

An architectural rendering of a modern, two-story brick building with large windows and a flat roof. The building is surrounded by a landscaped area with trees, grass, and a paved walkway. Several people are shown walking on the path and near the entrance. The sky is blue with scattered white clouds. A large, semi-transparent blue wave graphic is overlaid on the bottom left of the image.

NYSOMH BPC Wellness Center

Leadership Presentation

WELCOME

from Bob Moon

*Deputy Commissioner, Community Program Policy and Management,
NYSOMH*

& Joy Bailey-Bryant

President & Managing Partner, Lord Cultural Resources

Agenda

1. Introduction & Project Background
2. Planning Process and Research Outcomes Review
3. Governance Options and Recommendations
4. Operations Requirements & Recommendations
5. Financial Benchmarking
6. Funding Recommendations
7. Implementation Plan

01

Introduction

ABOUT LORD CULTURAL RESOURCES



As the leader in cultural consulting services, Lord Cultural Resources relies on a global network of offices in Toronto, Los Angeles, New York, London, Madrid, Dubai and Mumbai.

We share our knowledge in presentations, articles and publications.



Project Team



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Introduction

- Feasibility study for **new community wellness** center on BPC campus
- Providing both **BPC clients** and surrounding **Bronx Community** with integrative wellness offerings to address the **social drivers of health**
- Project Goals:
 1. Define the range of programming to take place at the Wellness Center
 2. Determine operating structure and financial needs required
 3. Provide necessary background for an RFP process

Why here? Why now?

- Here: The ideal environment for success
 - Accessible, turnkey facility
 - Champions within the BPC / NYSOMH
 - Clear need in the Bronx
 - At the ready stakeholder investment
- Now: Unprecedented support and resources
 - National/State recognition of correlation between integrative therapies and positive mental health outcomes
 - Growing clinical research data
 - Local healthcare initiatives
 - Global increase in private and public impact investing

02

Planning Process & Outcomes

Process

Phase 1:
Literature Review, Comparables Research, and
Analysis

Phase 2:
Key Informant Interviews and Surveys, Facility
and Operating Recommendations

Phase 3:
Finalized Requirements, Recommendations and
Implementation

Feasibility Study Timeline

	August	September	October	November	December	January	February	March	April	May	June
Phase 1: Research and Analysis											
Background Review and Kick-Off Meeting											
Literature Review and discussion paper											
Preparation for Vision/ options workshop											
Vision/ Options Workshop (on site)											
Contextual and Comparables Analyses											
Findings Report											
Phase 2: Key Informant Interviews and Recommendations											
Stakeholder and Key Informant Interviews (20)											
Community Survey											
Institutional, Facility and Operational Recommendations											
Phase 2 Report and Meeting (Zoom)											
Phase 3: Finalized Assumptions and Implementation											
Financial Benchmarking											
Draft Final Report											
Review meeting (via Zoom)											
Final Report											

Stakeholder Engagement

A key research component of this planning process was to engage stakeholders and get input from knowledgeable experts on a variety of planning issues. The tools utilized for this process included:

- **Visioning workshop:** Gathering of contributors from BPC, NYSOMH, and community representatives to discuss research and develop an initial vision for the Wellness Center.
- **Key Informant Interviews:** 30–90-minute sessions with individuals and small groups of experts in the integrative wellness sector, especially focused on local Bronx context.
- **Comparables Research:** A combination of deskside research and interviews with identified comparable institutions to gather specific data on operating costs, practices, and governance structures.
- **Community Survey:** An open-ended 10 question survey distributed to community members, integrative wellness practitioners, faith-based leaders
- **Bi-weekly PM meetings:** Regular meetings with BPC staff, NYSOMH staff, and the consulting team to review progress, report interim findings, and further develop the vision and operating requirement for the Wellness Center



57
Individual
Participants

Discussion Paper & Visioning Workshop

- Arts, culture, and nature-based wellness (integrative wellness) offers rich ground for **cross-sector collaboration and innovation**.
- There is a need for **new solutions to address historic negative health outcomes** in local Bronx communities.
- Community-based social impact ecosystems **align multiple partners** (including public health providers) to address complex issues impacting whole person health.
- BPC and NYSOMH staff see the Wellness Center as **an opportunity to meet needs** within the community and from BPC clients.
- NYSOMH will need to **provide collaborative support** in developing the Wellness Center even though it may not directly manage the initiative.

Discussion Paper Contents:

- Local demographic context
- Integrative health and wellness research
- Social entrepreneurship examples
- Comparable profiles

Engagement Quotes

“Connecting activities around arts and culture, nature, integrative health and healing are particularly powerful when they connect to the direct experiences and challenges that residents face everyday.”

“It is important that the community understand that they are loved”

“For the Community by the community”

“An equitable space requires creating an environment of integrity and wholeness. When justice is present, people can trust that safety and well-being are valued.”

Programs Envisioned

A wide range of artistic, culturally-responsive and nature-based integrative program contents and formats were envisioned by stakeholders

- Interdisciplinary arts (e.g. visual arts, dance, music).
- Creative writing and spoken word
- Gardening, cooking and nutrition
- Yoga and meditation
- Aromatherapy and reflexology
- Art therapy
- Wellness residencies
- Social prescribing
- Professional development
- Civic engagement
- Off-site partnership programs

Addressing social drivers of health - Socioeconomic status, education, neighborhood and physical environment, employment, and social support networks, as well as access to care.

Engagement Outcomes

Based on the feedback received through stakeholder engagement, **five key findings** were identified that broadly represent the ideas, values, and advice for the Wellness Center.



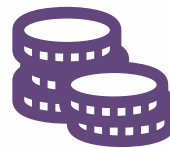
Community and Trust

- Co-creation with community
- Transparent and intentional
- Free of bias, institutional racism, stigma
- Establish strong community relationships



Access and program design

- Barriers to access are logistical, economic, perceptual, linguistic
- Design programs to address barriers
- Collect and communicate proof of impact



Diversity of funding sources

- Core government funding required for stability and trust
- Supplement with other funding – both traditional and innovative
- Include private and public sector



Collaboration and partnership

- Cross-sector partnership opportunities
- Need for flexibility
- Harness existing expertise through local Bronx practitioners and partners.



Institutional Readiness

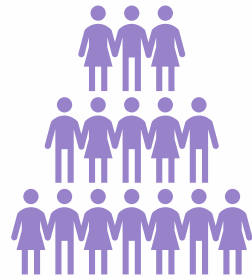
- Structure to welcome and advocate for change within the system
- Enable mixed funding model
- Both on-site and off-site program needs

From Key Findings to Values

Based on the key findings and emerging discussions from the visioning workshop, **five values** were developed to **act as guiding principles, provide direction, and set the tone for future activities.**

Empowering the Bronx Community

- Active community engagement
- Commitment to co-creation for BPC constituents and local community



Open and available to all

- Accessible in the broadest sense – physical, social, linguistic, economic, cultural, etc.
- Caring, welcoming, *loving*, safe space
- Opportunities for multiple constituencies to learn and experience together in a DEI focused environment



Flexible service-oriented

- Adaptable to community needs
- On-site and off-site programs
- Long-term continuity providing sustainable solutions



Addressing whole person health

- Offerings that meet the needs and lived experiences of Bronx residents
- Responsive to community tradition and social drivers of health



Collaborate to innovate

- Leverage the strength and expertise of existing integrative wellness practitioners and organizations
- Foster innovative solutions to difficult problems

Making it work

Making it Work

Based on the values identified, the consulting team explored how to best implement the vision for the new Center:

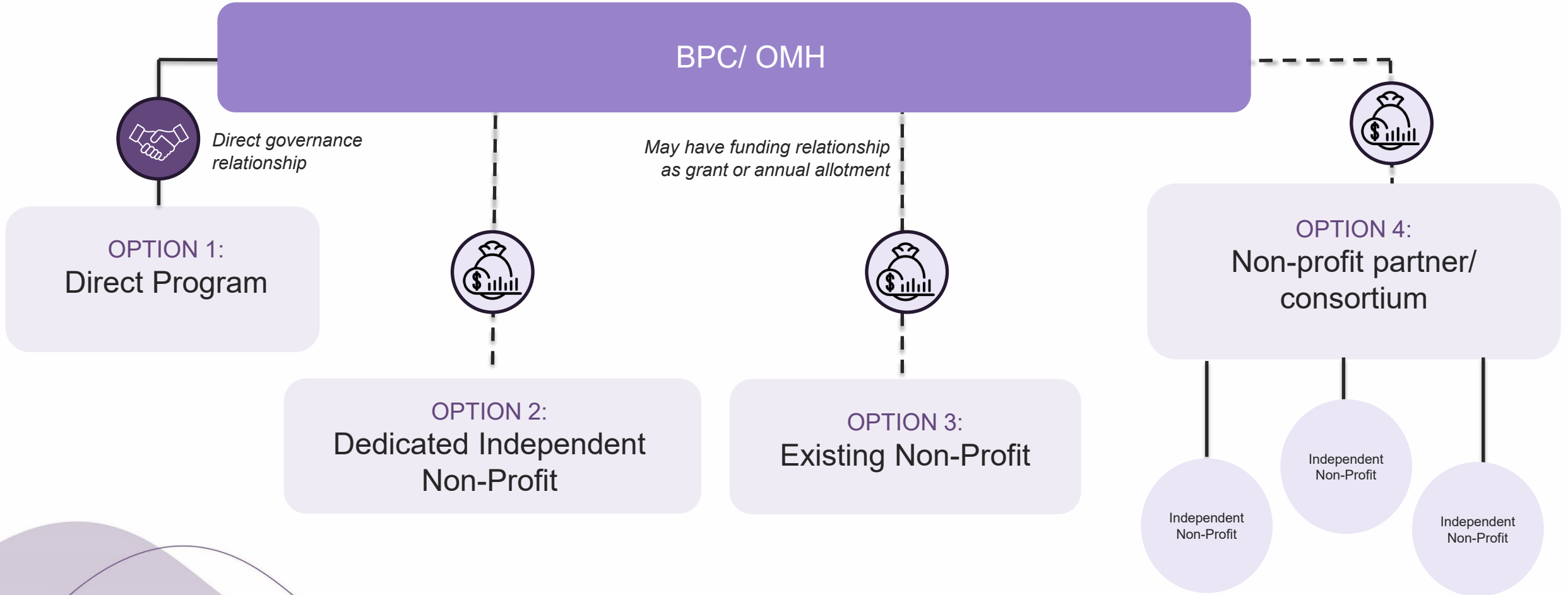
- The values expressed require deep engagement with and commitment to a flexible, resilient and collaborative governance and operating framework
- Long term sustainability requires an entrepreneurial mindset and aggressive fundability (keeping a focus on measurable impact and ROI)
- Daily operations will require a mixed staffing model (of different staff, contractors as service providers and volunteers) and a highly responsive team approach to logistics (e.g., set up, tear down for programs and events).

With these requirements in mind, the team conducted additional research and analysis of potential governance models and an assessment of the space and facilities of the renovated BPC. Exploring these components identified management and operating requirements, challenges and recommendations leading to successful implementation.

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Governance Options and Recommendations

Potential Governance Models



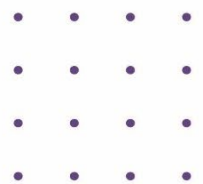
Governance Recommendation

The Center's initial drive to seek out and engage with an existing non-profit partner to operate the Center has been supported by the investigation into successful models and ultimately proven to be the best avenue forward. We recommend the following:

- **Implement Option 3 for operating the Center** (RFP for Existing non-profit partner)
 - Either a single entity or consortium, but the operating partner needs to be able to fully manage operations independently of but in collaboration with BPC
- **Investigate further and implement Option 2-like model for funding diversification**, creating a dedicated independent non-profit (principally to pursue grants, foundation funding and contributions)
 - Potential for statewide service area beyond the BPC is a longer-term aspiration to support other NYSOMH Wellness Centers and special initiatives in integrated wellness.

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Operational Requirements and Recommendations



Operational Requirement Summary

Key assumption: Non-profit partner will operate relatively autonomously.



Outreach and Communications

NYSOMH and BPC will begin outreach until program launch by non-profit partner.



Advisory Council

- Created before RFP and includes representatives from BPC, NYSOMH, and local community.
- BPC and NYSOMH reps will sit on the operating non-profit board.



Programming

Exact mix will be determined by operating partner but will include a range of integrative wellness programming and modes of engagement.



Staffing

- Operating partner will be responsible for the range of administrative and program delivery staffing required to operate the Wellness Center.
- Need for BPC/ NYSOMH staff liaison at program outset and launch.



Facilities & Access

- Operating Partner responsible for interior facility management, hardware upgrades required
- Security will act as welcoming ambassadors, managed by operating partner
- Operating hours will be tailored to user needs, including outside typical business hours.

Facilities

- The existing **Center is an excellent ready-made facility** that requires few modifications as programs come on-line
- Many spaces are **highly flexible and adaptable** to evolving program needs
- Center contains a balance of **multipurpose** and **specialized use** spaces
 - Multipurpose: large gathering spaces, mid-size classroom-style, and small group rooms
 - Specialized use: Commercial grade kitchen, greenhouse, full-service health suite
- Existing physical infrastructure supports **operations**: reception/ service area, accessible restrooms, administrative offices.

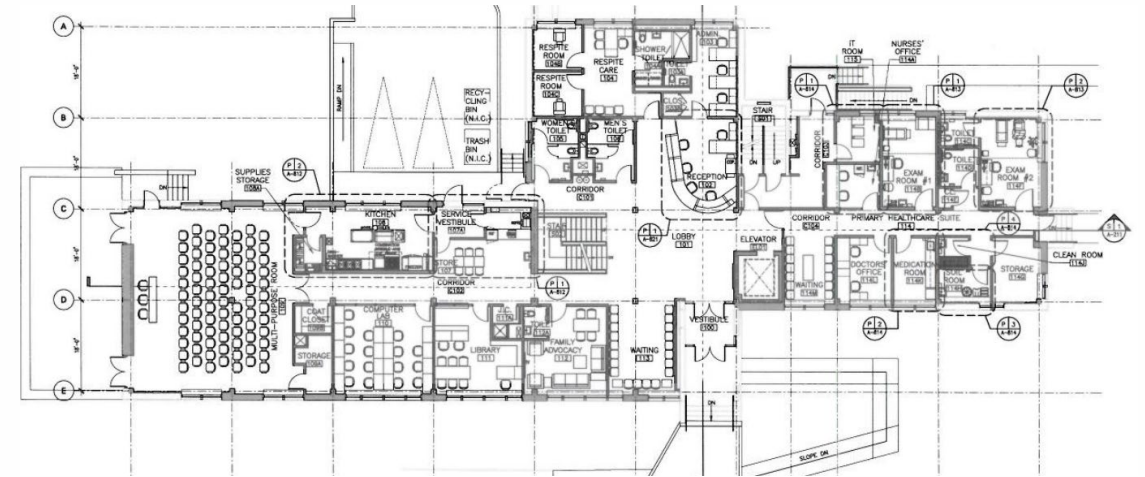


Facility Program Principles

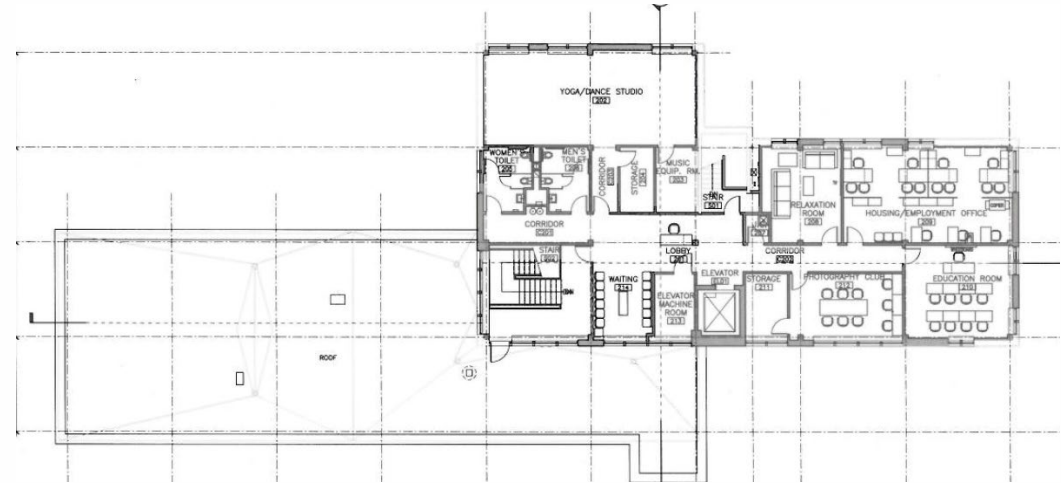
- Site should be **visible and welcoming** from the outside and the inside.
- Some spaces facilitate specific programs (kitchen, greenhouse, etc.), but most are **flexible and open**, allowing for multiple uses.
- Clearly **defined spaces and activities** enable use by multiple groups over a daily schedule.
- **Bright colors, active esthetic elements and accessible design** are critically important to creating a sense of welcome and belonging.
- Finding the **right balance between program functionality and flexibility** for space use will take time and experience.
- Incorporating **Diversity, Equity, and Inclusion principles** into the facility will be critical to welcoming all potential users.



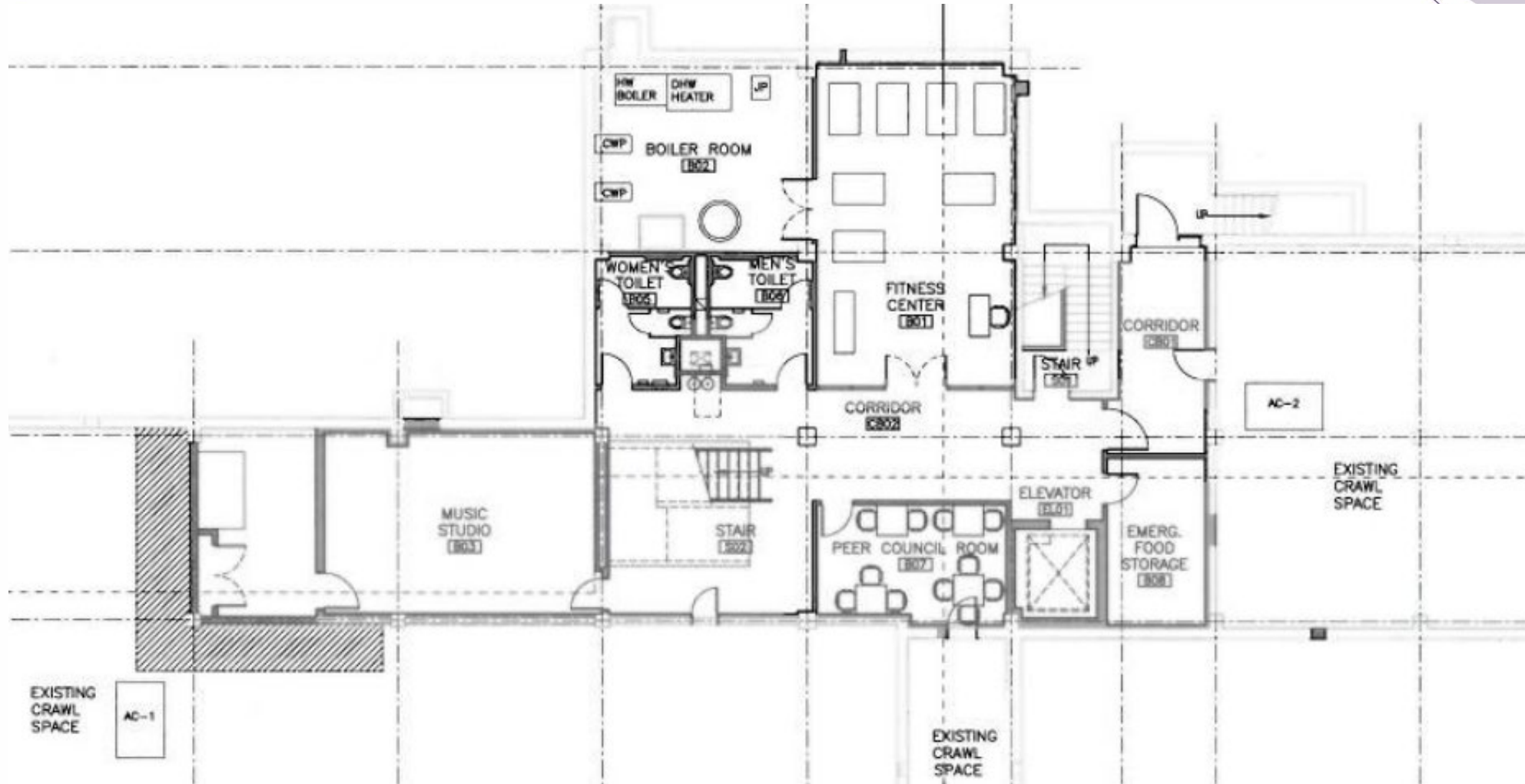
Ground Floor



Second Floor



Basement



04

Financial Benchmarking – Scope and Scale

Financial Benchmarking Overview

- To establish an **order-of-magnitude understanding** of the costs required to operate the Wellness Center, the consultant team undertook a financial benchmarking exercise.
- **Publicly-available financial data** was collected from other integrative wellness service organizations in relevant service areas.
- Important context:
 - The Wellness Center is a **unique endeavor**, so there is no exact comparison.
 - This exercise focuses on **independent non-profits** because of the publicly available financial data. Umbrella organizations and government programs may have different financial characteristics (especially when it comes to revenue).
 - **Publicly available financial reporting** can be opaque and difficult to parse, as individual organizations categorize their financials differently.

Loisaida Center	Multidisciplinary arts and culture community center in the LES, an affiliate of the Acacia Network.
PEERs	Peers-based social services organization in Oakland, CA.
Foundation for Art & Healing	Mental health and loneliness program developer.
Sweet Water Foundation	Regenerative neighborhood organization in South Side, Chicago.
Open Source Wellness	Decentralized integrative wellness program delivery in California.
Black Women's Blueprint/Restore Forward	Health and holistic healing programs for black women in Rockaway.

Financial Benchmarking

- The annual budget of organizations studied ranges from \$600,000 to almost \$3 million
 - Organizations with the most comparable program offerings and scope had budgets over \$2 million
- Revenues:
 - As non-government entities, most organizations studied were more reliant on non-government contributed revenue than will be expected for the Wellness Center.
 - Program services did not provide a significant portion of revenue for most organizations studied. This is likely to be the case at the Wellness Center's outset, as equitable access is prioritized in service delivery.
 - PEERs is a unique revenue model, as it receives over 90% of revenue in a fee-for-service arrangement with Alameda County.
 - Open Source Wellness is unique in that many of their programs are funded by Medicare, Medicaid, and other health insurance providers (categorized as Program Service Revenue).
- Expenses:
 - The single biggest expense category for almost all the organizations studied is Staffing and Compensation, which makes up an average of 57% of overall expenses.
 - Program Services (excluding staffing costs) typically make up about 30% of overall expenses.
 - For all organizations studied, occupancy expenses are minimal (averaging 3% of total expenses). The occupancy agreement between BPC/NYSOMH and an independent third-party operator will play a large role in determining occupancy expenses for the Wellness Center.
- Annual expenses at the Wellness Center may be higher than benchmarks given the breadth of programs envisioned and the need for the operating partner to cover program, administrative, and occupancy costs.

05

Funding Recommendations

Funding Principles

The Wellness Center will **need consistent and stable funding to maintain services and operations** (critical to establishing community trust) while also supporting the **exploration of new and innovative funding models**.

Through the values developed from stakeholder engagement and the financial benchmarking exercise, a series of core funding principles were identified:

- **Stability:** The Wellness Center will need consistent, ongoing funding from NYSOMH to be sustainable, even if operated by an independent non-profit partner.
- **Diversification:** A wide range of funding sources should be sought to maximize revenue opportunities.
- **Innovation:** There are opportunities to pilot innovative and potentially transformative models of funding.
- **Openness:** NYSOMH, BPC and the Wellness Center operator will need a flexible mindset regarding the optimal funding balance. While there is a strong interest in independent revenue generation and non-government revenue sources, these may take time to develop.

Funding Sources

Research and stakeholder engagement identified multiple potential funding sources for the Wellness Center, which can be grouped into four primary categories:



Government

- Direct funding
- Competitive funding
- Bond allocation funding
- Government-driven community investment funds



Earned

- Fee for service
- Medicaid/Medicare
- Government contract
- Social entrepreneurship



Contributed

- Individual Donations
- Foundations
- Corporations
- Fund Partnerships



Impact Investing

- Venture capital, corporate investment
- Investment of capital into generative ROI

06

Implementation Plan

Implementation Phases

Phase 1: Immediate Steps

- **Preparation**

- Internal Research (discussions & site visits)
- Prepare the space
- Initiate community outreach via dedicated BPC liaison
- Create Advisory Council

- **Engage an operating partner**

- Draft an RFP
- Contact potential partners
- Select an operating partner
- Negotiate an operating contract

Phase 2: Medium Term Steps

- **Move in/transition**

- Make any necessary space upgrades and renovations
- Move operating partner into space
- Establish staffing and operating processes
- Engage in ongoing community outreach and relationship-building efforts

- **Program launch**

- Wellness Center begins offering services to the public
- Onsite and offsite programming begins

Phase 3: Long Term Steps

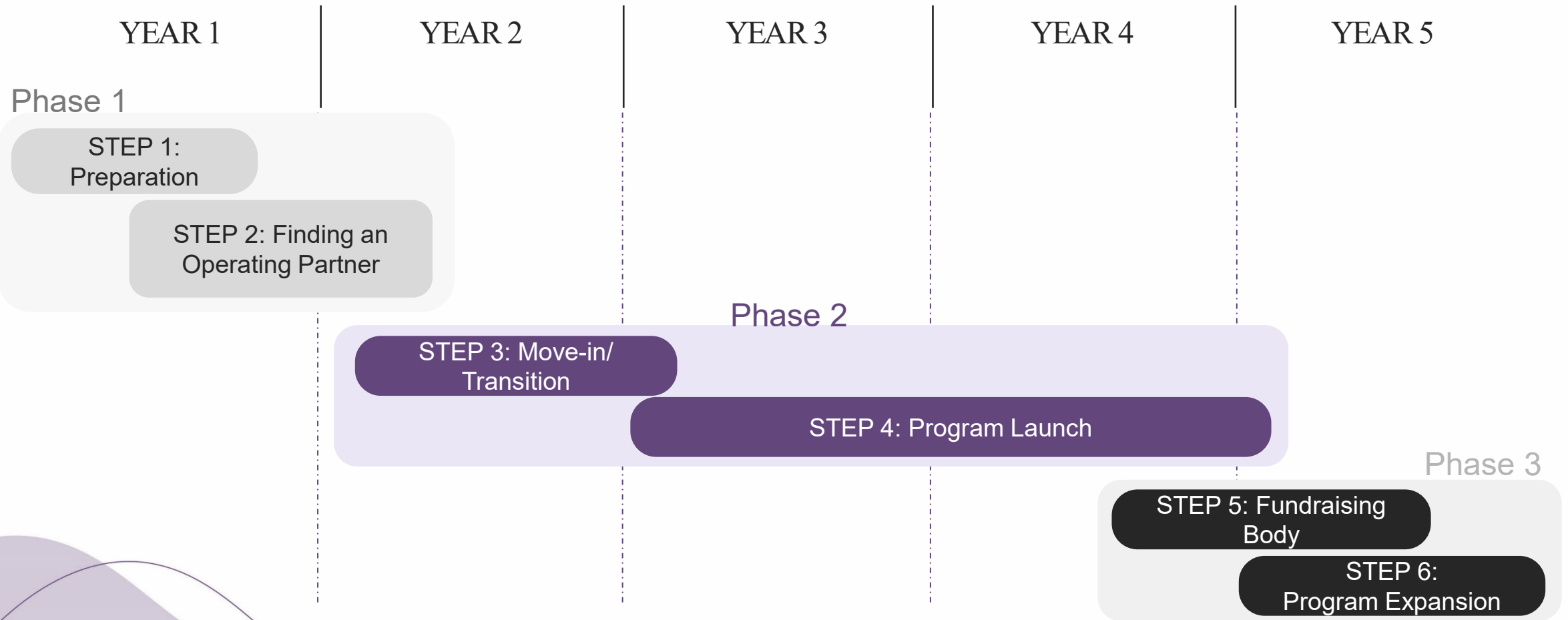
- **Fundraising body**

- Explore and establish an independent non-profit associated with the Wellness Center/NYSOMH to support funding activities In collaboration with operating partner

- **Program expansion**

- Expand Wellness Center program to additional sites, first across the city and then state

Implementation Timeline



Phase 1: Immediate Steps

- Ongoing effort will be required to prepare for and enact the RFP process, which can be undertaken either by BPC/NYSOMH staff or an independent contractor engaged for this purpose.
- In addition, ongoing research should be undertaken to begin discussions with potential operating partners and conduct site visits with existing examples of place-based whole person health programs including:
 - **SBH Health System Bronx Wellness Center:** a 50,00 square-foot health and wellness center providing an integrative approach to the social drivers of health (SDOH)
 - **BronxWorks:** Bronx-based organization giving residents the tools to improve economic and social well-being.
 - **Acacia Network:** Provides social services and resources through a network of affiliate organizations as umbrella of Loisaida Center.
 - **NYC DOHMH – Center for Health Equity/Tremont Neighborhood Health Action Center:** provides health and wellness services in Tremont, as part of New York City’s effort to promote health equity.
- Minor preparation must begin in the space – emptying storage contents, additional photography of interior and exterior spaces.

Recommended Outreach Initiatives

- *Public Open House Event:* Late summer event inviting community members, NYSOMH stakeholders, wellness practitioners, and potential partner organizations to experience the space, demonstrate potential uses. Celebratory atmosphere with food and music.
- *Community Board 11 presentation(s)*
- *Tabling at local neighborhood events*

Phase 1: Immediate Steps

- To allow for broad input in the RFP process, the **Advisory Council** should be formed **before the RFP** is issued. A **dedicated outreach liaison** will support the community outreach need for this step.
- Throughout the preparation and RFP process, **community outreach should begin** (via the liaison) that informs communities about plans for the Center, gives opportunities for feedback, and **cultivates relationships**. Events like tabling, Community Board presentations, and a public open house have all been proposed through the engagement process.
- Once the above preparations occur, an **RFP should be drafted by BPC and NYSOMH**, with input and feedback from the **Advisory Council**.

Phase 2: Medium Term Steps

- Once a non-profit operating partner (or consortium partners) is selected, the move in and transition period will occur
 - Although the space is largely ready-made, some existing infrastructure upgrades may be needed for programming to come online, including internet connectivity. Any renovations or capital investments are assumed to be the responsibility of the operating partner.
- The operating partner will then move in, preparing spaces for programming with furniture, fixtures, and equipment as needed.
- Independent staffing and operating processes should be established, along with any required operations collaboration with BPC.
- During this period, the operating partner should increase community outreach and relationship building in preparation for the program launch.
- The program will officially launch by beginning to offer services and programs to the public.
 - Launch should include both onsite and offsite programming to both bring audiences to the Center facility and provide opportunities to connect within the community.
 - Partnerships with trusted local organizations will be critical for both outreach and capacity-building efforts.

Phase 3: Long Term Steps

- The recommended governance structure begins by forming an operating partnership with an independent non-profit entity (Phase 1), but also includes the potential for NYSOMH to form a new independent non-profit to support funding activities.
 - An example of a similar initiative is the Fund for Public Health and the New York City Department of Health and Mental Hygiene. The Fund was formed in 2002 with the express purpose of connecting NYC DOHMH to private sector and philanthropic funding opportunities, providing funding for innovative public health programs.
- Also discussed throughout the research process is the potential for this Wellness Center to act as a model for programs across the city and state. Once the program is up and running, NYSOMH will need to review this possibility and identify other potential sites (especially those where existing physical infrastructure provides an opportunity, as was the case with the Ginsburg Center).

Conclusion

Throughout this process, the voices of all involved were clear: the Wellness Center is needed and has the **potential to transform the way mental health is addressed** in communities. Although there will be challenges in creating a Wellness Center that meets this high standard, **it is a worthwhile initiative** — serving the needs of BPC clients, their families, Center neighbors and the community as a whole.

"Our definition of mental health is not solely about the absence of mental illness, but about helping us cope with the everyday stresses of life, raising our capabilities and skills, being more productive, and contributing to community and connection. And yes, celebrating moments of joy. Because in the end, health is not about merely surviving. It is about thriving."

Christopher Bailey, Arts and Health Lead, World Health Organization, Co-Founder of the Jameel Arts & Health Lab



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