

Safer Together

Community Impact Analysis

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Social Impact Analysis | USF MNA 621 | Prof. Sonia Mañjon

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THE MODEL AND MISSION OF SAFER TOGETHER

Safer Together is innovating equity-centered **community health care**. They hire from the communities they serve to co-create programs that build community capacity and agency in order to transform structural health and socio-economic outcomes for the most divested and vulnerable communities of color in the San Francisco Bay Area.



SAFER TOGETHER THEORY OF CHANGE

We power build and affect change through a three-prong systems change strategy. Our hope is that our collaborative work leads to lasting changes for equitable access to resources for health, racial, social, economic, and environmental justice for our most divested communities.

- (1) Direct Services
- (2) Community Capacity Building and Empowerment
- (3) Coalition Building, Community Organizing, and Policy Change



RESEARCH QUESTION & DELIVERABLES

How does Safer Together apply its resources (staff, testing capabilities) to build capacity in the Bayview-Hunters Point community?

Research analyzed Safer Together's work on their first two pillars: direct services (mainly COVID testing services) and community capacity building and empowerment (hiring community members to train others to provide services and serve as health care navigators in the community).

The aim of the project was to provide analysis to contribute to a report covering Safer Together's impact in the Bayview-Hunters Point neighborhood.



DELIVERED OUTPUTS

This research found that Safer Together's key assets—committed staff, people-centric organizational culture, and their approach to building community trust—are allowing the organization to deliver more innovative programs that expand healthcare access and community members' agency over their own narratives in addressing co-occurring health equity, racial, and environmental justice issues in Bayview-Hunters Point.

DATA SOURCES



TESTING PLATFORM

Safer Together collects data on its COVID testing in the primary.health database.



FILES

The organization provided spreadsheets and other files in which they planned, tracked, and monitored all their activities.



INTERVIEWS

Our group conducted semi-structured interviews with eleven members of the Safer Together team.

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**SAFER TOGETHER'S
APPROACH & IMPACT**

Eliminating gatekeepers and
empowering communities

HISTORY OF *Safer Together*

Nov 2020 March 2021 May 2021 Summer 2021 Fall 2021 January 2022 Spring 2022 Summer 2022



Four parents found Safer Together to help families in SF

Develop first CBO partnerships through SF DCYF

Begin Self Admin program, training partners to administer tests in their respective contexts

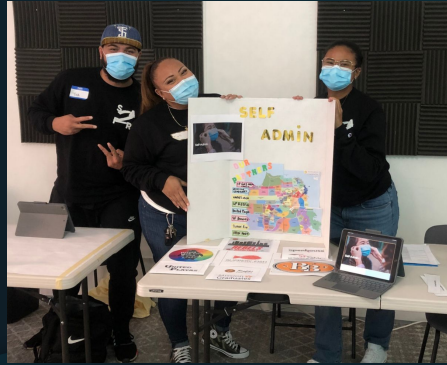
Launch Safer Air initiative

Become a licensed lab to perform on-site rapid antigen testing

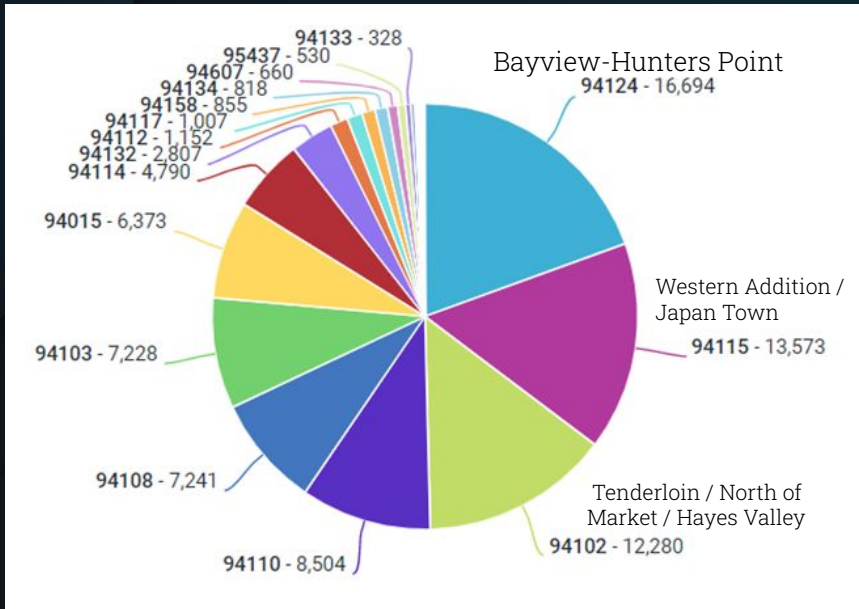
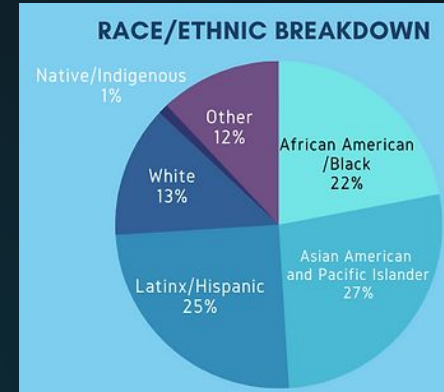
Hire first test administrators and provide on-site testing for 8 partners

Respond to omicron surge, performing 1,000s of tests for SFUSD and other partners

Develop Community Care Specialist model for care navigation, harm reduction, and development of community health care professionals



Total Tests: 85,747
Test Positive: 2,906
19,800+ Individuals tested
Chains of positive transmission cut: 34,872



We were increasing testing by 20% in San Francisco. This small little non-profit was increasing testing opportunities by 20%.

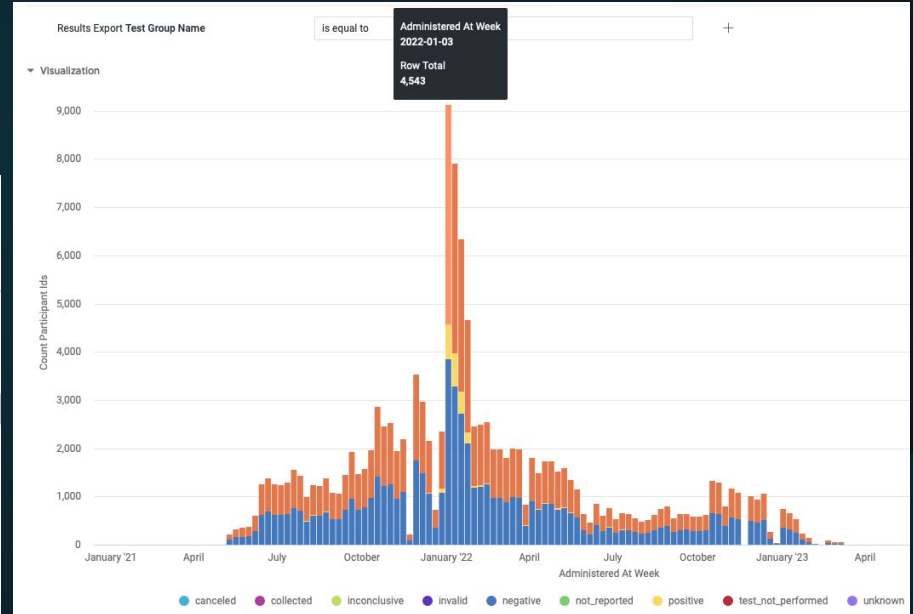
- SAFER TOGETHER LEADER

Omicron Outbreak 01/03/22~01/09/22

4,543 tests though Safer Together Testing Sites

Positivity Rate Weekly ⓘ

Administered Week	Positivity Rate
2021-12-20	1.1%
2021-12-27	7.0%
2022-01-03	13.4%
2022-01-10	14.4%
2022-01-17	11.6%
2022-01-24	8.2%
2022-01-31	3.1%
2022-02-07	1.7%
2022-02-14	1.2%





SELF-ADMIN PROGRAM

Since Fall 2021, Safer Together has provided training, support, and testing supplies to allow **16 community-based organizations** to self-administer COVID-19 tests under their CLIA license.

The program has conducted **39,254 tests** for community members, and interrupted an estimated **11,424 chains of infection**.



PILOT PROGRAM

Safer Together trained **community members in Bayview–Hunters Point** in testing protocols and provided them with the resources and support to test their families, friends, and other community members.

Safer Together Community Care Coordinators monitored the program over 17 weeks in late 2022.

SELF-ADMINISTERED TESTING MODELS

Empowering communities by removing gatekeeping

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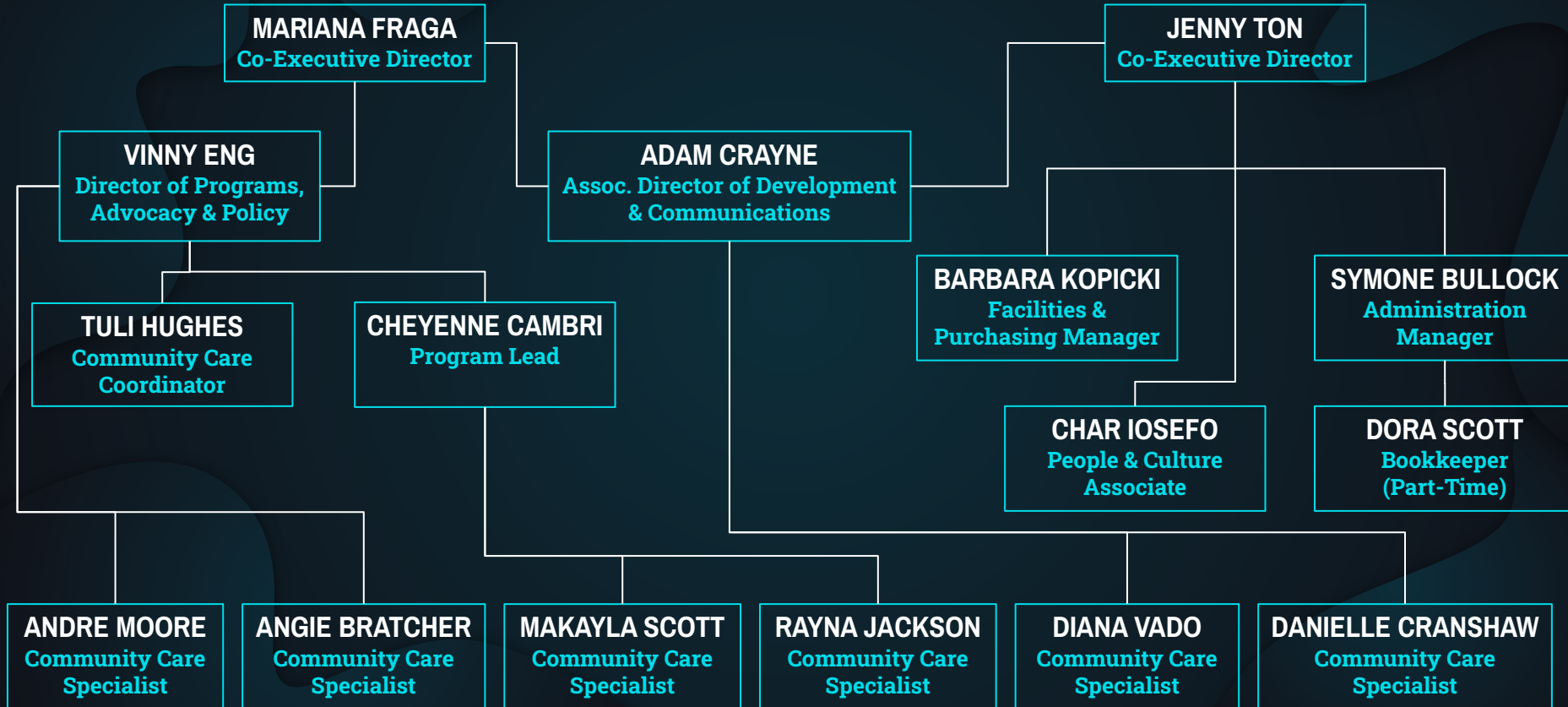
**SAFER TOGETHER'S
ORGANIZATIONAL ASSETS**

People and Culture | Community Trust

Safer Together

DEVELOPMENT, PROGRAMS, ADVOCACY, POLICY

OPERATIONS, FINANCE, ADMINISTRATION





PEOPLE MANAGEMENT



Themes from Interviews

- Local Hires
- Flexibility
- Support
- Professional Development
- Opportunity
- Capacity Building
- Culture of Belonging
- Proper Pay

Hiring from Community

Of Staff Interviewed (11)

BVHP / VV Comm.

5

Similar Backgrounds

4

"I've been allowed to explore other things that **make me a complete human**, which I don't think I would have gotten if I were in a more rigidly structured office environment."

FLEXIBILITY

Strengths

People-centric

Adaptable

Challenges

policies & procedures

Communication

SUPPORT

Collaboration / Teamwork.

Nonhierarchical Leadership.

Access to tests / services / knowledge

PROF. DEV.

\$500 stipend for professional dev.

Encouraged and paid to spend time on prof. dev.

CCS have completed 18 trainings

"We were just kind of like a **puddle**. Everyone was filling in . . . and doing whatever they could. **But that's not sustainable** whatsoever, and pretty much everyone at some point started experiencing **burn out**."

CAPACITY BLDG.

Hires from within - including creation of new positions.

Supports staff when moving on.

PROPER PAY

*"...committed to **paying our frontline staff \$25 an hour**...a living wage, not a minimum wage... free up their ability to allocate time to other things."*

OPPORTUNITY

*"**Safer Together was able to see something in me long before I was able to see it**. . . . I gained a tremendous amount of **confidence** and found **my voice**."*

I feel that **building a community** in the workspace is very important...We **value everyone's perspective**, and we know that everyone here internally has a different view, or they come from... **different backgrounds**. We really try to mirror that outside when we're in the community.

— SAFER TOGETHER STAFF PERSON

[Safer Together provides] a **safe space for us to talk about any type of concern** that we've ever had. I feel like this is the open space for us to get our voices heard. **I've never had an issue of not getting my voice heard**. I've always had a safe space for me to talk whenever I needed to if I had a concern about anything.

— SAFER TOGETHER STAFF PERSON

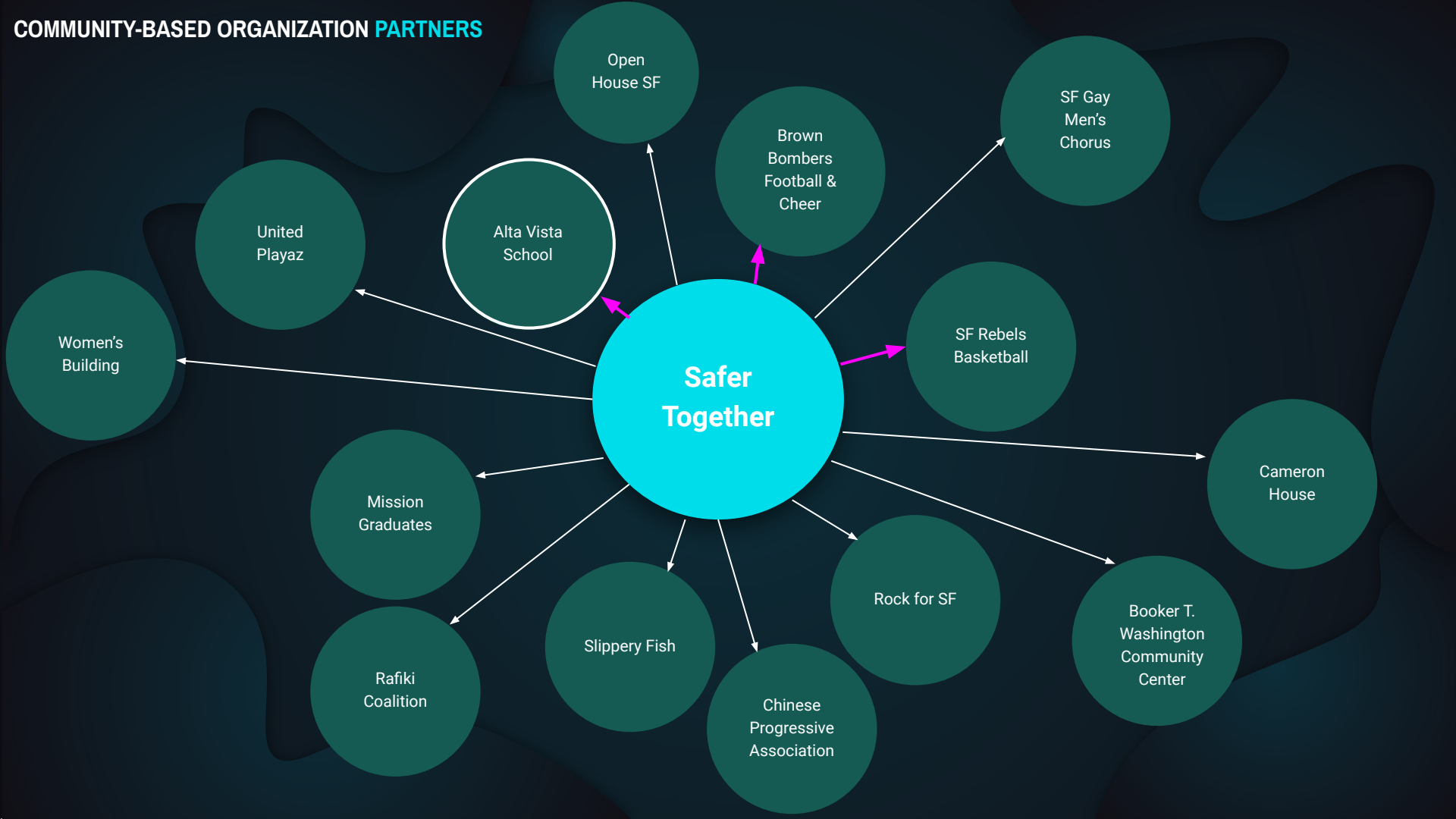


**CULTURE OF
BELONGING**

COMMUNITY TRUST

- Partnerships with community-based organizations
- Staff who reflect the communities where they work
- Consistent and reliable presence
- Cultural humility
- Non-judgemental approach

COMMUNITY-BASED ORGANIZATION PARTNERS



LOCAL STAFF

10 of 11 interviewees cited hiring local staff as a key factor in building community trust

Most of my coworkers **grew up in that area** and it's all **word of mouth**. . . . [People] see their friend who's a **part of an organization that's trying to give out and give to the community**.

— SAFER TOGETHER STAFF PERSON



CONSISTENCY

“People don’t forget when you show up.”

—SAFER TOGETHER STAFF PERSON

I think that one of the most important key pieces of Safer Together's presence in the community has been **consistency**.

The first couple weeks, or even couple months at some sites people will just walk by with the side eye a little bit, like, “Who are these people? What are they doing here?”

But **the more consistently that we show up**, and we show that, like, “Hey, we’re just here like if you guys like need us or want us for anything. We got you. Just like, let us know. We’ll be here like whether or not you want to like, engage with us at all.” And **that really helps build that trust**.

— SAFER TOGETHER STAFF PERSON

CULTURAL HUMILITY

“Remaining culturally humble is really key for engaging with community.”

— SAFER TOGETHER STAFF PERSON

We didn't have a very intentional training initially. But when we worked in this new CCS program, there was more intentionality around **cultural humility**, cultural competency, harm reduction, because we decided to invest heavily in a lot of these trainings.

— SAFER TOGETHER STAFF PERSON

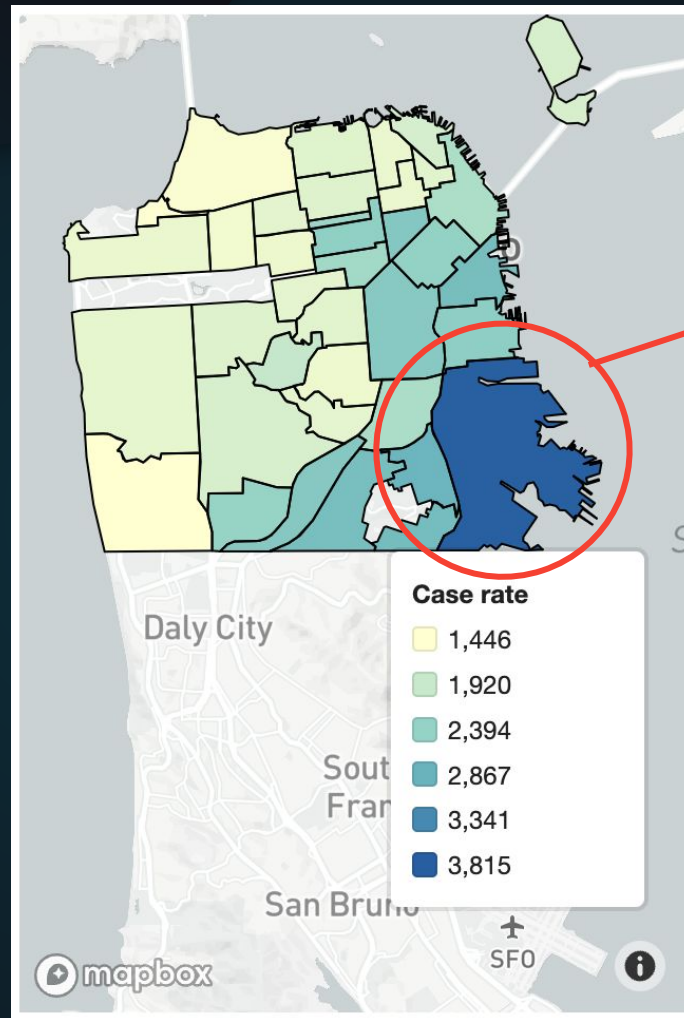
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BAYVIEW–HUNTERS POINT

COVID | Environmental Hazards | Respiratory Illness
Substance Abuse | Unemployment

CUMULATIVE TOTAL COVID-19 CASE RATE (CASES PER 10,000 RESIDENTS)

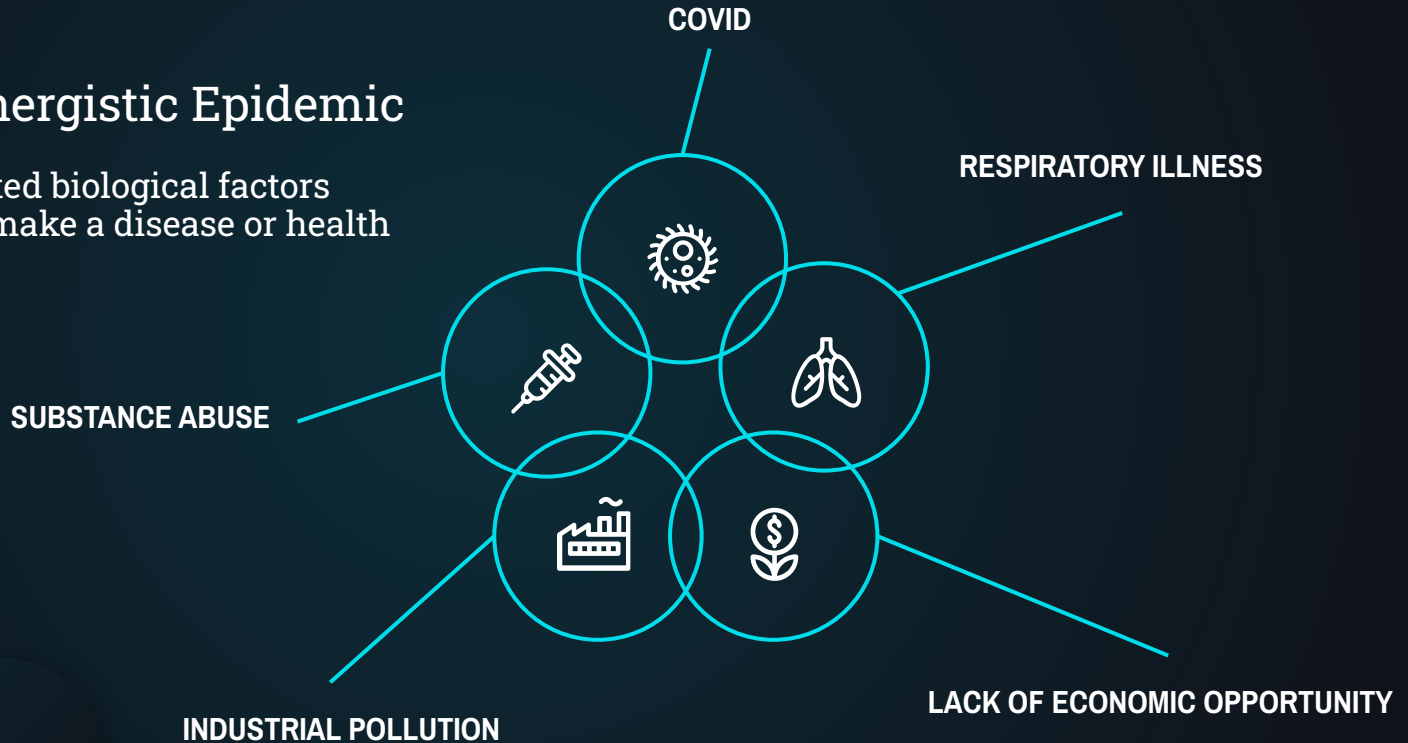
SOURCE: City and County of San Francisco.
(2023). *COVID-19 case maps*.
[https://sf.gov/data/covid-19-case-maps#maps-reflect-institutional-racism-and-structural-inequality-](https://sf.gov/data/covid-19-case-maps#maps-reflect-institutional-racism-and-structural-inequality)



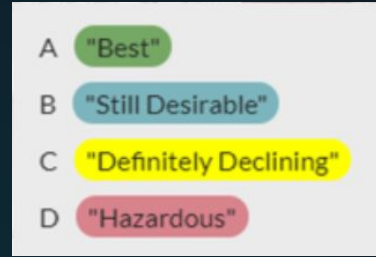
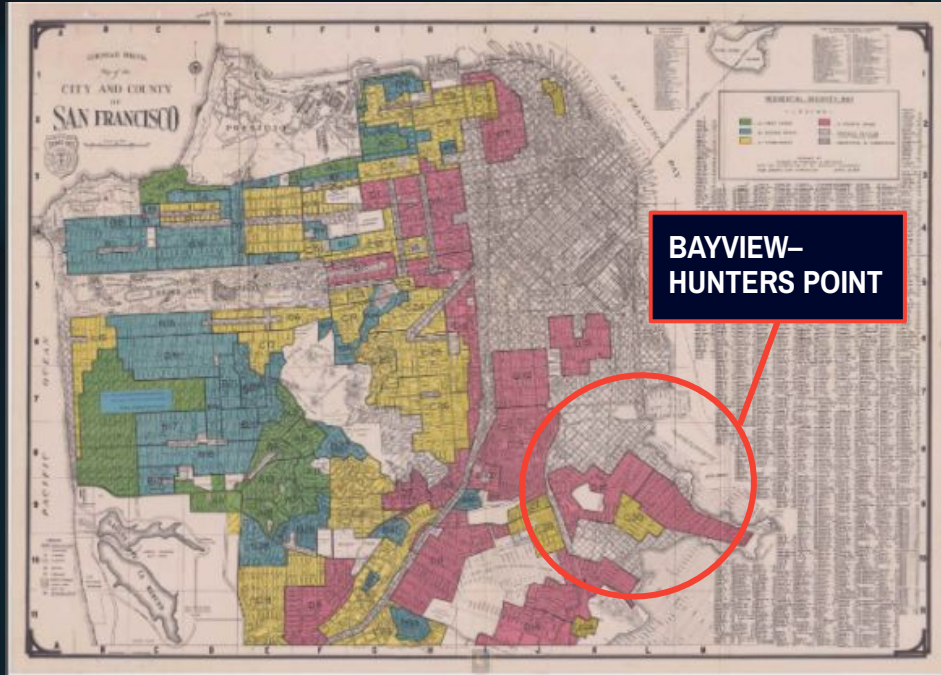
BAYVIEW-HUNTERS POINT

Syndemic = Synergistic Epidemic

two or more interrelated biological factors working together to make a disease or health crisis worse



The New Deal - Not For Everyone

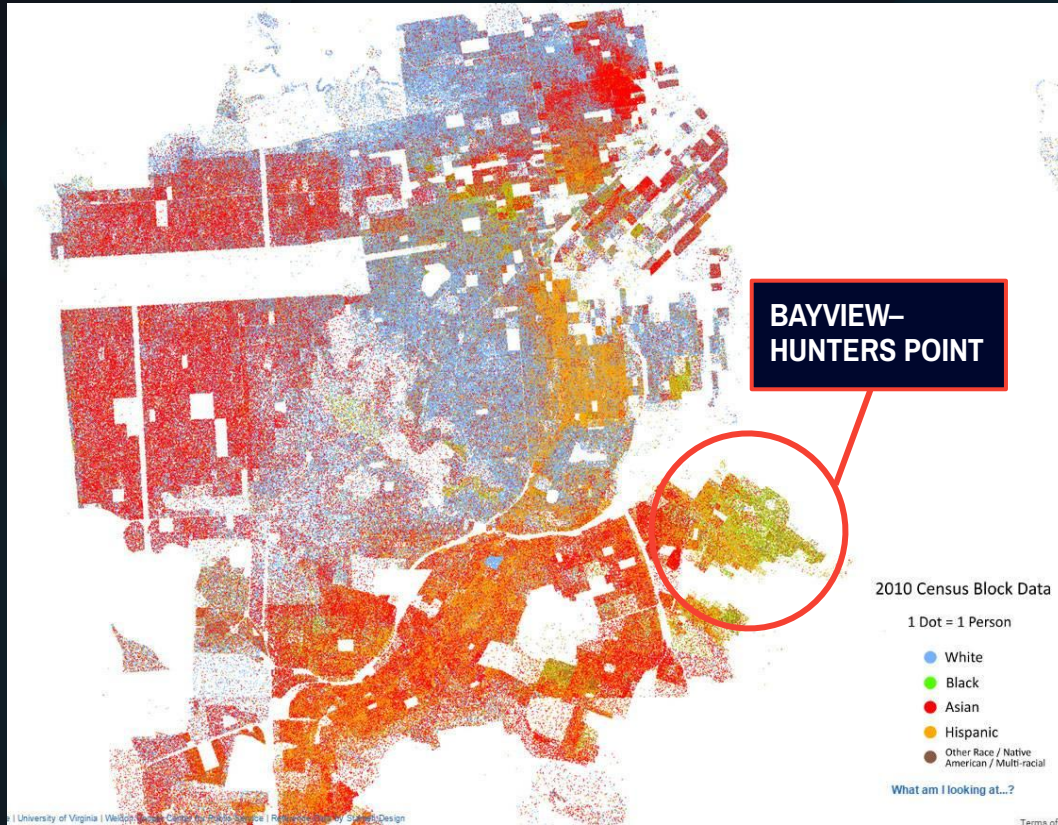


Home Owners' Loan Corporation (HOLC) – 1933

Federal Housing Administration (FHA) – 1934

SOURCE: CalEPA. (2021, August 16). *Pollution and Prejudice: Redlining and Environmental Injustice in California*.

<https://storymaps.arcgis.com/stories/f167b251809c43778a2f9f040f43d2f5>



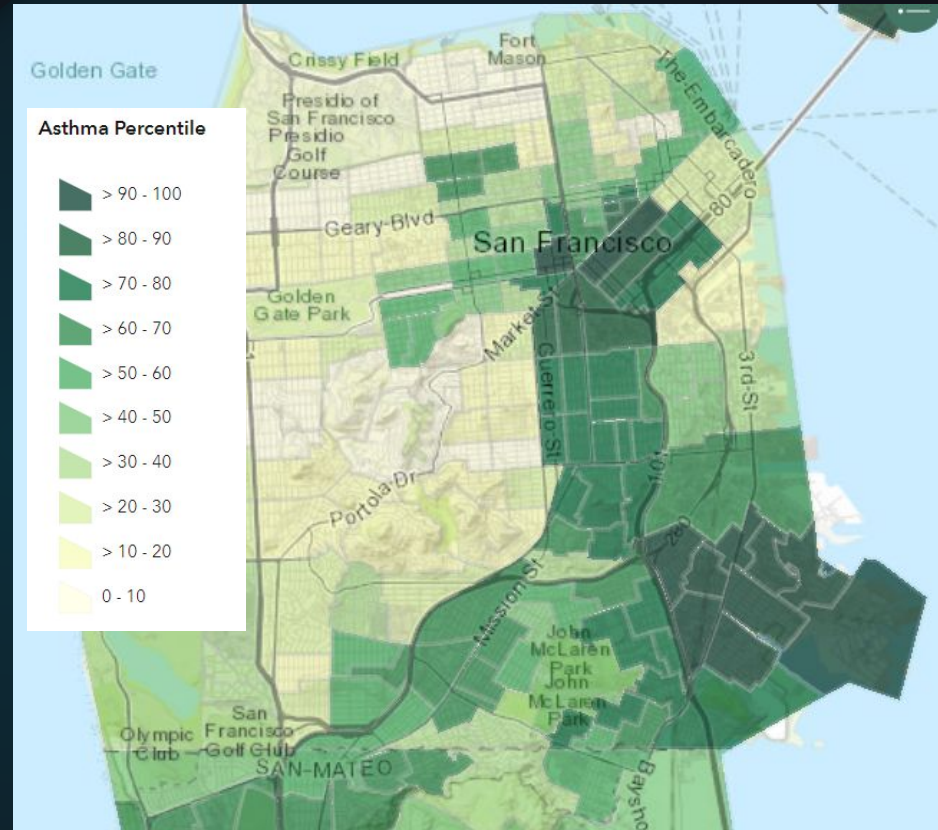
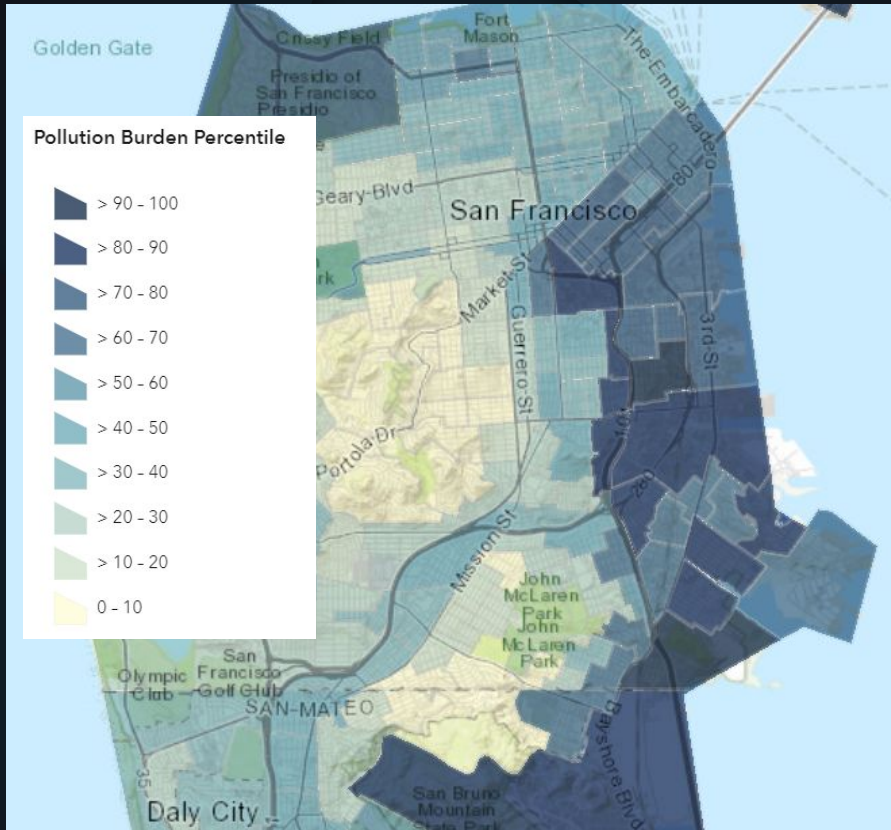
INSTITUTIONAL RACISM OF REDLINING

- Black migrants pushed into Bayview Hunters Point.

ENVIRONMENTAL RACISM

- PG&E's Hunters Point Power Plant.
- Southeast Water Treatment Facility.
- Hunters Point Naval Shipyard.
- Hundreds of industrial companies.

SOURCE: Murray, R. (2015). *African American Segregation in San Francisco*. FoundSF. https://www.foundsf.org/index.php?title=African_American_Segregation_in_San_Francisco



SOURCE: California Office of Environmental Health Hazard Assessment
<https://oehha.ca.gov/calenviroscreen/maps-data>

What draws me to the work is: my grandfather and his wife and my mom's mom— all three of them had **cancer**. And then my dad's mom and dad . . . both had **respiratory issues**. My grandmother had **emphysema**. Then . . . my grandfather started to have respiratory issues. Then **numerous family members**, cousins, uncles suffer through this, and not just family, but **close friends** as well.

We didn't understand, growing up. You know, people got **asthma, but we would think that it's hereditary. And you find out it's not hereditary. **The environment that we're living in is actually the reason that we're having these issues.****

— SAFER TOGETHER STAFF PERSON

05

THE FUTURE OF

Safer Together

SAFER AIR - Community Capacity Building and Empowerment

2022

111 air filters distributed for free through workshops with community partners.

Boxes last for 6-12 months.

Program development led by Community Care Specialist.





They become the ones who can **rewrite**
their own narrative around what's going
on in their in their community.

NEW BOX



RETURNED BOX



CARE NAVIGATION

- Community Care Specialist training
- Uniteus.com referral platform
- Harm reduction
- COVID tests
- Safer Air filters
- New initiatives & programs?





TESTING

Continue to support **Self Admin** programs for partners

Develop Pilot Program learnings to **empower individual community members** as health care liaisons

Supply individuals with **OTC tests**

Molecular **lab testing** services for COVID, Flu A & B, RSV

Remain ready for **resurgence of COVID** with 300 test admins already trained

Insurance infrastructure (no one turned away)

ONGOING COMMUNITY PARTNERSHIPS



I just cold call people. . . . I just start emailing people on LinkedIn.

That's how we built our partnership with IQ air. I just wrote to their CEO, and it was like, hey, we're trying to do this thing. . . . And then, you know, we got connected and then **we started working together.** And now they're one of our partners.

— SAFER TOGETHER STAFF PERSON



SO FAR

Funded by [private donors](#)

[COVID tests](#) provided for free
by the CDPH

Safer Air filters donated by [3M](#)



SUSTAINABLE FUTURE

Investment in [grant team](#)

Eventually hire professional
[development staff](#)

Stewardship and growth of
[donor pool](#)

Incorporate [fee for service](#) for
clients who are able to pay,
including insurance

FINANCIAL SUSTAINABILITY

CENTER PROFESSIONAL DEVELOPMENT

Incorporate professional development into theory of change and celebrate it as a success.

SHARE EXPERTISE

Promote your expertise and share your approach as a model for community health services at conferences and in publications.

This will serve your advocacy work.

BUILD COALITIONS

Keep collaborating! Connect field staff w/ the work of complementary orgs to build the care navigation referral network and to identify more needs that Safer Together can address.

RECOMMENDATIONS

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THANKS!

to Mariana Fraga, Jenny Ton,
and the [Safer Together](#) family

Presentation template by [Slidesgo](#)

Icons by [Flaticon](#)

Infographics by [Freepik](#)

Photos provided by [Safer Together](#)

QUESTIONS
