

TRANSFORMING COMMUNITIES INITIATIVE

Proviso Partners for Health, Proviso, Ill.

Funded by Trinity Health, the four-year Transforming Communities Initiative (TCI) supported eight communities to build capacity for — and successfully implement — policy, system, and environmental (PSE) change strategies. Each collaboration — involving a lead community organization with a full-time TCI-funded program director, the local Trinity Health hospital, and other partners — received grant funding and technical assistance and participated in peer learning opportunities. This site profile, prepared by the cross-site evaluation team at the Georgia Health Policy Center in partnership with the local partners, outlines the work and impact supported by TCI between 2016 and 2020.

The Partnership

Proviso Partners for Health (PP4H) is a community-led coalition established in 2012. The vision of PP4H is a thriving, safe, healthy, and inclusive community built on love. The PP4H coalition places equity at the center of its community-driven work and uses an inclusive equitable community engagement process to codesign and implement policy, systems, and environmental (PSE) changes. PP4H's PSE strategies supported with TCI funding advanced resilient local food systems, promoted Tobacco 21 policies, enhanced local school wellness policies to promote physical activity, and supported safe routes to schools efforts. In its work, PP4H encourages the collaboration of local stakeholders and community resident partners, leverages local resources and assets, and promotes leadership development to create environments that promote healthy living by improving health equity and economic opportunity. PP4H's 30-plus partners work to dismantle organizational silos that often exist in communities with limited resources and disinvestment.

PP4H Partners

- 40 Acres Fresh Market
- Alliance for a Healthier Generation
- American Planning Association–Illinois Chapter
- Black Oaks Farmers
- Chicago Botanic Garden–Windy City Harvest
- Coalition for Spiritual and Public Leadership
- Consortium to Lower Obesity in Chicago Children
- Cook County Department of Public Health
- Endelo Institute
- Grow You Organic
- Greater Chicago Food Depository
- Housing Helpers Inc.
- Loyola Medicine
- Loyola University of Chicago
- Maywood Park District
- Maywood Police Department
- Maywood Proviso Arts Council
- New Hope Rising
- Proviso School districts 89 and 209
- Proviso Township Youth Services
- Public Health Institute of Metropolitan Chicago
- Respiratory Health Association
- ReUse Depot
- Stockyards Brick & Timber
- Sugar Beet Food Coop
- Trusty Cup Productions
- University of Illinois Extension

Proviso Township, home to PP4H, is located in the western suburbs of Cook County, Ill. PP4H collaborates with community resident partners and stakeholders from Maywood and three nearby Proviso communities, Bellwood, Melrose Park, and Broadview, with a total of 151,700 residents. This area has the highest rates for heart disease, cancer, and stroke.

Economic barriers, lack of access to health services, inaccessible healthy food choices, limited public transportation, deferred infrastructure improvements, as well as underfunded public educational institutions present ongoing challenges

"Inclusivity, shared power, and distributive leadership are central tenets that guide the PP4H coalition's approach for engaging community residents in coleading PSE strategy development, implementation, and evaluation. ... Resident leaders identify priorities, goals, and overarching purpose."

to resident leaders who are committed to leading from within to create opportunities that significantly improve health equity, economic opportunity, and quality of life in their community.

PP4H is not an independent 501(c)(3) and required a fiscal agent to manage the fiscal responsibilities for the TCI grant. Fiscal agency for PP4H was initially provided by Loyola University Chicago and transitioned to Public Health Institute of Metropolitan Chicago (PHIMC) at the end of TCI's second year. PHIMC is based in Chicago, approximately 12 miles east of Proviso township.

Approach

PP4H hubs were organized by areas of interest. Hubs included Economic Justice and Community Leadership Academy, Food Justice, Elementary School Wellness, High School Wellness, and Tobacco-Free Living. Over the course of TCI, communications and backbone functions became more efficient while strategic decisions and implementation remained the responsibility of hubs. Individual hubs, run by pairs of community leaders and multisector partners, met regularly to implement objectives and then collectively on a quarterly basis to share accomplishments, lessons, and resources.

- PP4H used about **32%** of their TCI funds split between program director, program coordinator, and other staff/leadership salary.
- PP4H issued subawards to partner organizations with an additional **49%** of funds.
- PP4H leveraged more than **\$500,000** in matching funds, including business, public health, community-based organizations (CBOs), other coalitions, academic institutions, municipal agencies, and foundations.



One result of PP4H's community-driven approach was the large in-kind contributions of time, space, and other contributions to the work of the coalition. As one of two communities to host a TCI Learning Institute — a convening of all the TCI sites, Trinity Health, and technical assistance providers — PP4H shared its community transformation work with seven other TCI sites.

Areas of Impact

TCI strategies were set by community members and leaders. Strategies changed over time to reflect community priorities. Often one strategy would transition into another as it was honed through dialogue with community members to better target priorities. Strategies also changed as PP4H accomplished milestones and goals over the four-year grant.

"The PP4H team made significant progress by the end of Year 4 laying groundwork for community infrastructure that supports equitable economic development, local entrepreneurship, and transformative solutions. In addition to plans for creating spaces to house operations of PP4H's VeggieRx and Community Leadership Academy, these community-designed, owned, and -operated hubs will incubate, develop, and support small businesses and social enterprises for underemployed Black and Latinx Maywood residents."

DOMAIN	YEARS	PROGRESS AND OUTCOMES INFLUENCED BY TCI-SUPPORTED WORK
 Build PP4H's Coalition Infrastructure	2–4	Added five partner organizations, strengthened relationship with Loyola Medicine through collaboration on the community health improvement planning process, developed a communications plan and quarterly newsletter, and expanded coalition's contact database.
 Community Engagement	2–4	Coached and developed leadership in 943 residents in PSE leadership, worker-owned cooperatives, or evaluation, with 75 graduates of the Community Leadership Academy (CLA). Between 71% and 100% (depending on cohort) of participants reported an increase in their understanding of the topics covered. <i>Estimated reach: 943 residents</i>
 Promote Social Enterprises in Maywood	2–3	Connected five social enterprises with 20 potential local institutional clients. Three social enterprises incorporated as businesses, and \$65,401 in gross income was generated by social enterprises incubated or supported by PP4H.
 Increase Food Access	1–4	The Giving Garden produced 8,724 pounds of produce since 2015 and sold 926 pounds at low-cost farm stands in Maywood. An additional 13,174 pounds of produce, harvested from the Giving Garden and partner farms, was donated to community partners. <i>Estimated reach: 11,946 (30% of population within one mile of PP4H-supported food access work)</i>
 Promote Smart Routes	3–4	The Smart Routes to School pilot at Irving Middle School was launched in August 2019. In Year 4, 100 youth participated in Smart Routes each day between Aug. 1, 2019, and Nov. 30, 2019. <i>Estimated reach: 100 youth</i>
 Increase Physical Activity	2–4	Provided playground upgrades and active recess trainings to five schools, supported the passage of a policy to increase mandated daily lunch/recess time from 30 to 40 minutes. <i>Estimated reach: 6,652 students</i>
 Local School Wellness Policy	2–4	Established a districtwide wellness committee that sets direction on wellness policy priorities, provided recommended revisions to wellness policies for two districts, and coled a new district wellness committee focusing on student mental health. <i>Estimated reach: 9,466 students (student enrollment two districts)</i>

DOMAIN	YEARS	PROGRESS AND OUTCOMES INFLUENCED BY TCI-SUPPORTED WORK
 <p>Increase Use of Parks</p>	2	Developed an Adopt-a-Park policy, which is now managed by the Maywood Park District.
 <p>Youth Tobacco Use</p>	1–4	<p>Tobacco 21 policies were passed in Maywood effective May 2017 and statewide effective July 2019. Created sustainable educational materials related to Tobacco 21 implementation, the impact of e-cigarette use, and other relevant topics.</p> <p><i>Estimated reach: 622,599 Illinois youth aged 18-21</i></p>



Build PP4H's Coalition Infrastructure

A substantial part of PP4H's work involved strengthening the coalition's infrastructure to promote leadership and sustainability. As PP4H's collaborator, PHIMC developed operations, fiscal management, and internal communications across hubs — which continued to support the PSE work. Outcomes of PHIMC's collaboration with PP4H partners included:

- Fiscal processes, including budget management and planning, subcontractor and consultant management, and funder accountability and reporting
- Staffing planning, resource development (criteria and prospect vetting process for grant proposals), and a knowledge management system
- Expanded staff through partnership, including a National Health Corps member who started in Year 4, and a new Giving Garden farm coordinator through PP4H's well-established multiyear partnership with Windy City Harvest
- Improved monthly coalition partner meetings to encourage greater collaboration, peer problem-solving across implementation hubs, evaluation, and community-engagement planning
- Played a connector role to help hubs develop new partners internal and external to PP4H, facilitated a workgroup with Loyola Medicine and PP4H, and augmented evaluation capacity building across hubs (complementing and extending the local evaluator's role)
- Created a tracking tool to monitor progress in strengthening the coalition's backbone infrastructure

During the same period, PP4H convened a communications team, including hub leaders, and two communications strategy consultants based at PHIMC to build a communications plan. The plan's components include building PP4H's community presence and identity, expanding partnerships, and strengthening internal connections so that coalition members leverage synergies in their work and have a unified, consistent voice with diverse audiences.

PP4H expanded its collaboration with Loyola Medicine, where Loyola increasingly recognized the upstream prevention work and value that PP4H adds to advance and complement the goals of the health system. Several notable points of collaboration included:

- PP4H worked with the community benefits team to identify synergies and alignments to leverage community benefit funds that advance shared goals of health equity and cross-sector upstream approaches.

- PP4H and Loyola Medicine established the Loyola University Medical Center–PP4H Health Equity Fellowship. Undergraduate and graduate fellows will work in both a health system setting and a community health field placement with PP4H.
- The PP4H coalition also collaborated on Loyola’s Community Health Improvement Plan (CHIP) planning and implementation process. To address the health system’s priority focus on social determinants of health needs, Loyola’s 2020 CHIP incorporated PP4H’s values and several core strategies.
- PP4H and Loyola Medicine came together to cohost a community listening forum with U.S. Sen. Dick Durbin.



Strengthen and Promote Community Resident Leadership

The Community Leadership Academy (CLA) introduces the foundations of PP4H and coaches potential partners on their model of racial and economic equity. The CLA offers residents with lived experience of racial and economic inequities the opportunity to develop their leadership skills and learn innovative strategies for sustainable community transformation and economic development.

As the primary partner working to strengthen and promote community resident capacity, TrustyCup Productions has focused on resident leadership through the CLA, incorporating community engagement, capacity building, training, and curriculum development. The CLA has developed three unique tracks that coach residents on PSE leadership, evaluation, and business and social enterprise development:

- **943** residents participated in CLA coaching
- **75** residents completed one or more leadership tracks

- The PSE leadership track covers 100 Million Healthier Lives skills through six sessions. Graduates reported communication skills, collaboration skills, and the power of telling one’s story as the three most useful topics. Youth CLA participants demonstrated their leadership skills as community panelists in Maywood and as session leaders on social justice in San Bernardino, Calif.
- The evaluation track, also six sessions, provided a broad overview of how to plan and conduct program evaluations and covered the topics of recruitment, questionnaire design, data collection, and quantitative and qualitative methodology. One hundred percent of participants reported feeling prepared to evaluate their programs following the track.
- The business track offered residents knowledge and expertise in business development, the opportunity to learn from the lived experience of small-business owners, and a consideration of how race and racism play a role in opportunities and challenges, including policies to support minority-owned businesses and potential for local policy changes.

When discussing the accomplishments of the CLA evaluation track, one person stated, *“I do think people now have more of an evaluation mindset when they’re thinking about their work.”*



Promote Social Enterprises in Maywood

Recognizing the need for economic opportunities for their community, in years 2 and 3, New Hope Rising served as the primary partner in PP4H’s efforts to promote social enterprises and develop businesses in Proviso Township. This work included:

- Connecting social enterprises in Proviso with potential local institutional and CLA business track participants to small-business lenders
- Contributing to statewide advocacy for policies supporting worker-owned cooperatives
- Exploring a project-based live-work arts development in Maywood by commissioning a feasibility study, convening a community steering committee, and completing focus groups with artists and residents
- Collaborating with residents to establish a Maywood-Proviso Arts Council

Coalition-led efforts in years 3 and 4 focused on an equitable economic development and local wealth creation, encompassing local entrepreneurship, a local arts economy, and local food economy in Maywood:

- Laying groundwork to develop a coalition-led people, place, and power model for equitable economic development based on community visioning discussions —
 - Organized and facilitated two interactive workshops, one in partnership with the American Planning Association's Illinois Chapter — pro bono urban planning professionals, that invited more than 90 community members to envision a place-based community anchor designed with and for residents that supports community health and well-being
 - What grew out of these interactive planning discussions was a collective community vision for two complementary anchors: a Wellness Hub and a Food Hub that will incubate, develop, and support small businesses and social enterprises for underemployed Black/African American and Latinx Maywood residents
- Focusing attention on Maywood's inequitable tax structure, which is a significant barrier to economic development. TCI technical assistance provider ChangeLab Solutions conducted research on mixed-use policy and tax law to inform this work —
 - Met with the Chicago Lawyers' Committee for Civil Rights, which works with community organizations to advocate for tax assessment policy reduction and policy reform with the Cook County Assessor's Office



Increased Supply and Demand of Fresh, Locally Grown Produce

With no full-scale grocery store and a history of several failed attempts in the community to sustain one, PP4H worked from the beginning of TCI to increase the availability of local produce. Primary partners working with the Food Justice Hub included PHIMC, Chicago Botanic Garden–Windy City Harvest, 40 Acres Fresh Market, Cook County Department of Public Health, Black Oaks Farmers, Greater Chicago Food Depository, and the Endelo Institute. This work included:

Producing Healthy Produce

- Supporting an urban farm in Maywood, called the Giving Garden, which PP4H launched in 2015 on land donated by ReUse Depot, a local business
- Increasing produce yield through efficiency updates, including building a hoop house and large raised production bed
- Partnering with Loyola Medicine to hire a food justice coordinator to support the management of the Giving Garden programming

The Food Justice Hub plans to become an anchor for an equitable and sustainable food system — including community agriculture and a center for food systems career development. Feasibility planning was slated to begin later in 2020.

Distributing Healthy Food

- Distributing 13,174 pounds of produce (valued at \$24,004) to 270 families at no cost through VeggieRx
- Expanding coordination with community food system partners to streamline the VeggieRx registration system, increasing participation in VeggieRx, and tripling capacity to distribute food
- Selling 926 pounds of produce at low cost to farm stands or local restaurants in Maywood

Building the Capacity to Grow and Distribute Healthy Produce

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Expanding coordination with community food system partners to streamline the VeggieRx registration system, increasing participation in VeggieRx, and tripling capacity to distribute food

- Selling 926 pounds of produce at low cost to farm stands or local restaurants in Maywood
- Building the capacity to grow and distribute healthy produce
- Teaching urban agriculture and entrepreneurial skills to more than 90 youth through the Urban Agriculture Internship
- Providing free gardening workshops
- Beginning to conceptualize a food hub that will serve as an anchor for equitable and sustainable food systems in Proviso Township
- Developing partnerships with local farmers



Supporting Healthy Nutrition, Physical Activity, and Wellness in the Public School System

PP4H worked to improve nutrition and physical activity for school-age youth at the district policy level, through individual schools, and through environmental and programming changes. This included:

Promoting Smart Routes Policy in District 89

Based on community feedback identifying community safety as a priority, PP4H began working with new community partners and added a new strategy to develop a Smart Routes to School policy. PP4H promoted Smart Routes by advocating for the Smart Routes policy and funding. Primary partners included Proviso Township Youth Services, Proviso School District 89, and the Coalition for Spiritual and Public Leadership. This work included:

- Developing a proposal for a pilot Smart Routes to School initiative at Irving Middle School. As a result, the Village of Maywood, School District 89, and Proviso Township provided \$117,952 for staffing and coordination
- Identifying various potentially hazardous situations for children along the routes picked for the pilot and reporting them to authorities
- The regular use of identified routes by 100 students between Aug. 1, 2019, and Nov. 30, 2019

Increasing Physical Activity in District 89 Elementary and Middle Schools

PP4H's Elementary School Hub partnered with Loyola University Chicago's Marcella Niehoff School of Nursing, District 89 teachers, physical education teachers committee, and the Parent Teacher Association to increase physical activity in District 89 elementary and middle schools using playground updates that implemented

Fit and Fun Playscapes, Active Recess, increased access to healthy food options, and training in classroom activity breaks. This work included:

At the elementary school level —

- Providing playground upgrades — Fit and Fun Playscapes — and active recess trainings to five schools
- Identified active recess coordinators at each school to make sure active recess activities are implemented with fidelity
- Supporting the passage of a policy (via teachers' union bargaining agreements) to increase mandated daily lunch/recess time from 30 to 40 minutes

At the high school level —

- Expanding grab-and-go salad systems from 100 per day to more than 570
- Reopening a high school pool, certifying 11 students as lifeguards, and offering the opportunity for students to learn to swim

Strengthening and Revising the Local School Wellness Policy in District 89 and District 209

PP4H's High School Hub partnered with Loyola University Chicago, University of Illinois Extension, Proviso Township Youth Services, PP4H High School Hub, Alliance for a Healthier Generation, and Loyola Stritch School of Medicine to strengthen and revise the local school wellness policy in District 89 and District 209. This work included:

- Supporting the district to build new partnerships with community groups and enlist the school food vendor to join a wellness committee
- Partnering with the Proviso East Wellness committee and district administrators to establish a districtwide wellness committee that sets direction on wellness policy priorities and strengthens wellness policy based on the WellSAT assessment conducted for TCI
- Reviewing and providing recommended revisions to wellness policies for two districts using local technical assistance provided by the Alliance for a Healthier Generation and University of Illinois Cooperative extension —
 - One district passed an updated and improved policy but did not incorporate all recommendations
- Starting to develop building-level wellness committees
- Coleading a new district wellness committee focusing on student mental health and wellness in response to youth suicides in the community and a request from Proviso High School District 209



Youth Tobacco Use Prevention

PP4H's tobacco efforts from the beginning focused on passing Tobacco 21 legislation at the township and state levels and increasing awareness about tobacco and e-cigarette use. The Respiratory Health Association (RHA) served as the primary partner in the Tobacco-Free Living Hub addressing tobacco policy. This work included:

RHA's educational activities related to implementation of Tobacco 21 reached **3,500** students in Year 4.

- Increasing awareness and support for Tobacco 21 policies among residents, retailers, and policymakers
- Recruiting youth advocates and engaging the local police chief as an influential advocate to get Tobacco 21 passed by two village boards (Maywood and Berwyn)
- Working with TCI technical assistance provider Public Good Projects to produce an educational video
- Successfully advocating for an increase in the purchasing age for tobacco products to 21 years locally and at the state level, with both policies passing before the end of TCI
- Creating a frequently asked questions sheet to assist tobacco retailers and drafting a letter that outlines information retailers should know in order to be in compliance with the state law
- Providing education to support the effective implementation of Tobacco 21 in two of Maywood's elementary and high schools districts
- Creating sustainable educational resources for both students and adults to increase awareness about the harms of e-cigarettes, with the aim of reducing e-cigarette use among youth
- Collaborating with school wellness to advocate for the inclusion of e-cigarettes in the updated school wellness policy

COVID-19

The COVID-19 pandemic disrupted PP4H's TCI work in some areas while accelerating TCI work in other areas. Stay-at-home orders, virus spread in the Chicago region, and the need to move most work to the virtual space posed significant challenges to the community-driven work of PP4H.

Areas of work that were disrupted included the CLA Summer Retreat, the PP4H Spring Summit, District Wellness Committee, spring seeding and preparation of the Giving Garden, discussions on property tax assessment policy reform, Smart Routes to School, and Active Recess.

The areas of work that were accelerated due to COVID-19 included PP4H worked to respond to Maywood's food access crisis; PP4H planned for two place-based anchor developments in Maywood; the CLA continued with a required foundations workshop virtually; Smart Routes employees were retrained to help coordinate the continued distribution and pickup of grab-and-go meals for students during the month of May 2020; the Tobacco work refocused to developing educational materials about COVID-19, smoking, and lung health; Communications addressed community COVID-related needs through the newsletter, social media, and website content; and PP4H agreed to serve on the Office of Civic Engagement committee to advise on Loyola's COVID-19 community engagement efforts.

"We're more resilient, have stronger investments in creating stronger systems, but it's totally destabilizing because we can't meet in person."

"COVID helped to build national awareness of food insecurity. Other governments and CBOs are organizing to address food locally. Before COVID it was not a high priority for diverse groups."

Key Insights from TCI

PP4H's work throughout the course of TCI was informed and transformed by the community. PP4H received important validation and legitimacy from TCI's support with institutional stakeholders and funders. The CLA in particular benefited from the validation of TCI support (as a facilitator) and successfully attracted other funder support for this unique peer-led academy.

PP4H offered an equity-centered approach to the work of community transformation. Several of the key lessons are:

Lessons about investments in infrastructure and operations

- Clear, regular, and coordinated communications can increase engagement in the work. Capacity-building, funding development, and sustainability planning can be demanding and are not always tied directly to outcomes initially. While PP4H members were primarily focused on implementing strategies with, sometimes, inadequate resources, they noted that investing some time in development and infrastructure can increase the level of resources available and decrease the capacity needed to accomplish the work.

Lessons related to programmatic work

- Balancing the coalition project goals with funder needs and requirements can be a challenge. This was particularly true when the goals of a funder did not match with the priorities of the community. It became valuable and important for community leaders to work alongside residents to define priorities and design programs. PP4H learned that a coalition of this size needs to make a deeper investment of people and dollar resources in very select PSE goals both to create the conditions and environments for change and to realize sustainable systemwide change.
- Programs that are codesigned and coled by residents are likely to be more successful and sustainable and build community ownership of solutions.

Lessons related to relationship building and management

- A foundational principle for other coalitions doing similar work is that community resident partners must be key thought partners, collaborators, and leaders in the design and implementation of PSE change initiatives.
- PP4H learned that it could not be all things to all of its membership. PP4H is better positioned in the role of a connector across silos, and in Year 4, the coalition learned to act as a matchmaker.
- Dollars are not the main driver of community transformation. Sustained change is a complex equation of community values, leadership, people, and political will, plus resources that include dollars.
- Trust building is essential to building equity and to creating PSE change that transforms health inequities.
- It is valuable to create safe spaces for dialogue on racial justice and invite honest conversations about the kinds of solutions needed to address institutional racism and bias and to break down racism.

Looking Ahead

In Year 4, PP4H redirected its core work, transitioning from a siloed coalition initially focused on obesity into a racial justice movement taking action on equitable economic development. The strategic planning process captures why community systems can change, how they can change, and what PP4H can do feasibly to create transformation. In Year 4, the following milestones and new directions were incorporated into PP4H's work to grow sustainably:

- Made significant progress completing phase 1 of Food Hub (expanded VeggieRx) and moving forward with its new Armory partner to develop the Food Hub at the end of Year 4

- Completed yearlong community engagement to codesign a vision for the Wellness Hub. This built community buy-in and enthusiasm, and PP4H is well-positioned to begin an in-depth feasibility phase that will guide PP4H's place-based work
- Diversified revenue sources from fees for service, both for community solutions facilitation and leading a proof of concept initiative engaging small urban farmers and a hospital procurement system
- Raised \$13,680 directly from community members through an online fund that PP4H established with its partner Housing Helpers to support its emergency food access work

PP4H began sustainability planning in Year 3, and by the end of Year 4 made informed decisions about where the coalition would develop capacity and focus resources, and where it will scale back or pass on the work to local partners through succession planning. Elements of the sustainability plan include continuing the collaboration with Loyola Medicine, diversifying revenue and resources, building assets and strategic partnerships, building resident capacity to lead PSE change, supporting racial and economic opportunity, and community-driven cross-sector collaboration.

The coalition committed to grounding sustainability planning in equity, evidence, and the sustainability of people to ensure its flexibility to respond to emerging issues in the community. PP4H completed its strategic planning process and narrowed the future focus to three sustainable strategies that invest in people, place, and power: (1) resident leadership and stewardship, (2) resilient local food systems, and (3) equitable economic development.

PP4H's goal is to align strategic growth with staffing needs for a dedicated team and an earned revenue/resource development strategy. This alignment will enable sustainable growth that generates earned income through a new social enterprise and consulting fees from coaching and facilitation as well as securing grant funds to support scaling the CLA for the next three years.

The sustainability plan for PP4H is to learn, spread, and scale racial and economic pathways for well-being. The TCI work plan with clear goals and strategies helped PP4H identify the local community assets and opportunities that can be harnessed collectively in a framework for sustainable development.

For more information, visit PP4H at <https://www.provisopartners.com/>.

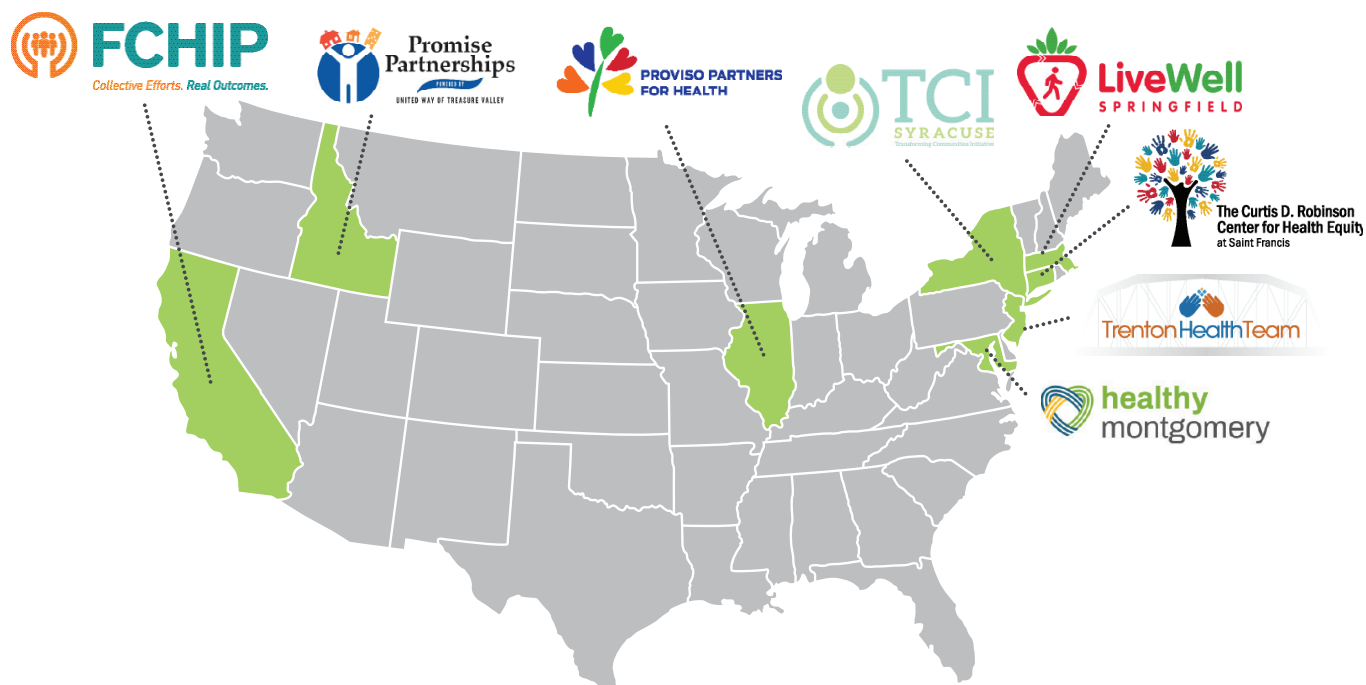
Endnotes

¹ Social enterprises are "organizations that address a basic unmet need or solve a social or environmental problem through a market-driven approach," generally through employing people who experience barriers to mainstream employment, through creating innovative products or services that have social or environmental impact, or through contributing a portion of profits back to support basic community needs.

² VeggieRx is a program that allows physician partners to write prescriptions for food for patients that are then "filled" with donations of healthy produce donated by farm partners. VeggieRx is a program developed by Chicago Botanic Garden–Windy City Harvest (WCH) and primarily funded by the U.S. Department of Agriculture. WCH partnered with PP4H to adapt and implement VeggieRx in Maywood.

³ Smart Routes to School is an initiative where adults are trained to supervise commonly used walking routes to school to promote safe passage for children walking to school.

About the Transforming Communities Initiative



Trinity Health launched the Transforming Communities Initiative (TCI) in 2016 to provide grant funding and technical assistance to hospital-community partnerships. Between July 2016 and June 2020, these partnerships worked on a range of initiatives including tobacco prevention and reduction, public school wellness, early care centers' policies and practices, community food access and nutrition, built environment policies and infrastructure to improve walkability and safety (Complete Streets), breastfeeding policies, and economic development. Partnerships also built community capacity and strengthened local coalitions.

TCI technical assistance was provided by [ChangeLab Solutions](#), [Community Catalyst](#), [Public Good Projects](#), [Campaign for Tobacco Free Kids](#), and the [Georgia Health Policy Center \(GHPC\)](#).

GHPC — in close collaboration with local evaluators — conducted the TCI cross-site evaluation to assess partnership development and collaboration, as well as policy, systems, and environmental change reach, implementation, and impact. Data sources included key stakeholder interviews, TCI partner collaboration surveys, and project documents including site annual reports, meeting notes, site visits, and observations. Quotations in this profile are from stakeholder interviews and partner surveys.