E, Citi Community Development, the San Francisco

Foundation, and Twitter, one of the largest of the new tech companies on Market Street—and building Tenderloin HIP’s funding pool to over \$1 million.

HOW SOCIAL DETERMINANTS IMPACT COMMUNITY HEALTH



Tenderloin HIP and its public, private, and nonprofit partners are addressing these social determinants to create a safer, healthier Tenderloin neighborhood.



The Tenderloin has the highest proportion of single resident occupancy (SRO) hotels in the city, with 29 percent of residents living in these accommodations. For many, the sidewalk is the only place to be outside and commune with neighbors, giving it the role of “living room” in this densely populated neighborhood where space is at a premium.

ENGAGING THE COLLECTIVE

Nearly 80 people showed up to the first Tenderloin HIP stakeholder session, crowding into the hospital's conference rooms. Dozens of Tenderloin-based nonprofit leaders were joined by representatives from the city attorney's office, the San Francisco Police Department, the Department of Public Health, the Mayor's Office of Economic and Workforce Development, and Tenderloin-based businesses. "It was one of the biggest stakeholder meetings I've ever attended," says David Knego, executive director of Curry Senior Center, which has served seniors in and around the Tenderloin for more than 40 years.

Many participants came because they had existing relationships with Saint Francis Memorial Hospital, or because they'd heard the rumors circulating that the Saint Francis Foundation was about to announce a new funding strategy. Indeed, competition for

funding in the Tenderloin can be fierce, and the foundation's status as a grantmaker was top of mind for most of those in attendance. "When a foundation says they want you to come to a meeting, everybody comes because they think they're going to get a grant or they don't want to be left behind," says Barry Stenger, executive director of St. Anthony's Foundation, one of the Tenderloin's largest and longest-standing nonprofits. "It took people awhile to get over the fact that they weren't there to line up for money."

"It was one of the biggest stakeholder meetings I've ever attended," says David Knego, executive director of Curry Senior Center.



DAVID KNEGO
EXECUTIVE DIRECTOR, CURRY SENIOR CENTER

Knego has been working in the Civic Center and Tenderloin neighborhoods of San Francisco since 1989. Previously, he was executive director of Little Brothers-Friends of the Elderly and development director of Hospitality House. He holds a master's degree in social work from San Francisco State University.

"Near Curry there's a corner store where people sell dope 24 hours a day. After talking about it at Tenderloin HIP meetings, four of us are now trying to shut it down. I don't know if I would have gotten these other agencies to gang up with me on this store without Tenderloin HIP. It brought us all together. We stayed together for six months, set the priorities, got the zones, met our neighbors, and now we're working on something that is not just within our own front door. We're working on something for the neighborhood."

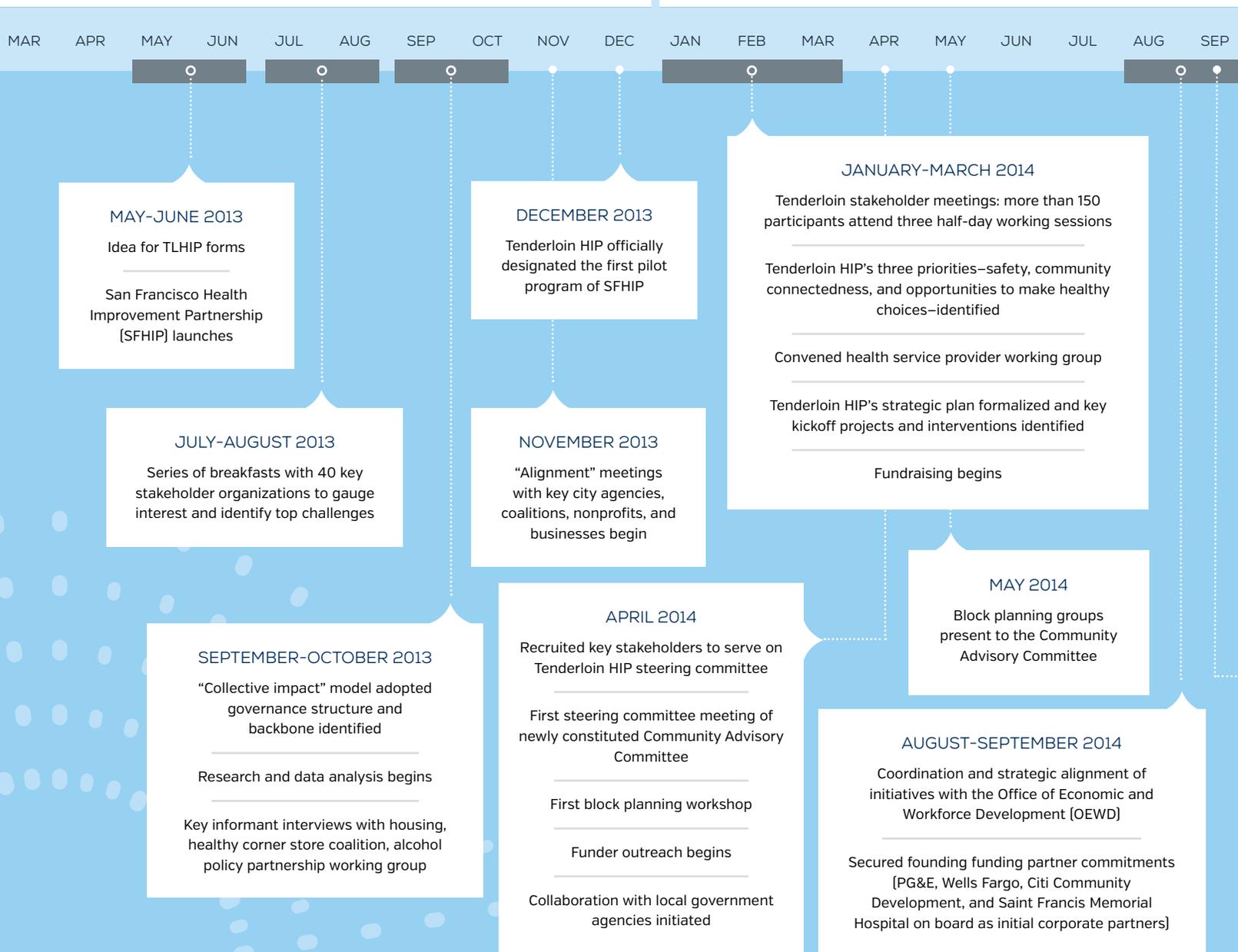
Like Knego and Stenger, many of these leaders had been operating in the Tenderloin for years if not decades, and they'd seen their share of change efforts come and go. "They'd been around the block on trying to think better or differently on any number of issues," says Lenore Goldman, a consultant who helped design Tenderloin HIP's initial strategy. As a result, all the vision in the world was not going to get participants to engage unless the team could successfully convey, early and often, that this initiative was unlike anything that had been

tried before. Says Causey: "They had to have both faith and confidence in equal measure."

In fact, Tenderloin HIP was different. For one, having a handful of funders and more than a dozen representatives from various city departments in the room, participating in the discussions, made this an unusual kind of initiative from the start. So did the concept of collective impact, which many of the leaders had not encountered before. Causey and his team took time to introduce the idea

TIMELINE AND MILESTONES

2014



upfront, making the case that it was only through better coordination and alignment of the resources that already existed in the neighborhood that the Tenderloin could become the thriving, mixed-income community that everyone envisioned.

The team also explained its innovative funding model, and many liked the idea that the Saint Francis Foundation would not just distribute funds but gather them from elsewhere. “This was a funder that was going to use its standing to attract other

funding and act as a clearinghouse in some ways, and I thought that was a smart approach,” says Barry Stenger. But it also made many participants nervous. What if their existing funders chose to contribute to Tenderloin HIP instead of directly to them? Causey assured the group that he would be pursuing separate money, and that it could be a win-win for everyone. “It took some faith on the part of those of us who have relationships with corporate funders to say OK, this isn’t a zero-sum game,” says Stenger.

2015

2016

OCT NOV DEC JAN FEB MAR APR MAY JUN JUL AUG SEP OCT NOV DEC JAN FEB MAR APR

NOVEMBER 2014
First round of Tenderloin HIP strategic grants approved

DECEMBER 2014
Boeddeker Park reopens

JANUARY 2015
Formal evaluation of Tenderloin HIP launches

SEPTEMBER 2014
Mental health working group convened

MARCH 2015
First meeting of the Evaluation Committee

MAY 2015
Central Market Tenderloin 2015 strategy released

APRIL 2015
Tenderloin HIP recognized by the Institute for Healthcare Improvement with a Robert Wood Johnson Foundation grant

JANUARY-JULY 2015
Technical assistance and strategic resources rolled out to grantees

More funding partners join Tenderloin HIP [Dignity Health, Twitter, the San Francisco Foundation, and several local family trusts]

Community partnership forged with the San Francisco Giants

JULY 2015
Tenderloin HIP Funder Roundtable

SEPTEMBER 2015
Second round of Tenderloin HIP strategic grants approved

2016 ONGOING

- Continue to provide technical assistance and support to grantees and Action Zone projects/activities
- Convene stakeholder sessions
- Accelerate learning and implement IHI’s continuous process improvement model in community
- Address complex issues through policy development/advocacy
- Present at the Association for Community Healthcare Improvement 2016 National Conference in Baltimore, MD, in March 2016
- Meet with other IHI SCALE pacesetter communities at national CHILA meetings in spring and fall



BARRY STENGER

EXECUTIVE DIRECTOR, ST. ANTHONY FOUNDATION

Before becoming executive director of St. Anthony Foundation in 2013, Stenger served as St. Anthony's director of development for eight years. He has more than 20 years of nonprofit management experience, and holds a PhD in social ethics from the University of Chicago.

“Right now the Tenderloin needs to be perceived in this city in a different way. It’s seen as the last neighborhood to be cleaned up, and that’s dangerous, because people want to come in here and speculate on the real estate and everything else. Tenderloin HIP can help us show the rest of the city that the Tenderloin is a pretty high-functioning little community and one of the last places that poor people can live in San Francisco. We need to say, ‘Yes that’s true, and we’re proud of that.’ If San Francisco is really the most European of US cities then it ought to look like a European city, which means it has places for everybody.”

Participants would be asked to prioritize the needs of the Tenderloin over their own individual interests, which meant their own organizations might not get Tenderloin HIP funding.

There was one more element of the funding that needed explaining. Tenderloin HIP would fund the capacity for organizations and agencies to work differently together. But ultimately, they weren’t the ones who would be making the grant recommendations. Once again, these decisions would be up to the collective through the Community Advisory Committee. This was significant, because participants would be asked to prioritize the needs of the Tenderloin as a whole over their own individual interests, which meant that their own organizations and projects might not get Tenderloin HIP funding. “Kevin and Abbie said, ‘We aren’t going to go anywhere unless you guys think of the bigger community piece,’” says David Knego. “We’re going to seek real change by everyone giving up something in order to focus on the issues that everyone says are most important.”

Still, many were happy to navigate this tension in service of the initiative’s audacious goals. “People in the Tenderloin have come together around a big idea before, but there was never a source of funding identified. With Tenderloin HIP, it was identified from the beginning,” says Dina Hilliard, executive director of Safe Passage, a community-created organization that enlists volunteers to help children navigate the neighborhood’s most unsafe blocks before and after school. “So people believed that what we decided could really happen. We weren’t planning a dream, we were planning change.”



CONNECTING THE DOTS

Tenderloin HIP's three stakeholder meetings were held sequentially, each one building on the next. Each session was highly interactive, with participants spending much of their time in small groups, working through a series of well-planned exercises that pushed their thinking in more collaborative directions and helped them view their work and their contributions through a community health lens.

That last part was new for many of the city agencies present. "Agencies like Recreation and Parks and the Planning Department don't usually see their work as being important to health," says Amy Cohen, director of neighborhood business development for the city's Office of Economic and Workforce Development, who became a key Tenderloin HIP partner. "But that perspective started changing during Tenderloin HIP's process."

Most of the leaders were focused on a subset of the Tenderloin's issues and opportunities, and not on the neighborhood as a whole.

Many of the early exercises were designed to prompt the gathered leaders to think far outside the constraints under which they normally operated. "There can be a strong scarcity mentality in this neighborhood, especially among nonprofits that often have to compete for even small amounts of funding," explains Jennifer Kiss. Moreover, in

their day-to-day work, most of the leaders were focused on a subset of the Tenderloin's issues and opportunities, and not on the neighborhood as a whole. In order for Tenderloin HIP to truly have the impact all were seeking, they needed to start by thinking big and outside the box, without worrying for the moment about the "how."

In one exercise, small groups spent time brainstorming ideas for major neighborhood improvements, with no idea considered too outlandish. In another, they were asked to share a specific hope for a healthy Tenderloin, an exercise that got to the core of what drew these leaders to their work. And throughout each meeting, a giant six-by-eight-foot "vision poster" was positioned prominently in the room, featuring a drawing of what a healthier Tenderloin could look like that had emerged from the SFHIP community process. In it, residents rode bikes down tree-lined streets, storefronts glistened, and park benches dotted every sidewalk. There was even an urban farm plopped in the middle. All of these details were designed to challenge participants to broaden their perspectives about what might be possible.

But it was another visual that soon became the linchpin of Tenderloin HIP's process and strategy: a map of the present-day Tenderloin itself. During the stakeholder sessions, participants spent much of the time discussing the neighborhood's assets. Just how many organizations and agencies were working in the Tenderloin, and where? How did their



RITA SHIMMIN

CO-EXECUTIVE DIRECTOR, GLIDE

Shimmin serves as GLIDE's co-executive director and also heads the development of staff trainings in the areas of cultural competence, personal transformation, and leadership development. In addition to her management work, she has been a trainer and coach for more than 35 years.

“One of the challenges of the neighborhood is its wild diversity. And that is also the beauty of the neighborhood—our biggest asset and our biggest opportunity for doing the kind of work that most of us as nonprofits and healing institutions do. All of us are very concerned about displacement and the neighborhood losing its welcoming tone for refugees, immigrants, and the really poor. But how do you preserve that as you're ‘improving’ the neighborhood? Individuals who are not wanted other places have come to the Tenderloin historically. And if it becomes not welcoming for low-income and marginalized people, then it becomes something different. These are conversations we are starting to have. I think coming together under Tenderloin HIP is making us look into the future a little bit further together.”

work intersect? Where did the users of their services actually live, and were they accessing services from a number of different organizations? What were city agencies doing? And what was already working well? They also talked at length about the Tenderloin's challenges—from its troubling crime problem to the many deep health and wellness issues afflicting its low-income residents—and what was missing in terms of services designed to address them.

One advantage of a place-based strategy is that many of the issues and opportunities surfaced during these discussions were literally mappable. At each session, leaders were given the opportunity to add new layers of information and intelligence to a giant Tenderloin map, identifying exactly where they saw problems and assets, gaps and opportunities, “dark spots” and “bright spots.” This focus on the map itself helped elevate everyone's individual intelligence about the neighborhood into a collective intelligence shared by the whole group. And, indeed, the granularity of participants' community knowledge proved stunning. One after another, they pointed out a street corner crowded with drug dealers here, a dilapidated building there, a new program gaining

traction over here, a brightly lit healthy corner store over there. As a consequence, the high-level conversation that tends to take place at multi-stakeholder gatherings quickly shifted all the way down to the ground, getting concrete and tactical.

At each session, leaders added new layers of information and intelligence to a giant Tenderloin map, identifying where they saw problems and assets, “dark spots” and “bright spots.”

At these sessions and in between, the map was further refined and enhanced, in large part through the work of Meg Wall, a senior epidemiologist in the Department of Public Health's environmental health and population health division. Demographic information was layered in, highlighting the blocks with the highest density of seniors and children. Critically, representatives from the San Francisco Police Department, the mayor's Office of Economic and Workforce Development, the San Francisco Municipal Transportation Agency, the San Francisco Department of Public Works, and other city agencies

also added their intelligence to the map, which helped everyone to see how the work of the city and the work of community were or were not already aligned. More and more information followed, until the whole ecosystem at work in the Tenderloin began to materialize on a single map.

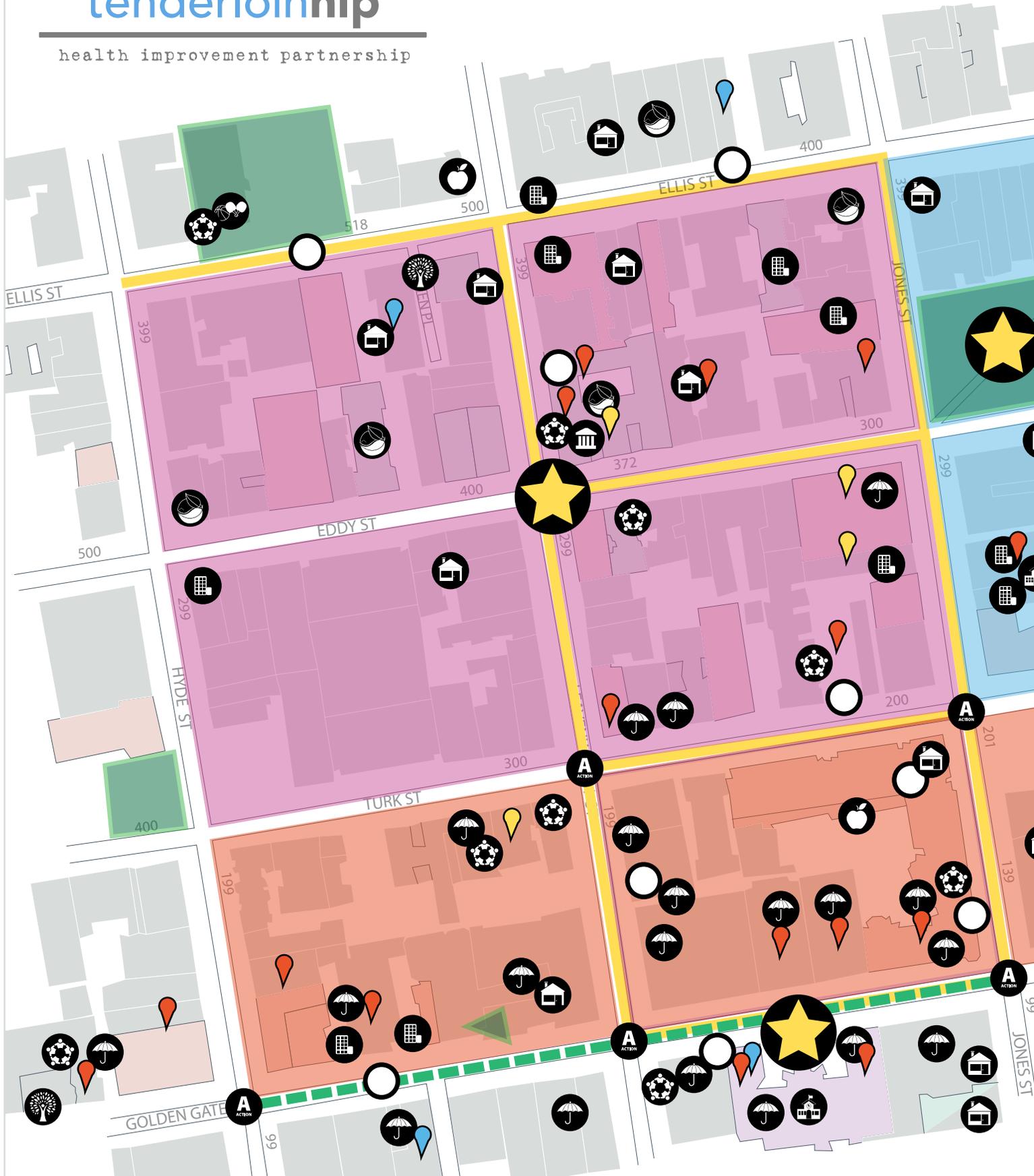
And that map now revealed some important patterns. The blocks with the most children and seniors were often also the ones with the most concentrated crime. Most of the nonprofits working in the neighborhood were clustered together rather than spread out, sometimes with more than a dozen located within the same few blocks.

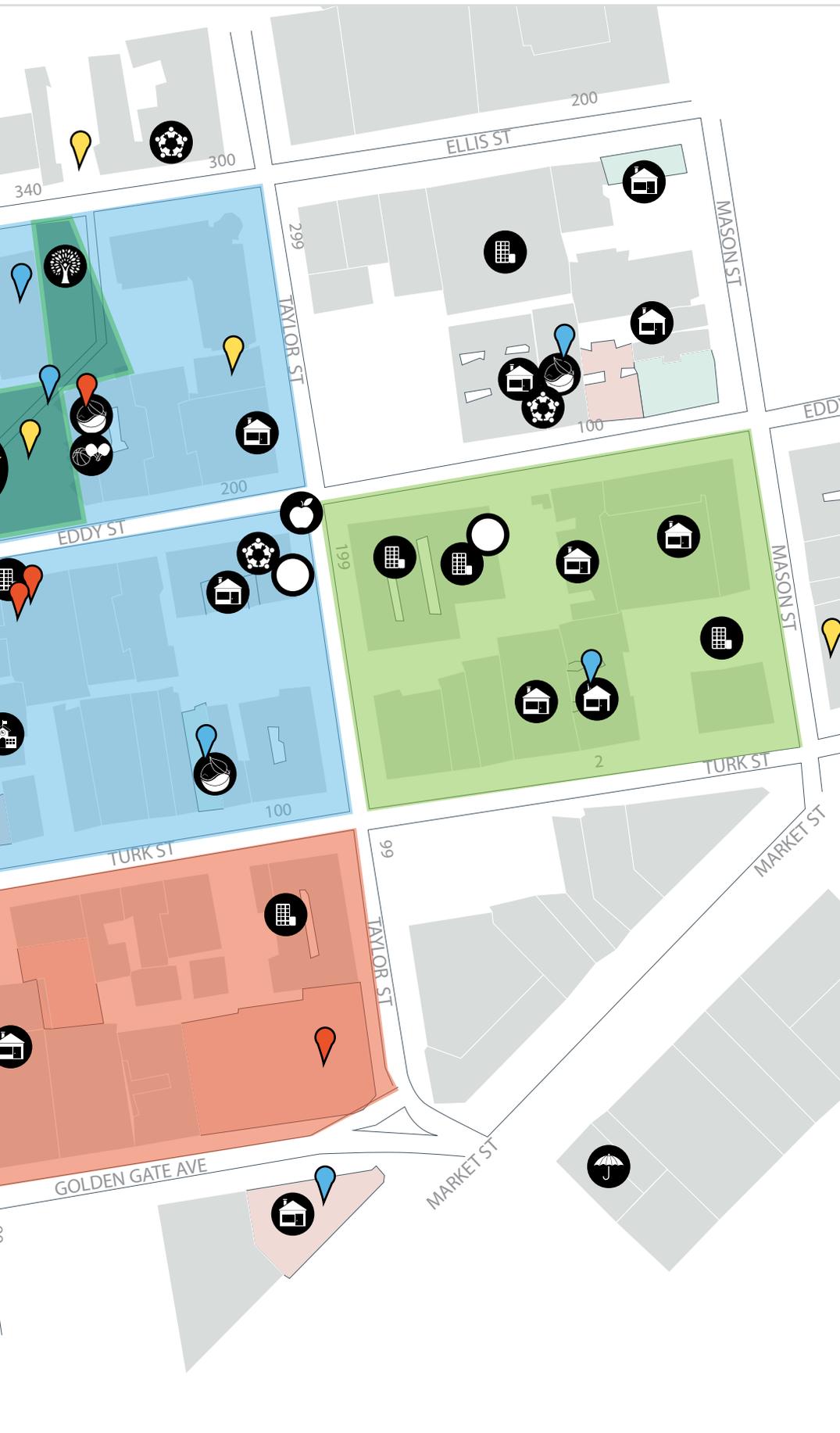
Meanwhile, leaders who had been operating in the neighborhood for years learned things they didn't know as a result of this process—and saw overlaps and synergies they hadn't seen before. “Most of us know intimately our own section of the Tenderloin, but not what's happening in all the other sections,” explains Rita Shimmin, co-executive director of GLIDE, a social change organization now in its fiftieth year in the Tenderloin. Adds Pat Zamora, the Tenderloin area director for the Boys & Girls Clubs: “We were all like dots in a picture, focused on our own issues or areas. We needed help seeing not just the big picture but what we could do about it.”



tenderloinhip

health improvement partnership





-  Tenderloin Museum
-  Four Corner Fridays
-  TLHIP Stakeholder
-  TLHIP CAC Steering Committee Member
-  Tenderloin Healthy Corner Stores
-  TEDP Business
-  Golden Gate Safety Group
-  Green Mobile Health Education Kitchen Site
-  Safe Passage Partner
-  Open Space
-  Nonprofit Supportive Housing
-  Community Garden
-  School
-  Public Recreation Center
-  Community Center
-  Safe Passage After School Program Along Safe Passage Route
-  Safe Passage Route
-  Sidewalk Activation
-  TLHIP Gamechanger
-  TLHIP Action Zone A
-  TLHIP Action Zone B
-  TLHIP Action Zone C
-  TLHIP Action Zone D



Students at the Tenderloin's De Marillac Academy

FINDING FOCUS

Given the density of issues and assets now crowding the map, it quickly became clear that 40 square blocks was too big an area to target, and that Tenderloin HIP would need to narrow its focus further or risk not making significant progress anywhere. Participants studied the map, block by block, looking for an entry point. Three areas, comprising 10 blocks total, stood out. These areas had some of the worst problems as well as some of the most promising assets—in other words, both the darkest and the brightest spots at once. “It became obvious that these areas needed to be our focus,” says Abbie Yant.

Participants studied the map, block by block, looking for an entry point. Three areas, comprising 10 blocks total, stood out.

During the second stakeholder session, participants divided into three groups, one for each block area identified. Action Zone A focused on the corner of Leavenworth and Eddy, where the new Tenderloin Museum—a bright spot—was scheduled to open the following year. Action Zone B covered two square blocks east, with a still-closed but under construction Boeddeker Park right in their middle. Action Zone C highlighted a two-block stretch directly south of Action Zone A, where more than a dozen community organizations were bunched together.¹

¹ These Action Zones were originally identified during the stakeholder meetings as Blocks A, B, and C. A fourth Action Zone was later added at the request of the city.

ACTION ZONE SELECTION CRITERIA

To identify specific “Action Zones” within the neighborhood where Tenderloin HIP’s collective efforts could have quick and radiating impact, stakeholders used the following criteria:

- Blocks with properties that were less likely to gentrify
- Proximity of blocks to one another
- Blocks with key assets to build upon
- Safe Passage resident corridors
- Location of healthy anchor organizations for residents
- Density of families and seniors
- Ability of stakeholders to align on improvements

“You can’t take on an entire neighborhood as a whole and generate real projects and improvements, so the Action Zones were a great idea,” says the Office for Economic and Workforce Development’s Amy Cohen. A few years earlier, her agency had learned this intimately when creating its strategy for bringing tech companies to Market Street. By contrast, the Action Zone approach had the potential to create on-the-ground, near-term change right away. “Instead of being overwhelmed by this morass of difficulty, the Action Zones could create pathways through that morass, making it easier to fix.”

What needed to happen on these blocks to positively activate the sidewalks and help elevate the health and well-being of Tenderloin residents?

Each Action Zone group huddled around its own piece of the map, brainstorming what kinds of collaborative efforts, programs, and projects could not just improve resident health outcomes but be “gamechangers”—the kinds of interventions that could create or enhance bright spots at key points

in the neighborhood. What needed to happen on these blocks to positively activate the sidewalks and help elevate the health and well-being of Tenderloin residents? And how might they get it done? Most participants poured themselves into the effort. “We were blown away by how just stirring a little bit of hope really energized stakeholders to engage collaboratively in this work,” says Jennifer Kiss.

The very specific geographic focus of Tenderloin HIP’s work was not the only strategic choice stakeholders needed to make during this planning phase, however. They also needed to develop consensus around how SFHIP’s citywide priorities would apply to the Tenderloin and what neighborhood-specific priorities would emerge to guide Tenderloin HIP’s collective work going forward. Indeed, it was while studying the possible interventions they could make in each Action Zone that these became obvious. “Community connectedness” and “access to healthy choices” stood out as two clear priorities. But it was another priority that became immediately apparent as the most critical and urgent to the community as a whole and to the success of everybody’s work.



That priority was safety. In the Tenderloin, the impediments to safety—from dirty needles and open-market drug sales to traffic congestion, lack of open space, and sanitation issues—were vast. Safety was something that everyone was grappling with, but nobody could solve on their own—and yet no one organization’s outcomes could be achieved without it. While participants had been enthusiastic throughout the process thus far, when the core focus shifted to safety, they grew even more animated. “It was a tremendous catalytic force in the stakeholder meetings, because everyone’s outcomes were being hindered by safety,” explains Abbie Yant. “Safety was the common denominator.”

“Everyone’s outcomes were being hindered by safety,” explains Saint Francis Memorial Hospital’s Abbie Yant. “Safety was the common denominator.”

While safety meant something very different to a youth organization than it did to, say, an organization serving the homeless or to the police, the gathered leaders immediately saw the value in approaching the issue collectively. The San Francisco Police Department’s Tenderloin District captain, Jason Cherniss, a key participant in every stakeholder meeting, drove home that it was only by everyone taking individual and collective responsibility that the neighborhood could become safe. In other words, safety was everyone’s problem—and its impact on the ability of residents to take advantage of programs and services, navigate the neighborhood’s sidewalks, and enjoy healthier and less stressful lives was nothing short of profound. “If we could impact safety, then we would impact health,” says Yant. “So there was our start.”





SHIFTING FROM STRATEGY TO ACTION

With Tenderloin HIP's geographic focus and top priorities identified, the collective quickly shifted into action, working hard to make progress on both their short-term and long-term objectives. Tenderloin HIP began convening sector groups comprising both public and private partners around a number of the neighborhood's many complex issues, starting with mental health, and later moving to substance abuse and recovery, needle disposal, housing and gentrification, and resident workforce and leadership development. The objective of these convenings, which are ongoing, was not to "solve" these long-entrenched problems but rather to discover existing synergies among the organizations already addressing them and identify critical gaps in community services—in other words, to start to rebuild the continuum to health that is needed to improve health outcomes in the neighborhood.

Over the course of its first funding year, Tenderloin HIP made close to \$900,000 in new community investments.

Recognizing that some early strategic successes would pave the way for the collective to dig deeper into these more complex long-term issues, Tenderloin HIP invited community organizations to submit proposals for "gamechanging" projects aligned with one or more of the Tenderloin HIP priorities. Critically, Tenderloin HIP made it clear from the outset that it was not going to be a straight-up

program funder. Rather, it would offer "glue funding" designed to bolster the capacity of organizations and agencies to work more collaboratively together in service of the entire neighborhood.

Meanwhile, the Saint Francis Foundation began its fundraising in earnest, and soon thereafter Tenderloin HIP's grantmaking commenced. Over the course of its first funding year (July 2014–July 2015), Tenderloin HIP made close to \$900,000 in new community investments, primarily through four major "gamechanger" grants, each of which is highlighted below. Importantly, each of these projects was recommended to the foundation board by the newly reconstituted Community Advisory Committee, now including more than 25 members from a broad range of sectors across both public and private spheres. All were now actively engaged in both strategy and grantmaking for the collective. Several of the projects received city funding as well, mainly from the Office of Economic and Workforce Development. This alignment of public and private investment—a core tenet and goal of the Tenderloin HIP initiative—would amplify each grantee organization's ability to turn its work into an even larger "bright spot" for the neighborhood.



TENDERLOIN HIP AND THE OEWD: CREATING A CRITICAL PUBLIC-PRIVATE PARTNERSHIP

In 2011, San Francisco launched its Central Market Economic Strategy to revitalize a long-neglected five-block stretch of Market Street, a major urban thoroughfare that abuts the Tenderloin neighborhood. Led and managed by the Mayor's Office of Economic and Workforce Development (OEWD), the strategy sparked significant new investment on Market Street and brought several major tech companies into the area. But to sustain its strategy, OEWD realized it needed to do more than just attract new companies and investments. "We needed to focus on equity and on supporting the people who already lived in the area, including residents of the Tenderloin," says OEWD's Amy Cohen.

In 2014, OEWD began revising its Central Market Strategy. However, given the neighborhood's challenges and its many varied players, figuring out where to begin proved daunting. "There are just so many organizations operating in the community that figuring out where to go first was really challenging," says Sarah Ritter, a consultant to OEWD. Enter Tenderloin HIP, which quickly became a key city partner, helping to shape and guide the revised strategy and urging OEWD to formally include the Tenderloin in the strategy this time around. In turn, the partnership with OEWD helped Tenderloin HIP deepen its engagement with city agencies and area businesses beyond what it could have done on its own.

Inspired in part by Tenderloin HIP's effort to bring so many organizations together to mutually achieve a set of shared priorities, OEWD reinstated an interagency task force that is helping to bolster coordination among the 35 city agencies working in the Tenderloin. Ultimately, Tenderloin HIP's Action Zones became embedded in the city's new Central Market/Tenderloin Economic Strategy, and Tenderloin HIP and OEWD have also co-funded many of the "gamechanger" projects and initiatives launched in these zones. "The partnership continues to be a great way to move our mutual work forward," says Cohen.

TENDERLOIN SAFE PASSAGE

Tenderloin HIP's first grant went to Safe Passage, a volunteer-run organization launched in 2008 by Tenderloin moms to help neighborhood children walk safely to and from school. Safe Passage regularly posted friendly volunteers at high-risk street corners before and after school, and had painted a sidewalk mural that visually marked a safe path through 11 Tenderloin blocks. Unchaperoned children could follow the path—which linked churches, schools, several major housing sites, and after school programs—instead of having to choose their own route.

Expanding Safe Passage's reach and impact by adding more blocks and corners to its route seemed like an obvious, high-impact way to begin bolstering neighborhood safety.

At the Tenderloin HIP stakeholder sessions, Safe Passage had come up repeatedly in conversation in all three Action Zone groups. Because organizations

and agencies in every zone relied on its services, expanding Safe Passage's reach and impact by adding more blocks and corners to its route seemed like an obvious, high-impact way to begin bolstering neighborhood safety. While thrilled by the endorsement, Safe Passage's executive director, Dina Hilliard, also felt overwhelmed by it. "Everyone kept talking about Safe Passage and what we could do," says Hilliard. "It was great that the neighborhood has prioritized us as a potential gamechanger, but we had no infrastructure and no staffing."

In late 2014, Safe Passage received a \$150,000 Tenderloin HIP grant to support its operations and help expand its route and its programs. Hilliard and her advisory board used the funds to hire staff and secure a fiscal sponsor. They also activated available resources to seed a new culture of safety in the neighborhood, recruiting and training enough volunteers to create a daily presence on corners that previously had been only sporadically occupied and planning an expansion of the existing safe route. "The goal is to have 15 corners covered every school day, which would require 40 volunteers daily," says Hilliard. Meanwhile, having a formal infrastructure in place has helped Safe Passage secure additional





outside funding—still another goal of the Tenderloin HIP grant. The organization is also partnering with Curry Senior Center to explore creating a similar sidewalk safety program and route for neighborhood seniors.

While much work remains, Hilliard and her colleagues are grateful to be in a position to explore these opportunities. “We wouldn’t be operational without Tenderloin HIP,” Hilliard says. “We didn’t have a lot of definition, but we had the potential to make a difference, and that was enough for them.”

BOEDDEKER PARK

The renovation of Boeddeker Park was well underway when Tenderloin HIP’s stakeholders gathered. As they had with Safe Passage, participants in those meetings spoke at length about the park and what its opening could mean for the Tenderloin. “There was so much hope about using this place as a physical space to rally around and engage

the neighborhood that it came out as a very clear place to work,” says the San Francisco Department of Public Health’s Meg Wall, who was instrumental in helping create Tenderloin HIP’s first maps. Adds Kevin Causey: “We saw right away that a successful Boeddeker Park was crucial. We wanted and needed a robust park.”

Ensuring that Boeddeker Park became the bright spot that everyone envisioned proved neither straightforward nor easy.

A large percentage of the Tenderloin’s residents live in single-room occupancy (SRO) units with no communal or recreational space, so creating a relaxing place for them to congregate, exercise, and be outside safely had the potential to impact the health and well-being of thousands of individuals. Likewise, the Tenderloin’s children have few outdoor options, and giving them a worry-free space to play and run could be transformative for them and psychologically uplifting for the entire community.

But ensuring that Boeddeker Park became the bright spot that everyone envisioned proved neither straightforward nor easy. The city’s Recreation and Parks Department had received an \$8 million investment from the Trust for Public Lands to renovate the park and build a new clubhouse, and the redesign was thoughtful and beautiful. However, there was no money in the budget for operating Boeddeker Park once it opened and no plan for how it would be staffed and activated. So Recreation and Parks put out an RFP, inviting a nonprofit organization to become the master tenant of the park’s new clubhouse and to take on both the management of the park and its programming, effectively outsourcing day-to-day responsibility for the park. The Boys & Girls Clubs—a key participant in the Tenderloin HIP stakeholder meetings—won the contract. However, they too lacked the funds to program the park.

Sensing a critical moment for Boeddeker Park's future, Kevin Causey and the Tenderloin HIP backbone team met with the Boys & Girls Clubs to talk about how to help them fulfill their mandate. Ultimately, the Boys & Girls Clubs would receive a \$250,000 Tenderloin HIP grant to program the park, but they would not be programming it alone. The YMCA and Safe Passage would also come in as anchor tenants, moving their headquarters to the park's clubhouse in order to work alongside the Boys & Girls Clubs, Recreation and Parks, and other local organizations to positively activate and provide programming within the park. Having a cluster of program partners centered in the park would mean collective management, collective programming—and, indeed, collective impact. As the Boys & Girls Clubs' Pat Zamora puts it: "When Tenderloin HIP brought us together under a collective impact umbrella, it changed the whole possibility of what could happen in and through this park."

There was another problem. In the ramp-up to its reopening, Causey and the Tenderloin HIP team convened numerous meetings with Recreation and Parks, the Trust for Public Land, the Boys & Girls Clubs, the YMCA, the police, and others to discuss Boeddeker Park's operations. During one of these convenings, it became clear that the issue of safety—Tenderloin HIP's most critical priority—had not been adequately addressed. The park had previously been overrun by drug dealers and gangs, yet there was no real security plan in place—not even a park ranger—to ensure safety in the park. "This was not a park that you could open and it would take care of itself," says Kevin Causey. "We knew that we couldn't make a responsible investment if Boeddeker wasn't safe."

Heated negotiations about what park security might look like ensued. Despite considerable initial resistance from the community, Tenderloin HIP's insistence that a police officer be stationed in the park—and that there be more frequent foot patrols from other cops in the community—eventually won out. A deal was struck between key stakeholders, and police resources were dedicated to the park. Tenderloin HIP offered \$50,000 in safety grants



to help defray the cost. Ten months later, that insistence has paid off profoundly. The park remains crime-free, and the officers assigned to the park have become models of community policing. They play basketball with residents, actively participate in community meetings, and know many park regulars by name. One officer recently donated a ping pong table to the clubhouse, while another started a boxing program for at-risk youth.

Since its reopening, Boeddeker Park has thrived. More than 200 children visit the park every day, and residents of all ages attend classes and programs in the clubhouse. Standing in the park and looking up, the view is still dominated by ramshackle buildings and crowded SROs. But more community organizations are now engaging with the park thanks to the leadership of its new tenants. Drug dealing and loitering around the park has decreased noticeably as the ripple effect of a safe and healthy park spreads beyond park perimeters. Graffiti has been replaced by children's chalk drawings. And the biggest patch of grass in the neighborhood shines bright. "Recently, there was a sighting of children playing on the grass barefoot," says Jennifer Kiss, "which is totally unheard of in the Tenderloin."

THE TENDERLOIN ECONOMIC DEVELOPMENT PROJECT (TEDP)

Another of the first-year major grants went to the Tenderloin Economic Development Project (TEDP), an organization that helps small immigrant- and refugee-owned businesses in the neighborhood become more profitable and self-sustaining. The Tenderloin boasts roughly 300 family-owned businesses, a third of which are restaurants owned by low-income immigrants. Recently, however, these businesses have been closing at the rate of one per month, thanks largely to San Francisco's exploding real estate market.

While already established at helping to stabilize, support, and advocate for the neighborhood's small business community, TEDP sensed that more could be done to halt the tide of loss of locally owned establishments. With its \$100,000 Tenderloin HIP grant, the organization accelerated its existing efforts by helping even more neighborhood businesses revise their business models; adopt new technologies (such as Square Readers, which would allow them to accept credit cards); utilize crowd-sourced lending platforms such as Kiva Zip to fund



small loans; implement online marketing and social media strategies; and negotiate more favorable lease agreements.



As part of its grant, TEDP also began working to identify and attract new businesses to the Tenderloin that could provide healthy food options, create local employment, and contribute to the neighborhood. In line with Tenderloin HIP goals, they helped scout for businesses that could move into vacant storefronts located along the Safe Passage route and throughout the Tenderloin HIP Action Zones, which would further help light up those blocks with positive activity and strong community stewards. TEDP also began hosting “Taste of the Tenderloin” lunches designed to introduce Tenderloin restaurants to the thousands of tech workers now populating Market Street.

Originally, the hope was that building and sustaining a more positive climate for locally owned small businesses would bolster the sense of community connectedness—Tenderloin HIP’s second priority—that comes from living and working in a neighborhood where “mom and pop” stores and restaurants can thrive. Instead TEDP’s business retention and attraction efforts are touching on all three Tenderloin HIP priorities at once. Strong businesses make sidewalks safer; local restaurants offering healthy food options make it easier for residents to eat well; and the ability of “underdog” establishments to gain a stronger foothold in a place full of underdogs is sparking pride across the neighborhood.

THE GREEN MOBILE KITCHEN HEALTH EDUCATION PROJECT

To begin addressing its third priority—increasing opportunities for healthy choices—Tenderloin HIP gave a \$139,000 grant to a pair of Tenderloin-based organizations with a unique approach to tackling this challenge head-on. Jeffrey Smith founded the health education organization From the Garden to the Table in 1996 as a way to empower low-income youth and their communities to improve their health through better food options. Meanwhile, Geoffrey Greer started the San Francisco Recovery Theatre to help Tenderloin residents battling substance abuse, mental health, or housing problems work through these challenges through positive theater experiences. Together, the two organizations proposed to help some of the Tenderloin’s most vulnerable residents develop healthier eating and living habits through a new initiative dubbed the Green Mobile Kitchen Health Education Project.

“Many [Tenderloin] residents and families haven’t been exposed to fresh products and don’t think of them when making a meal,” says Green Mobile Kitchen’s Jeffrey Smith.

Without question, the vast majority of Tenderloin residents lack easy access to affordable, fresh, healthy food. “Area stores do not have consistent basic food supplies, and many residents and families haven’t been exposed to fresh products and don’t think of them when making a meal,” says Smith. Not surprisingly, rates of obesity, heart disease, and other ailments related to poor food choices abound. The Green Mobile Kitchen Health Education Project was designed to help shift these trends in a positive direction. The two organizations are using their Tenderloin HIP grant to fund a series of demonstrations, classes, and theater experiences delivered onsite at 12 of the Tenderloin’s SRO hotels, each boasting more than 200 residents. All of these SROs are located in Action Zones A and B, among the

Tenderloin's most densely populated areas.

The Green Mobile team visits each SRO several times, engaging residents, families, and children in hands-on learning about how to cook meals more safely; how to access healthier, affordable fresh foods; and how to use environmentally sustainable materials and cleaning products. They also design and run classes and theater productions focused on healthy eating, physical development, and creating lifelong personal and community health. Part of the Tenderloin HIP grant was also used to literally make the project mobile through the purchase of a lime-green biodiesel van—a moving “bright spot” that is now frequently seen traveling around the neighborhood.

So far, the Green Mobile team's results have exceeded expectations. Ariel Fortune, community project manager at Delivering Innovation in Supportive Housing (DISH), which manages several Tenderloin SROs, wasn't sure what would come out of participation in the Green Mobile Kitchen Health Education Project. But so far the classes have made a huge impact, as did a recent “performance dinner”

for residents at one of DISH's SROs. “Tenants had been in a period of low morale, and our staff had been trying to think of ways to perk their spirits up,” says Fortune. “Jeff and Geoff swooped in with classic jazz tunes, upbeat and welcoming vibes, and a delicious meal to boot. The crowd couldn't help but smile, dance, and sing along. It was a room full of positive hope.”

FLEXIBLE FUNDING

As part of its neighborhood activation strategy, Tenderloin HIP set aside a small pool of funding that could be used to invest in emerging opportunities more quickly and responsively than normal grant protocols and cycles would allow. While this “flexible funding” came with formal criteria of its own—including a focus on building neighbor-to-neighbor connections, alignment with the TEDP and Safe Passage initiatives, and the ability to demonstrate measurable impact on the health of residents—it quickly proved highly valuable, enabling partner organizations to act fast on their ideas. They could



MIKE ANDERER

VICE PRESIDENT FOR MISSION ADVANCEMENT, DE MARILLAC ACADEMY

Prior to joining De Marillac Academy, Anderer served as president and executive director of San Miguel School in Chicago. He also co-founded the San Miguel School in Camden, following positions as a high school teacher, campus minister, and coach in Philadelphia and New Jersey. Anderer earned his BA and teaching certificate at Princeton University and his MA in theology at La Salle University.

“Our students love their neighborhood. It's where their home is, where they're growing up, it's what they know. At the same time, they know that there's something really not right about it. They know exactly what's going on outside, even as young as fourth or fifth grade, and even as the adults would like to believe that they don't. We know that extended exposure to the kinds of environmental triggers and stressors that students are experiencing on a daily basis has a long-term impact on their brain development and their learning, as well as on their prospects for long-term health. It is critical for us to attend to the ecosystem that these children and youth are growing up in.”

test new strategies, practice collaboration, or strengthen existing projects aimed at improving neighborhood health and safety—often just a day or two after asking for funding.

When the community organizing group La Voz Latina and a group of neighborhood Latina mothers proposed staging a “Take Back the Park” event designed to advocate for a safer and cleaner Sergeant John Macaulay Park—a small Tenderloin playground—Tenderloin HIP stepped in with flexible funding and support. Curry Senior Center received seed money to hire its first security guard, making it safer and easier for the 300 seniors it serves each day to approach its front doors. The organization then went to the city and county for a matching amount, but received five times the funding instead. Meanwhile, joint capability support was offered to Curry, St. Anthony’s Foundation, and GLIDE—three longstanding anchors in the neighborhood—to co-create a set of street safety guidelines that all organizations in the neighborhood can follow, with the hope that these guidelines will help spread a culture of safety. “Everyone’s been talking about that for 100 years, but nobody’s been able to put it into any sort of form,” says Curry’s Dave Knego. “We all have different philosophies for dealing with people on the street, but we want to pool what we know and come up with a clearer approach.”

“This group provides a sense that we’re all in this together,” says De Marillac Academy’s Mike Anderer.

Tenderloin HIP has also helped to support and strengthen collaborations that preexisted or developed alongside the initiative. In 2013, as the idea of Tenderloin HIP was still forming, more than two-dozen nonprofits working in what was later designated as Action Zone C began coordinating their efforts to make their blocks safer. They started holding monthly safety meetings to brainstorm what they could do to create stress-free sidewalks and to “take back their blocks” through positive activation.

They also created two rituals that continue to shine as area bright spots. At 2:30pm on weekdays, the bells at the neighborhood’s St. Boniface Church ring, prompting these organizations to send someone outside to sweep, wash a window, or walk around and talk to their neighbors—a practice designed to “activate” the sidewalk and help these organizations take ownership of what’s happening outside their doors. Meanwhile, during “Four Corner Fridays,” held on the first Friday of each month, the leaders and staff of each organization come out and occupy all four corners of intersections normally dominated by drug dealers. Each organization offers something different—from carnival games to free popcorn to poetry readings—on their corner. St. Boniface even sends out its choir.

The point of both these activities is to “give everyone a positive experience to put in their memory bank of what can happen on that corner,” says Mike Anderer, vice president for mission at De Marillac Academy, a tuition-free private school serving the neighborhood, and a leader of Action Zone C’s collective work. “It’s very easy for us in our individual organizations to feel like we’re the only ones experiencing this, the only ones who care. But this group provides a sense that we’re in this together, we’re going to try to improve this together.”

Tenderloin HIP has provided flexible funding to Anderer’s group—enough to buy Four Corner Friday t-shirts for everyone, underscoring the sense of common purpose and commitment to safety. But it is their other forms of support, says Anderer, that help the group to keep going. “Someone from Tenderloin HIP is always at our meetings, and they have really shined the light on what we’re doing there and want to do there,” he says. “I think part of the reason so many city departments are now showing up at our safety meetings is because Tenderloin HIP is saying, ‘You need to go talk to this group.’” But it is clear that much work remains. “Until drug dealers are gone 24/7, it’s still a risky place for everybody around here,” says Anderer.



Seniors at Boeddeker Park walk the perimeter track, utilize the exercise equipment, and practice Tai Chi in the courtyard overlooking the community garden. The Tenderloin has the city's second-largest senior population outside Chinatown.

EMERGING LESSONS AND OUTCOMES

Less than two years into its existence, the Tenderloin Health Improvement Partnership is already gaining recognition for its place-based approach to collective impact. In April 2015, the Institute for Healthcare Improvement selected Tenderloin HIP as one of 20 “pacesetter” communities in the country to participate in its 100 Million Healthier Lives campaign, a global initiative to improve the health and well-being of 100 million people by 2020. Tenderloin HIP is also influencing San Francisco city policy—a gamechanging impact of its own. In early 2015, the Tenderloin HIP Action Zones were incorporated into the mayor’s formal plan to revitalize central San Francisco, bringing the Tenderloin into the city’s economic strategy for the first time in decades—and creating the potential for even more resources and more public and private partners to be drawn into the alignment and coordination that Tenderloin HIP is fostering.

In early 2015, the Tenderloin HIP Action Zones were incorporated into the mayor’s formal plan to revitalize central San Francisco, bringing the Tenderloin into the city’s economic strategy for the first time in decades.

Systems change takes a long time to bring about, and it is too soon to say what kind of long-term impact Tenderloin HIP will have on health outcomes in the Tenderloin. However, the Saint Francis

Foundation and Saint Francis Memorial Hospital have already established a set of metrics and an evaluation framework designed to catch early indicators that the initiative is having the ripple effect it was designed to create. In the meantime, the feedback and data that the Tenderloin HIP team has been gathering continuously since the project’s inception suggests that Tenderloin HIP and its investments are, indeed, beginning to stir new kinds of positive change in the neighborhood.

TEDP has already helped more Tenderloin small businesses gain firmer footing. Through its programs and street presence, the Green Mobile Kitchen Health Education Project has helped hundreds of residents explore new and healthier food choices. Thousands of the Tenderloin’s children will breathe easier during their walks to and from school this year and every year hence thanks to the more robust program and expanded route of Safe Passage. And 33,000 people who for years have lacked easy access to open space can now gather, learn, and run their toes through grass at Boeddeker Park.

One of the biggest early impacts has been on nonprofit and city leaders themselves. Many report having a different level of conversation with other leaders than they have ever had before, despite working in the same neighborhood or even on the same block for years. And those conversations are leading to more mutually supportive networks and relationships. “They are figuring out how to stretch



a little bit of what they're doing—or do what they're doing a little bit differently—to reinforce each other,” says Tenderloin HIP consultant Lenore Goldman.

Many of the leaders who joined Tenderloin HIP's community advisory committee (CAC) say that its greatest perk is the opportunity it creates to listen to and absorb perspectives other than their own. “It's increased my knowledge of what's going on, and helps me appreciate the mindsets of my collaborators in the neighborhood,” says St. Anthony Foundation's Barry Stenger. As De Marillac Academy's Mike Anderer puts it: “The better we know each other, the better the whole ecosystem is.”

Of course, the Tenderloin HIP initiative is not without its challenges. In a neighborhood this compressed, creating a “bright spot” in one area can cause a “dark spot” to form in another, as illicit activity moves itself elsewhere on the map. The initiative is also, by design, moving incredibly fast, prompting some to worry that opportunities might be missed unless more time is built in for reflection and discussion. “Sometimes we need to stop and say, ‘What are people thinking?’ Because they are thinking more than what we have time to hear,” says one CAC member. And as Tenderloin HIP's activities and influence continue to expand, it remains to be seen how the initiative's small backbone team will

continue to play so many vital roles—as conveners, connectors, fundraisers, facilitators, negotiators, mentors, and more—without the risk of spreading themselves too thin.

Despite these challenges, there is no doubt that, with Tenderloin HIP, the Saint Francis Foundation and Saint Francis Memorial Hospital have taken their commitment to serving their community to a new level. “I've never seen a hospital get its hands this dirty,” says the Department of Public Health's Meg Wall. “It is very new for a hospital to step into this territory where they're not just seeing themselves as providers of medical services but actually trying to prevent people from having to use their services in the first place. In my mind, they have gone above and beyond what any other hospital in San Francisco has done. It's a model for what a community benefit could look like for nonprofit hospitals throughout the U.S.”

The partnerships that have formed between the hospital, the foundation, and Tenderloin HIP grantees are also proving transformative. “The resources, the manpower, the strategic thinking, the thoughtfulness, the convening with different groups in the community, and all of it backed it up with funding and technical learning opportunities: we couldn't have gotten where we are without

Tenderloin HIP,” says Boys & Girls Clubs’ Pat Zamora. “They don’t feel like an average funder,” adds Safe Passage’s Dina Hilliard. “They feel like a partner. They’re in it with us. It’s really a unique dynamic and it’s rare.”

“As a hospital in this neighborhood, we have both the moral responsibility and the institutional heft to be an engine of change,” says Kevin Causey.

It is that level of commitment, and that certainty that the Tenderloin can become a place of health, that has already helped create a new kind of asset among the leaders toiling to create change in the neighborhood—a feeling of hope that is difficult to place on a map. “This is a different way of working,” says GLIDE’s Rita Shimmin. “We talk all the time about the issues that we have to deal with on a day to day basis. But I think coming together under Tenderloin HIP is making us look into the future a little bit further together.”

At some point in the future, the Saint Francis Foundation and Saint Francis Memorial Hospital hope that Tenderloin HIP and its priorities become so embedded within the Tenderloin that the backbone role they now play becomes obsolete. “We want to perpetuate a habit of collaboration to the point where we don’t need to keep inspiring it,” says Kevin Causey. How long might that take? As long as necessary, Causey says. “As a hospital in this neighborhood, we have both the moral responsibility and the institutional heft to be an engine of change. When anybody asks me about our endgame, it is always that the neighborhood gets better, period.”

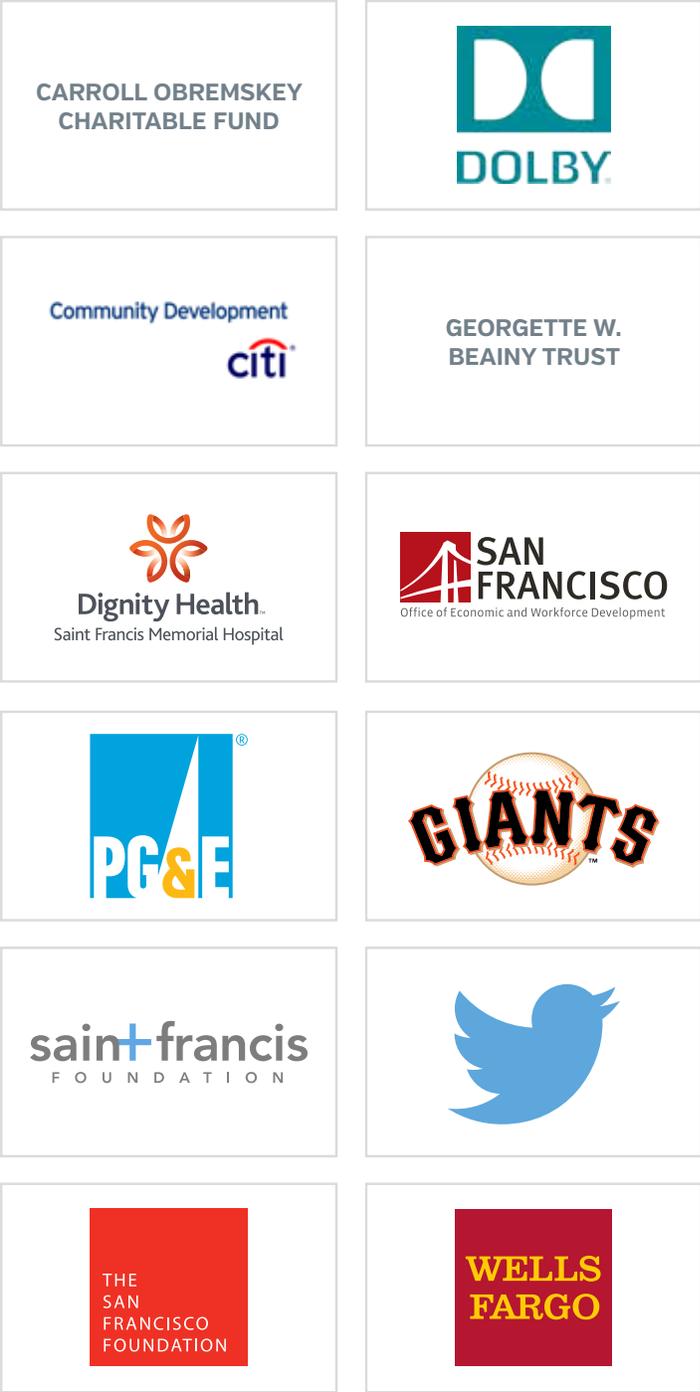
Until that day comes, Saint Francis will continue to lead, build on the successes to date, and work to galvanize the skills and resources necessary to solve these many complex problems.

A TIMEFRAME FOR IMPACT

In January 2014, Tenderloin HIP’s evaluator, Cristobal Consulting, began working in concert with the Tenderloin HIP Evaluation Committee, the CAC, and each of the grantees to develop a framework for measuring the impact of their work. Ultimately, this framework will help Tenderloin HIP tell the story of how its place-based strategy has positively impacted the health of Tenderloin residents and decreased Saint Francis Memorial Hospital’s charity care. Like other complex initiatives throughout the country, Tenderloin HIP expects to see changes at the grantee level in the “early years” (years 1–4); changes at the collective level in the “early” and “middle years” (years 1–8); and changes at the population and systems level in “later years” (after year 8).



THANK YOU



OUR FUNDERS

Fundamentally, both the short-term and long-term success of Tenderloin HIP hinge on the willingness of scores of nonprofits and government agencies to collaborate for impact. But just as foundational is the way that leaders in the funding community have responded to the initiative’s pooled funding approach—another form of collaboration that, in this case, has already proved critical to the initiative’s ability to drive collective impact. The overwhelmingly positive response to this novel funding approach—and the deep collaboration it has engendered among formerly siloed funders—suggests that Tenderloin HIP is on the right track, and that the power of this pooled approach is being felt not just in the community but among funders themselves. “It is not just their dollars but their participation, their spirit of collaboration, and their genuine excitement about tackling challenges differently and together that are helping to spark real change in this community,” says Tenderloin HIP’s Jennifer Kiss.

TENDERLOIN HIP BACKBONE TEAM

Saint Francis Foundation

Kevin Causey, *President*
Kevin.Causey@dignityhealth.org

Jennifer Kiss, *Director, Tenderloin HIP*
Jennifer.Kiss@dignityhealth.org

Saint Francis Memorial Hospital

Abbie Yant, *Vice President, Mission, Advocacy, and Community Health*
Abbie.Yant@dignityhealth.org

Jennifer Lacson, *Manager, Community Benefit & Emergency Management*
Jennifer.Lacson@dignityhealth.org

WRITING: Jenny Johnston
DESIGN: J Sherman Studio
PHOTOGRAPHY: Henrik Kam

TENDERLOIN HIP COMMUNITY ADVISORY COMMITTEE

Michael Anderer, *Vice President Mission and Advancement*, De Marillac Academy

Darryl Burton, *Healthcare Policy & Economic Analyst*, Office of the Regional Administrator Centers for Medicare and Medicaid Services

Michaela Cassidy, *CEO & President*, Aspen Affiliates

Don Falk, *Executive Director*, Tenderloin Neighborhood Development Corporation

Paula Fleisher, *Navigator*, Community Engagement and Health Policy (CEHP) Program and San Francisco Health Improvement Partnership (SFHIP), University of California, San Francisco

Carmela Gold, *President of the Board of Trustees*, North of Market Improvement Corporation (NOMNIC/TEDP)

Teresa Gracie, *Captain*, Tenderloin Police Station

Robert Harvey, MD, *Chair, Chief of Staff*, Saint Francis Memorial Hospital

Richard Heasley, *Executive Director*, Conard House

Katy Johnson*, *Vice President, Regional Manager*, Wells Fargo

Victoria Joseph, *Senior Vice President, Northern California Regional Manager*, Citi Community Development

David Knego, *Executive Director*, Curry Senior Center

Duncan Ley, *Partner*, Tonic Nightlife Group

Kathy Looper, *Executive Director*, Reality House, Inc./ Cadillac Hotel

Fraser McAlpine, *Attorney*, Jackson Lewis LLP

Nicole McGee, *Trustee*, Saint Francis Foundation

Susie McKinnon, *Associate Director*, Tenderloin North of Market Community Benefit District

Sonia Melara, *Executive Director*, Rally Family Visitation Services

Angie Pratt*, *Director of Community Engagement*, NCPHS SF Senior Center

John Rampulla, MD, *Physician*, Saint Francis Memorial Hospital

Katy Richey*, *Corporate Sustainability*, PG&E

Rita Shimmin, *Co-Executive Director*, Glide

Barry Stenger, *Executive Director*, St. Anthony Foundation

Pedro Torres, *Director of Operations and Prevention*, Center for Open Recovery (COR) [formerly National Council on Alcoholism-Bay Area]

Joseph Tsang*, *Senior Property Manager*, Mercy Housing

Meg Wall, *Lead-Land Use Planning and Health*, SFDPH -Environmental Health Protection, Equity, and Sustainability, Population Health Division

Pat Zamora, *Area Director*, Citywide Arts Program, Treasure Island Clubhouse, Tenderloin Clubhouse Boys and Girls Clubs of San Francisco

YOU SEE, I SEE

by Britney Pirring, Tenderloin 8th grader,
De Marillac Academy

You see gum-covered, dark gray pavement. I see a man on the pavement praying for help.

You see an ambulance proving how dangerous this neighborhood is.

I see a person who is about to save the life of another.

You see a beige building with broken windows and stained walls. I see a mom taking care of her four children, saving all her money for their future.

You see a gloomy neighborhood, scary and stained.

I see a hopeful community, learning and living.



*No longer active for FY16

WANT TO HELP TRANSFORM THIS NEIGHBORHOOD?

JOIN US!

Together we're making a big difference in the Tenderloin

IMPROVING HEALTH AND SAFETY

**BUILDING A NEW, COLLABORATIVE MODEL
FOR POSITIVE CHANGE**

**IMPROVING THE LIVES OF WORKING FAMILIES
WHO LIVE IN THE TENDERLOIN**

Call or email

Jennifer Kiss, Director Tenderloin HIP
at (415) 425 0378, or jennifer.kiss@dignityhealth.org

saintfrancisfoundation.org

