

# Healing Systems: Structural Innovations in Home Care & Housing

**Geoff Gusoff MD, MBA, MS**

Department of Family Medicine

April 25, 2025

- Background
- Healing Systems Framework
- Research on Structural Innovations in Home Care
- Research on Structural Innovations in Housing
- Additional Projects
- Future Directions



- Training
  - MD/MBA U Penn
  - Residency U Penn
  - NCSP UCLA
- Current Role
  - Asst Prof UCLA FM
  - 75% Research
  - 25% Clinical (HUCLA, VFC)



# Background: Key Influences



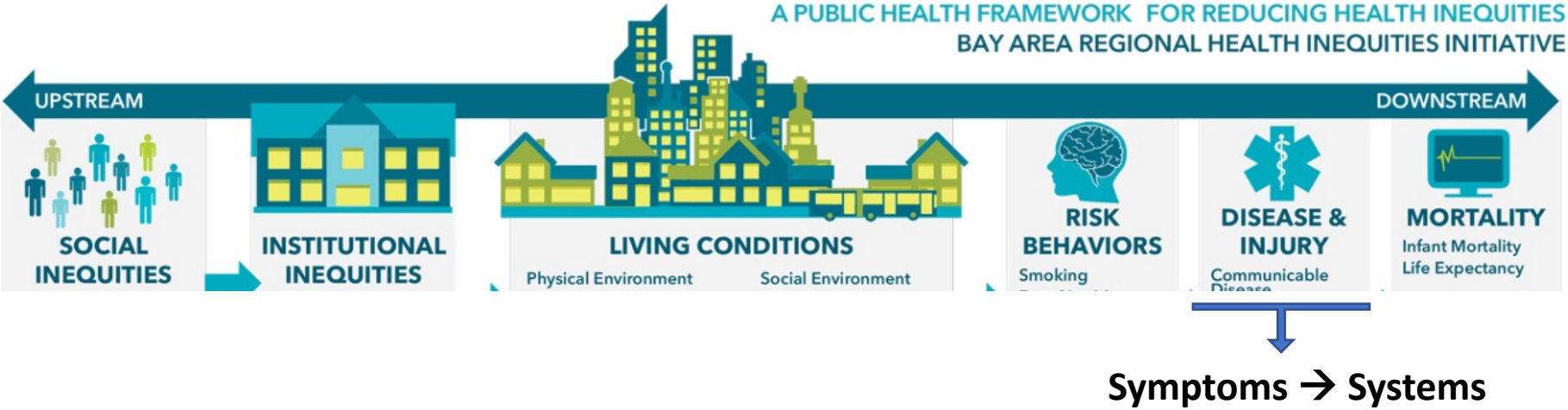
Doctors for Global Health



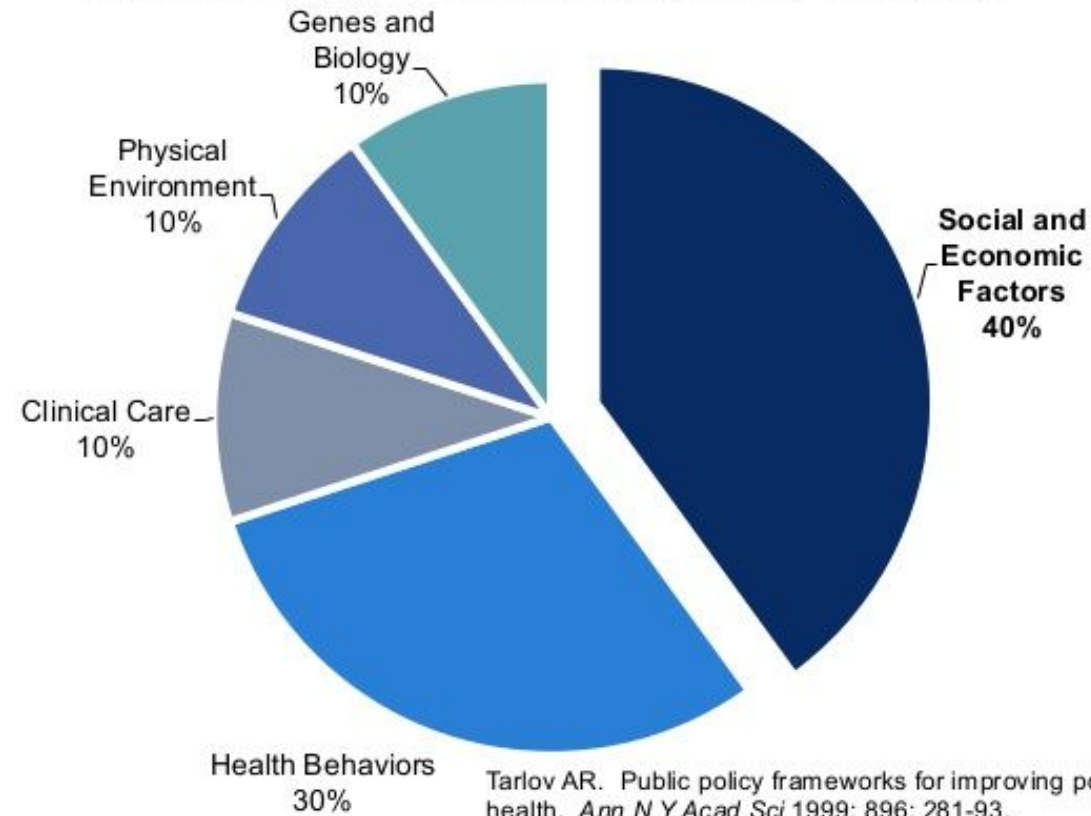
# Background: Research Catalyst

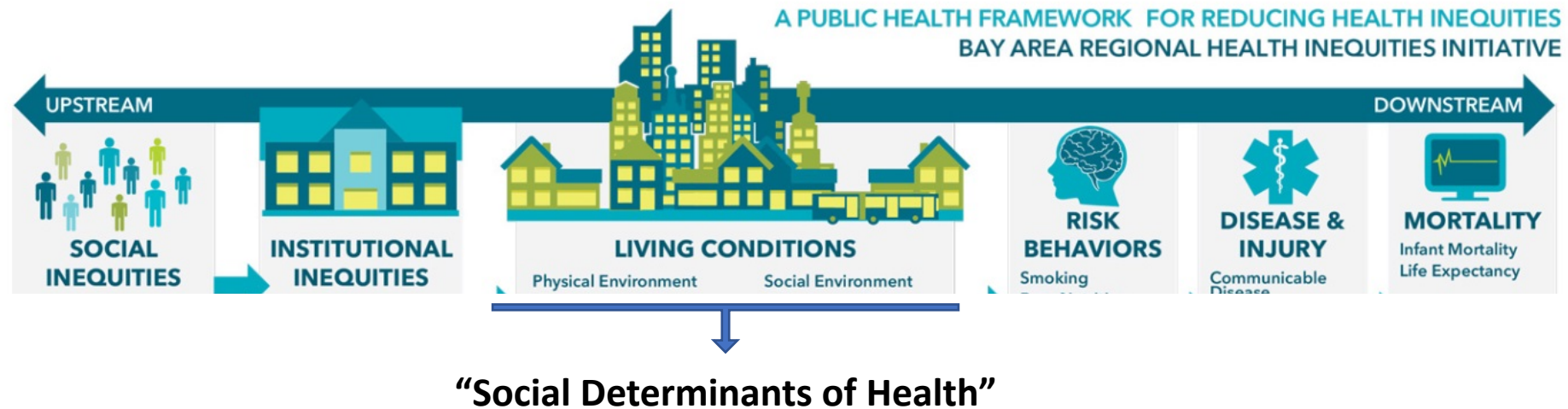


# Healing Systems Framework

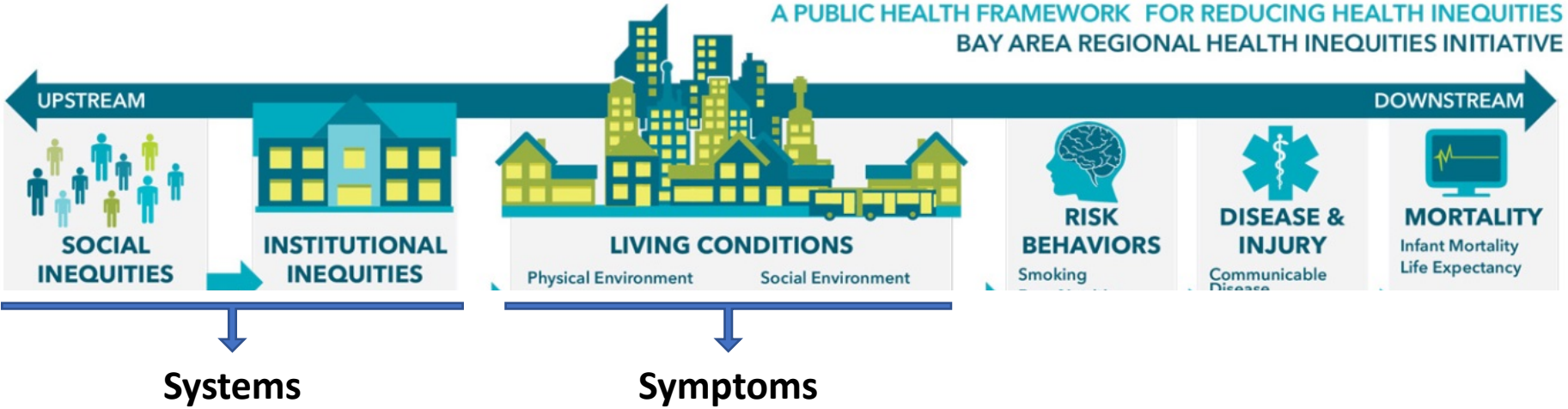


## What Creates Health? What are the Determinants of Health?

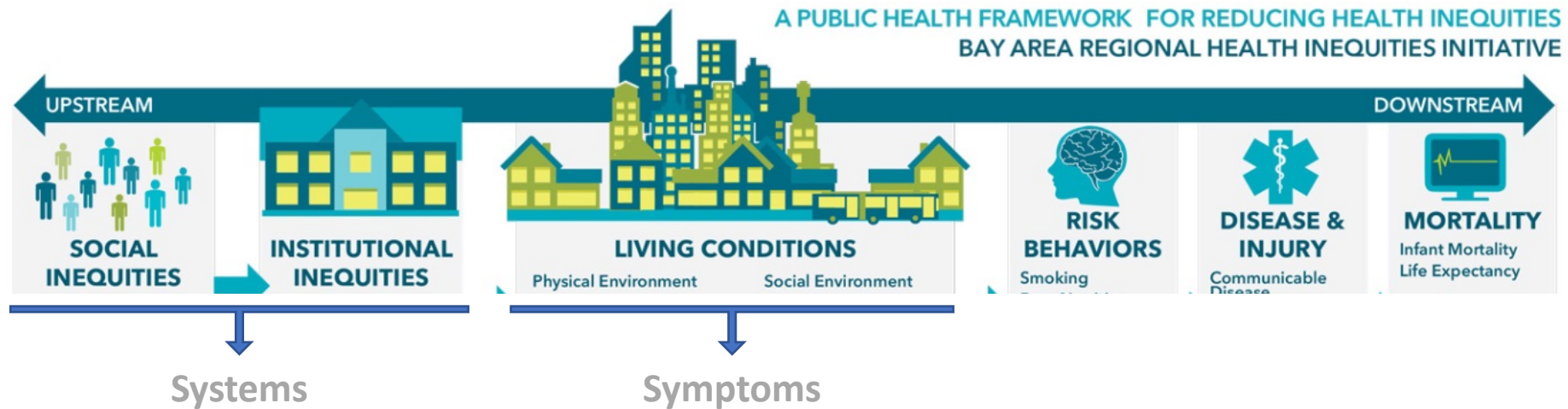












**Dx: Pathologies of Power**  
**Tx: Structural Innovations**



**Alternative Ownership  
Models**



**Worker Cooperatives  
Community Land Trusts**

# Research: Structural Innovation in Home Care

## Home Care Workers (HCWs)



- **2.9 million** HCWs in US
- Need 820,000 more by 2032
- Predominantly **women of color**
- **80%** annual **turnover**
- Harms workers and patients

## Economically

## Culturally

## Professionally

Risk Management and Healthcare Policy

Open Access Full Text Article

### Having a Say Matters: The Association Between Home Health Aides' Voice and Job Satisfaction

Mara Bensson-Ravunniarath<sup>1</sup>, Joanna Bryan Ringel<sup>2</sup>, Ariel Avgar<sup>3</sup>, Faith Wiggins<sup>4</sup>, Ann Lee<sup>4</sup>, Margaret V McDonald<sup>5</sup>, Lourdes R Guerrero<sup>6</sup>, John Kallas<sup>3</sup>, Geoffrey Gusoff<sup>7</sup>, Megan Shen<sup>8</sup>, Emily Tseng<sup>9</sup>, Nicola Dell<sup>9</sup>, Sara Czaja<sup>2</sup>, Lee A Lindquist<sup>10</sup>, Madeline R Sterling<sup>2</sup>

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ORIGINAL RESEARCH



Original Study

### Having a Say in Patient Care: Factors Associated with High and Low Voice among Home Care Workers

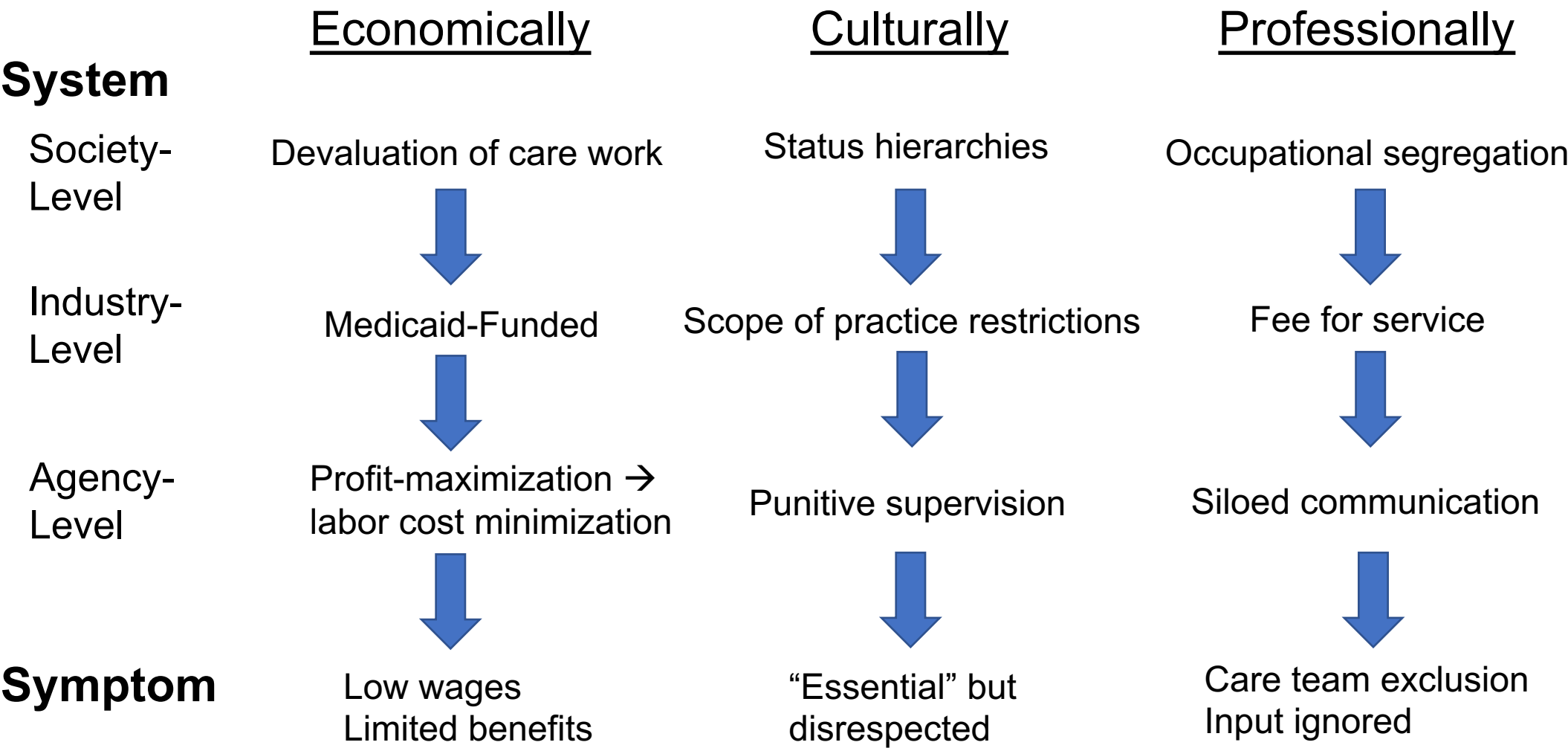
Geoffrey Gusoff MD, MBA, MS<sup>a,b,\*</sup>, Joanna Bryan Ringel MPH<sup>c</sup>, Mara Bensson-Ravunniarath MD<sup>d</sup>, Faith Wiggins MS<sup>e</sup>, Ann Lee BS<sup>e</sup>, Cisco G. Espinosa BA<sup>c</sup>, Ariel C. Avgar PhD<sup>f</sup>, Catherine Sarkisian MD, MSPH<sup>g,h</sup>, Madeline R. Sterling MD, MPH, MS<sup>c</sup>

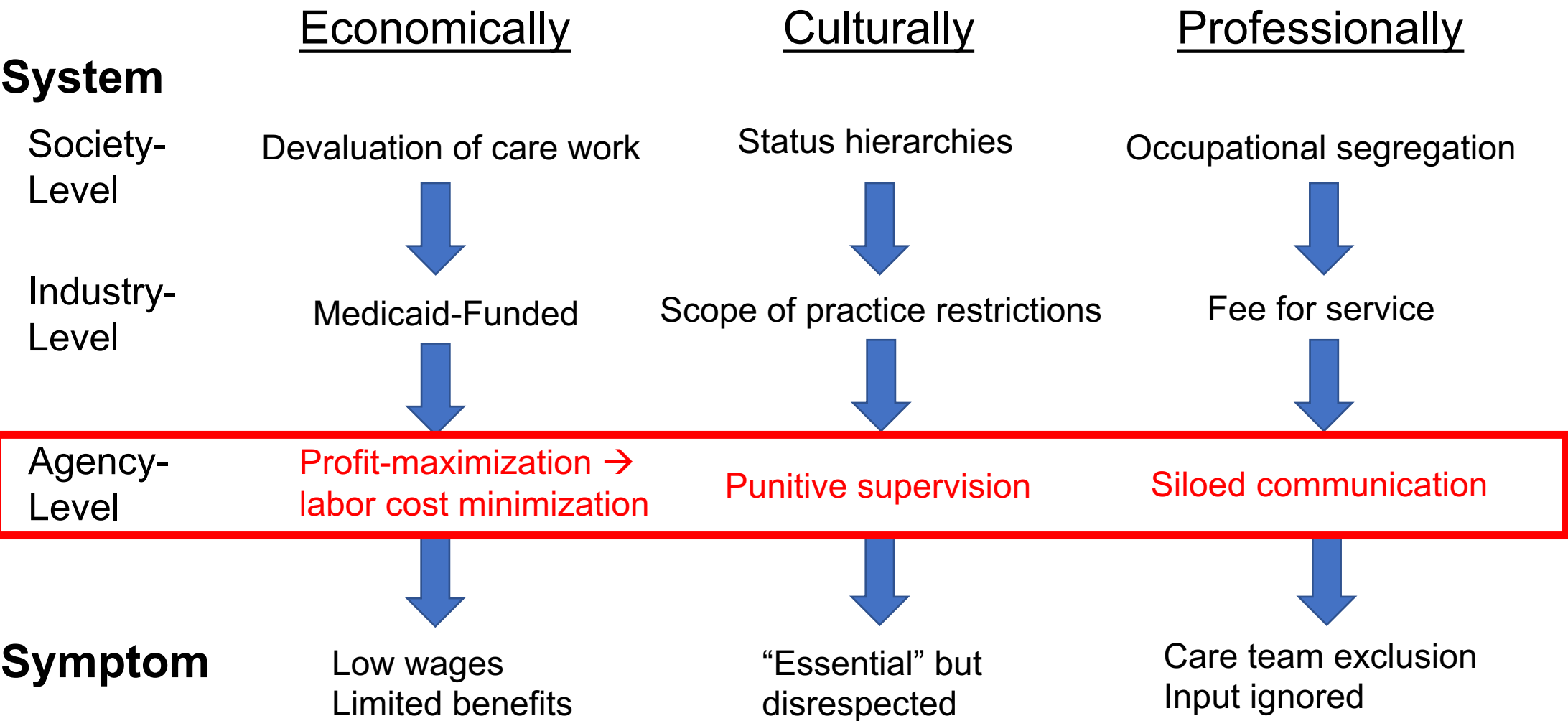
## Symptom

Low wages  
Limited benefits

“Essential” but  
disrespected

Care team exclusion  
Input ignored







- Agencies co-owned by home care workers
- Workers share in profits, serve on board and committees
- 22 coops, 2200 HCWs, diverse contexts
- Home care worker-centered agencies

Compared to traditional home care agencies, cooperatives have achieved:

- Higher wages and benefits
- **Twice** the client retention
- **Half** the worker turnover





**Aim:** Identify potential drivers of care quality, job quality, and worker retention at home care cooperatives

**Methods:**

- Interviewed 23 HCWs and 9 staff at 5 home care cooperatives
- Asked about work environment, perceived drivers, comparison to other agencies

Table 1. Characteristics of Participating Cooperatives

Characteristics	Cooperatives, No. (%) (N = 5)
Cooperative size	
Small (<50 employees)	2 (40)
Medium or large (≥50 employees)	3 (60)
Primary payer	
Medicaid	3 (60)
Private pay	2 (40)
Market density	
Large urban	2 (40)
Small urban/suburban	2 (40)
Rural	1 (20)
Region	
Northeast	2 (40)
Midwest	1 (20)
Northwest	2 (40)
Agency tenure, y	
>15	3 (60)
7-15	1 (20)
0-6	1 (20)



Original Investigation | Geriatrics  
Perceived Contributors to Job Quality and Retention at Home Care Cooperatives

Geoffrey M. Gusoff, MD, MBA, MS; Miguel A. Cuevas, BS; Catherine Sarkisian, MD, MSHS; Madeline R. Sterling, MD, MPH, MS; Ariel C. Avgar, PhD; Gery W. Ryan, PhD

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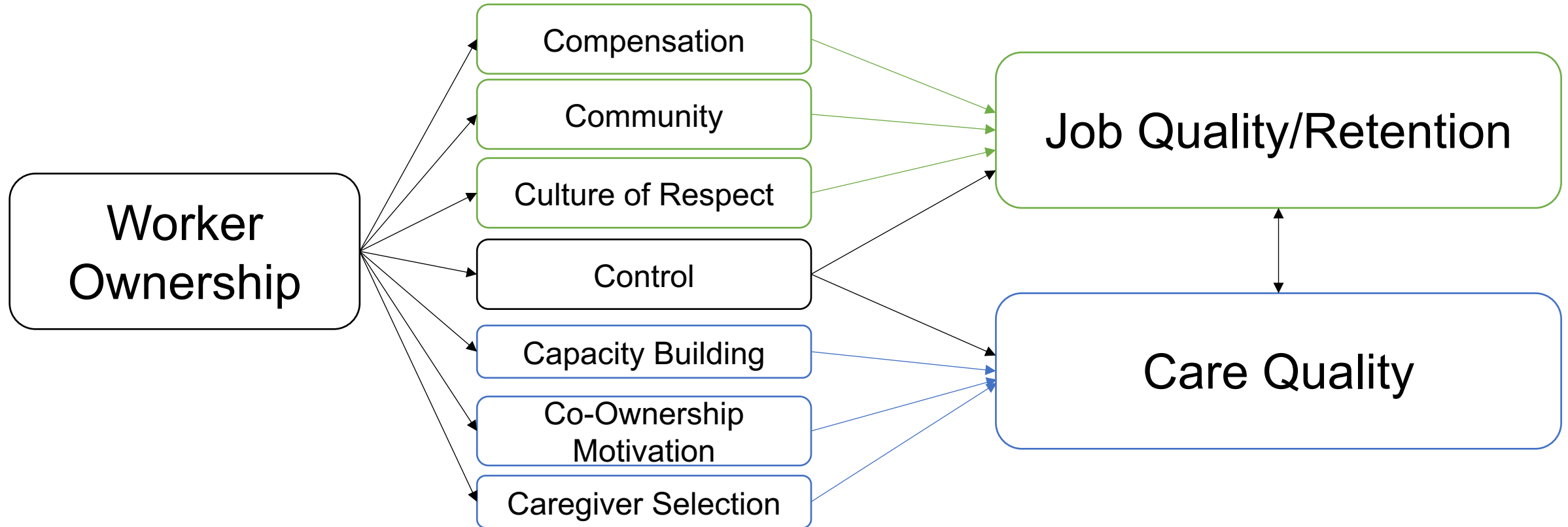
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Table 2. Characteristics of Participating Individuals

Characteristic	Participants, No. (%) (N = 32)
Role	
Home care worker	23 (72)
Staff	9 (28)
Worker tenure, y	
<2	13 (41)
2-5	8 (25)
6-10	5 (16)
>10	6 (19)
Race and ethnicity	
African American	8 (25)
Latinx	4 (13)
Non-Latinx White	17 (53)
2 or more races	2 (6)
Declined	1 (3)
Age, y	
20-29	7 (22)
30-39	7 (22)
40-49	6 (19)
50-59	3 (9)
60-69	7 (22)
≥70	2 (6)
Other paid caregiving experience	
Yes	20 (63)
No	12 (38)

## Results: Potential Drivers Identified



Compensation

“There’s just an emphasis on the money going to the workers.”

Community

“My sense of teamwork now is much greater. Once you're in an environment where you can see where everybody works together, you crave it...I would rather be in a setting where you know everybody's loved, valued, and appreciated and fought for. And that's really the difference to me... No one's going to slip through the cracks in a co-op, whereas in a corporate setting it happens all the time, every day, by the hour.”

Culture of Respect

“I feel very respected at [the cooperative] because when I talk, they do listen.”

Control

“A huge reason for the success and trust is having the caregivers in there making those decisions because they're the ones feeling the impact.”

Control

“I just feel a lot of freedom to be myself and give care in the way I want to, in the way it makes sense to me. And so I guess in that way, I give better care.”

Capacity Building

“[The cooperative] showed me more things to learn, and how to work with the client, how to deal with them, how to make them feel comfortable working with them and they can feel comfortable working with me at the same time.”

Co-Ownership Motivation

“If you're an owner, you take more pride in your work, and so then you're going to want to give better care.”

Caregiver Selection

“What really sets us apart is, like, it's people that actually want to be somebody's caregiver. Not somebody that's just going into this big agency to get some hours and get some health insurance.”

*Health Affairs Scholar*, 2025, **3**(3), qxae184  
<https://doi.org/10.1093/haschl/qxae184>  
Advance access publication: March 17, 2025  
**Commentary**

HealthAffairs  
 **Scholar**  
EMERGING & GLOBAL HEALTH POLICY



## Centering marginalized care: Home care cooperatives and system change

**Geoffrey M. Gusoff<sup>1,\*</sup> , Lina Stepick<sup>2</sup> , Aquilina Soriano-Versoza<sup>3</sup>, Katrina Kazda<sup>4</sup>**

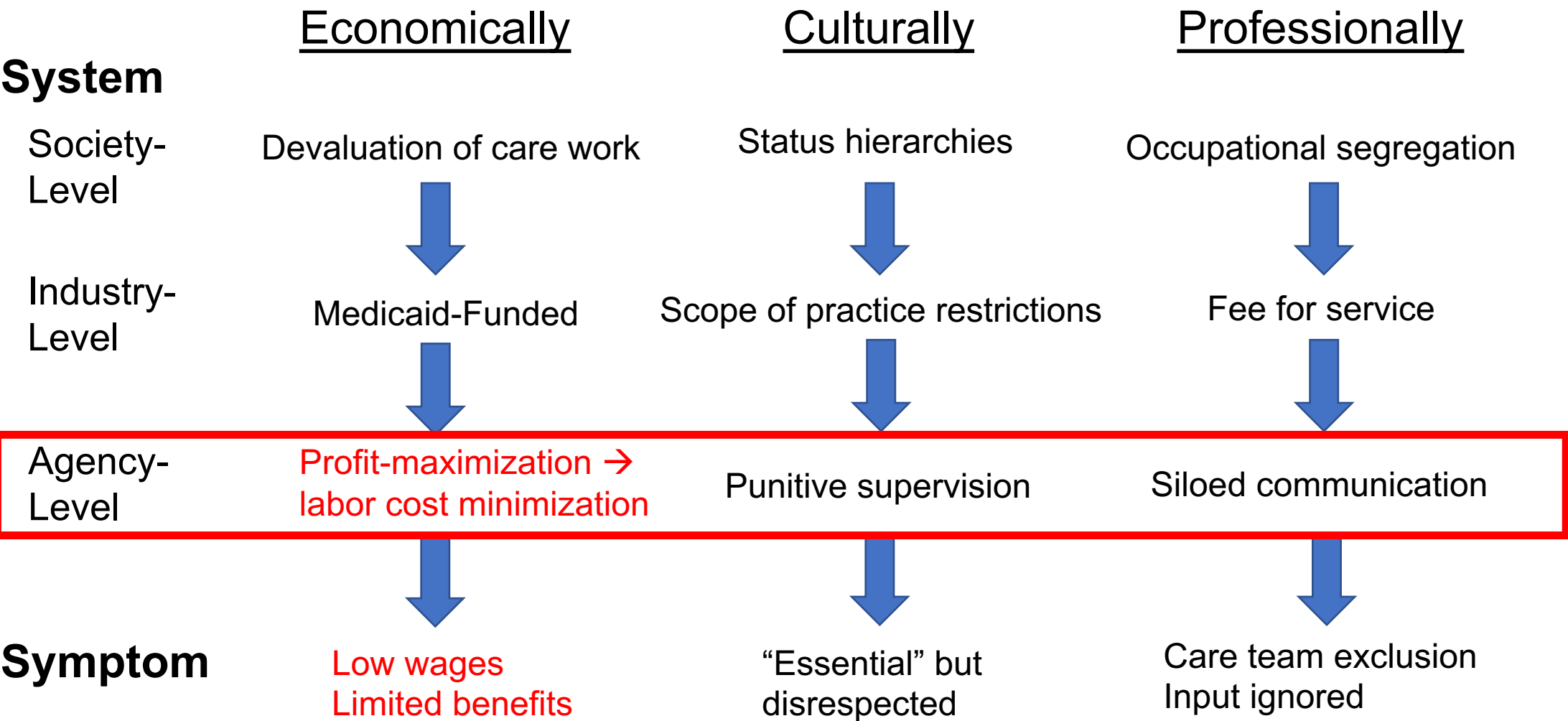
<sup>1</sup>Department of Family Medicine, David Geffen School of Medicine at UCLA, Los Angeles, CA 90095, USA

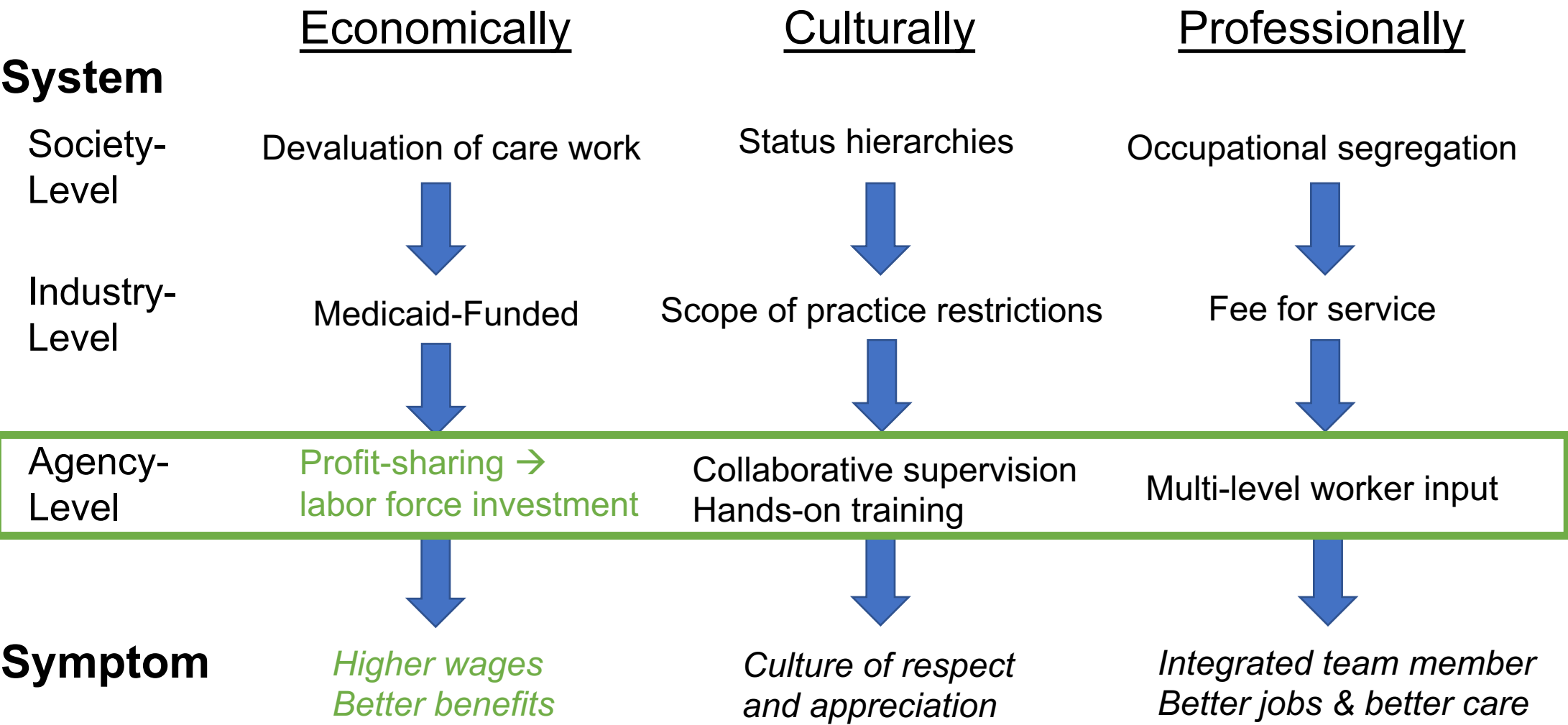
<sup>2</sup>PHI, New York, NY 10016, USA

<sup>3</sup>Pilipino Workers Center of Southern California, Los Angeles, CA 90026, USA

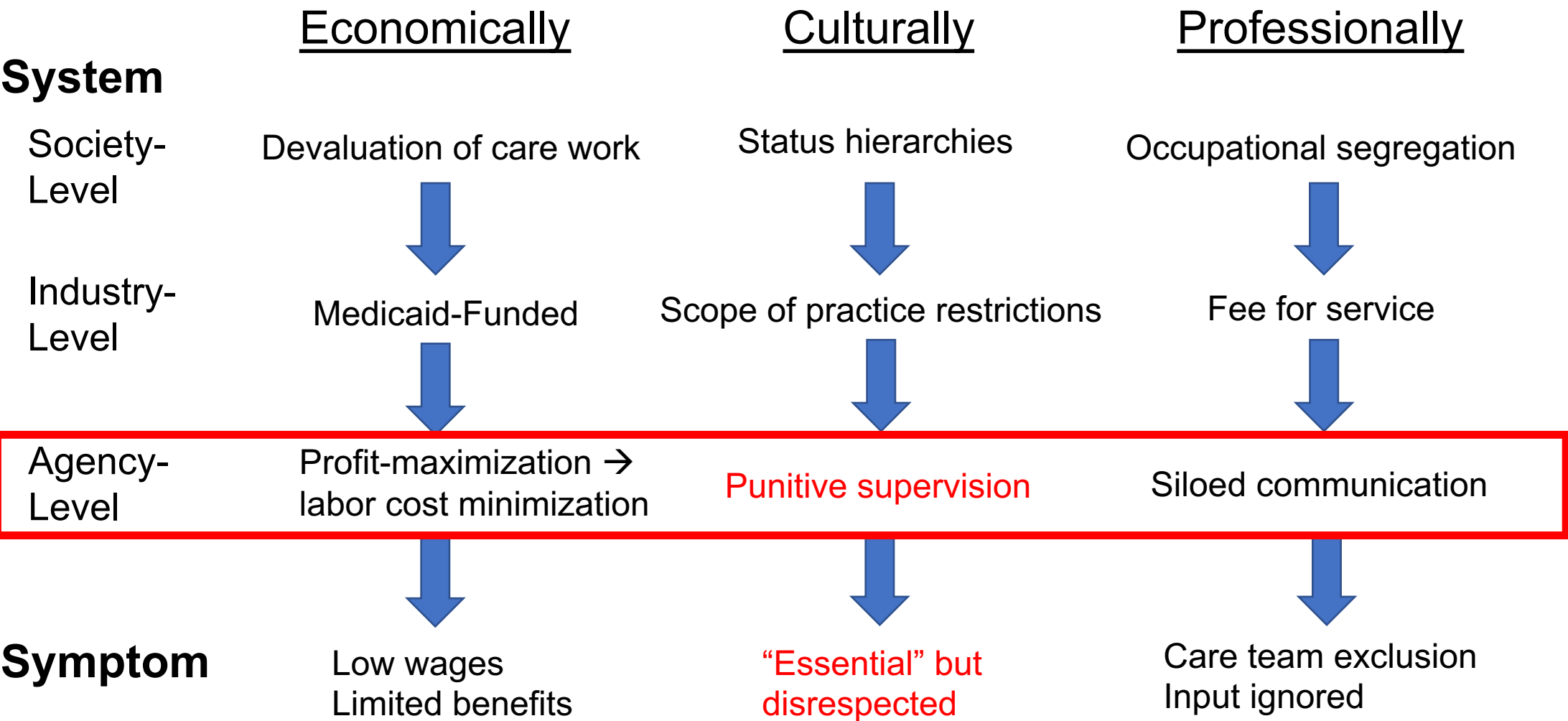
<sup>4</sup>ICA Group, Northampton, MA 01060, USA

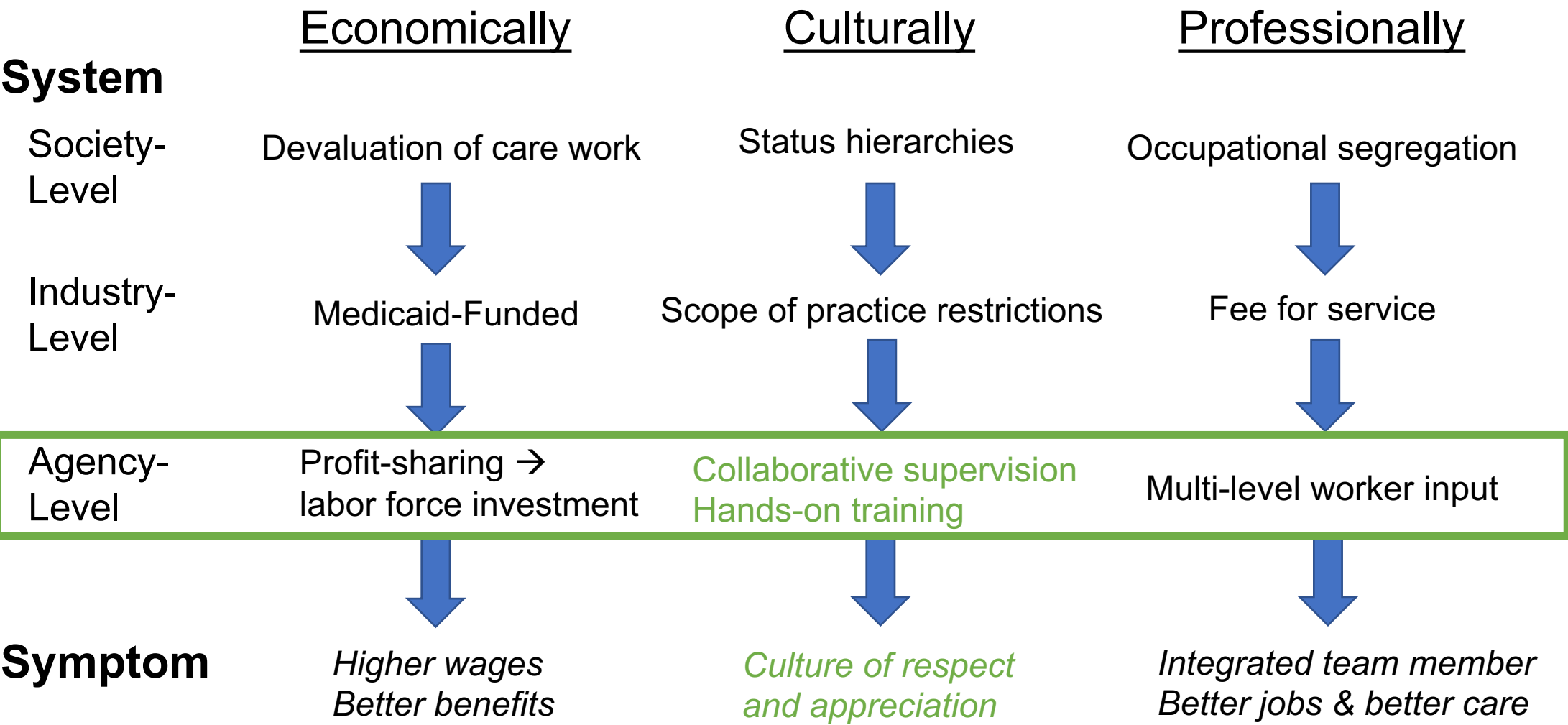
**\*Corresponding author:** Department of Family Medicine, David Geffen School of Medicine at UCLA, 10833 Le Conte Ave., Los Angeles, CA 90095, USA.  
Email: [ggusoff@mednet.ucla.edu](mailto:ggusoff@mednet.ucla.edu)

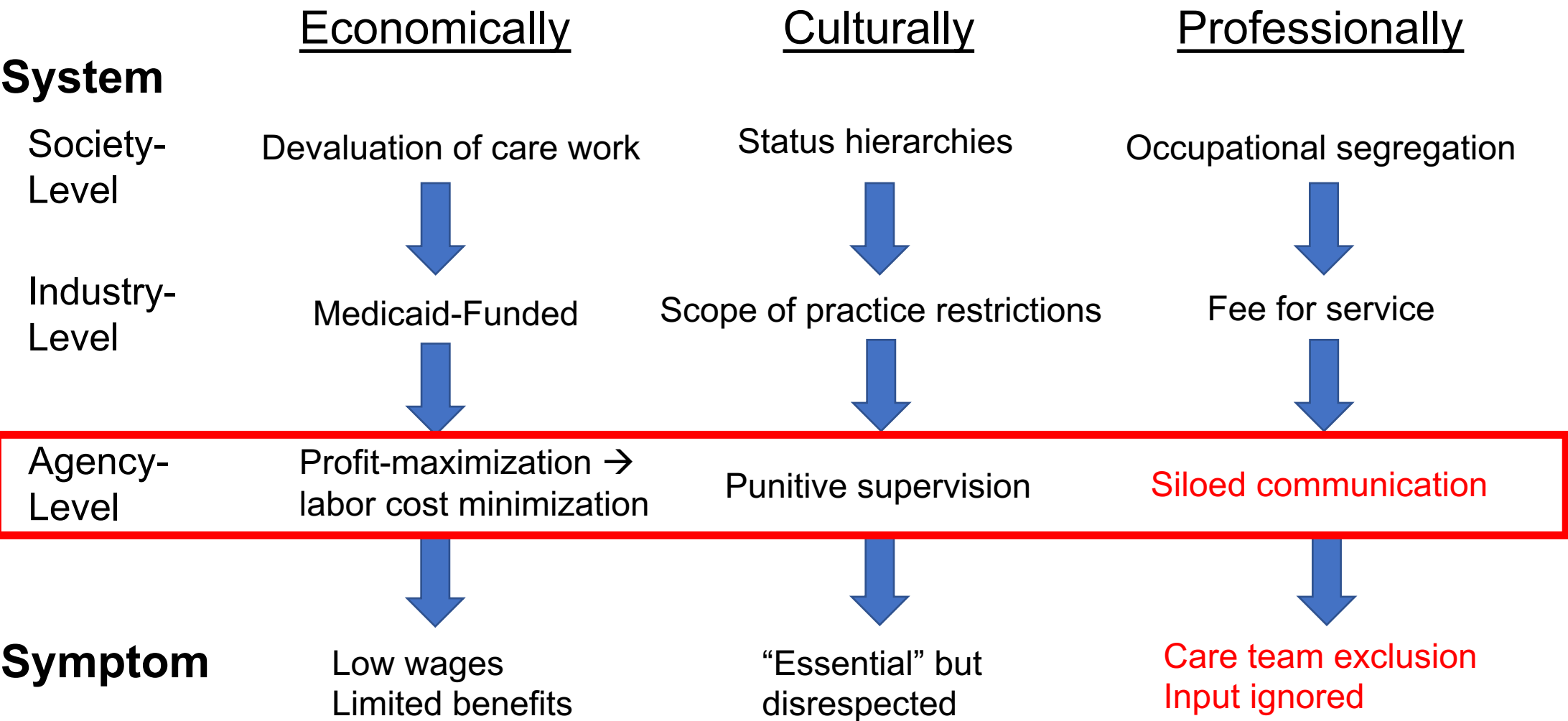


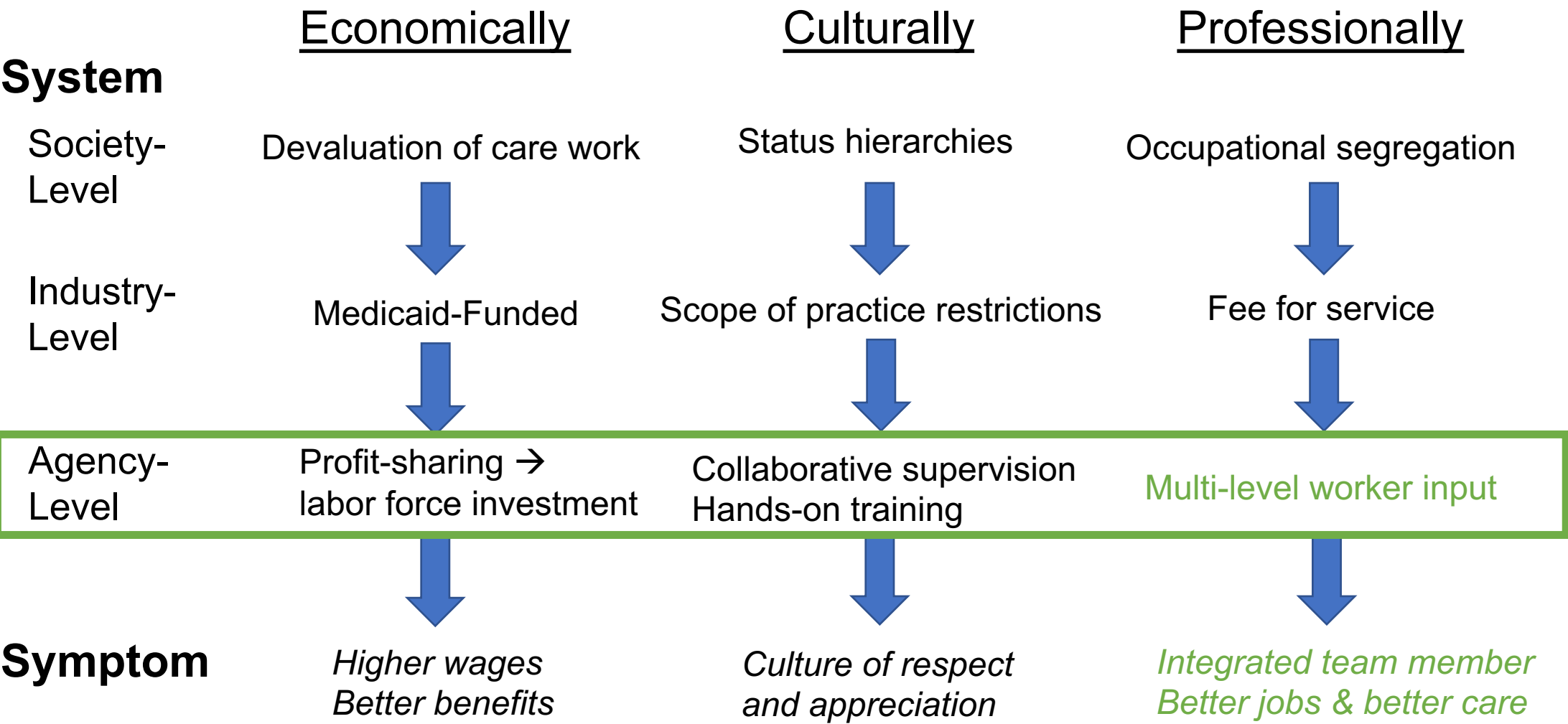


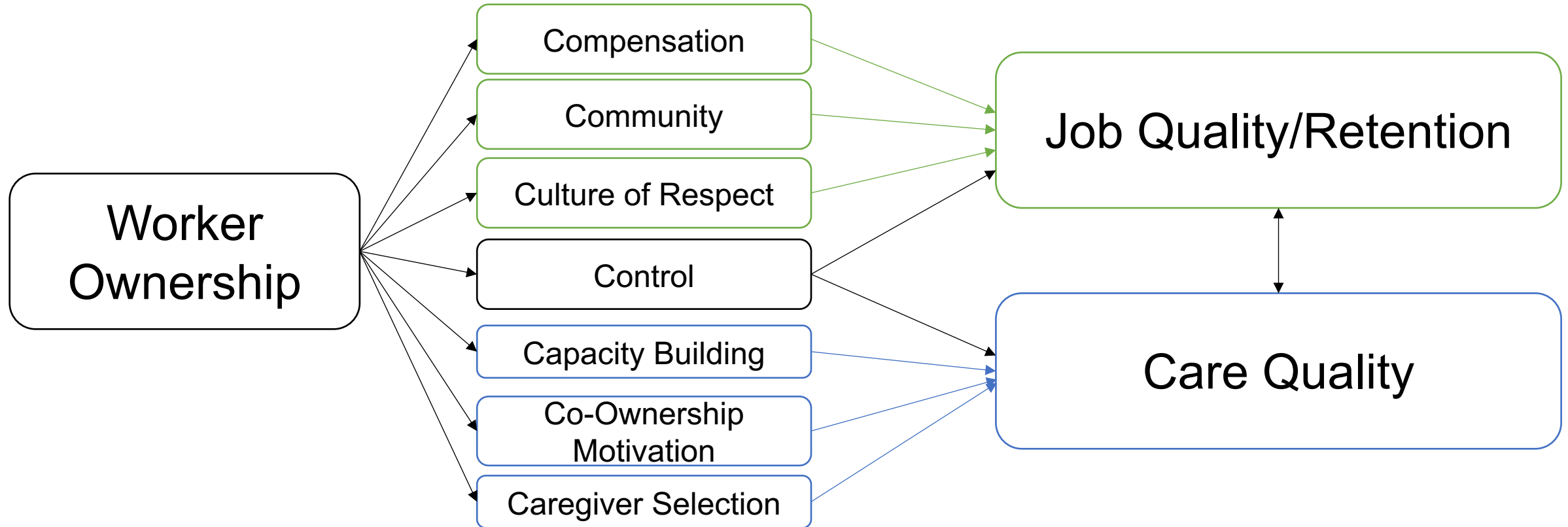












NIA Research and Entrepreneurial Development Immersion (REDI):  
Mentored Entrepreneurial Career Development Award (K01 Clinical  
Trial Not Allowed)



**Mentors:** Drs. Sarkisian, Saliba, Hays, Inkelas, Sterling; Hammer (ICA)

**Aim 1:** Develop and implement an HCW Working Conditions Survey

**Aim 2:** Develop and pilot test a digital training tool to enhance HCW participation in workplace decisions

**Aim 3:** Support the development and expansion of the home care cooperatives

NIA Research and Entrepreneurial Development Immersion (REDI):  
Mentored Entrepreneurial Career Development Award (K01 Clinical  
Trial Not Allowed)



**Aim 1:** Develop and implement an **HCW Working Conditions Survey** to assess the relationship between worker-ownership and job quality, retention, & care quality among HCWs (n=1000)

- Database of over 600 existing measures with psychometrics
- Adapted RAND Delphi expert input process
- Cognitive interviewing
- Pilot testing
- 3 regions: NYC, Philadelphia, Washington state



NIA Research and Entrepreneurial Development Immersion (REDI):  
Mentored Entrepreneurial Career Development Award (K01 Clinical  
Trial Not Allowed)



**Aim 2:** Develop and pilot test a digital training tool to enhance HCW participation in workplace decisions

- Home care cooperatives as laboratories of HCW participation
- Training and communication tool
- Support from Cornell Initiative on Home Care Work & Dr. Inkelas

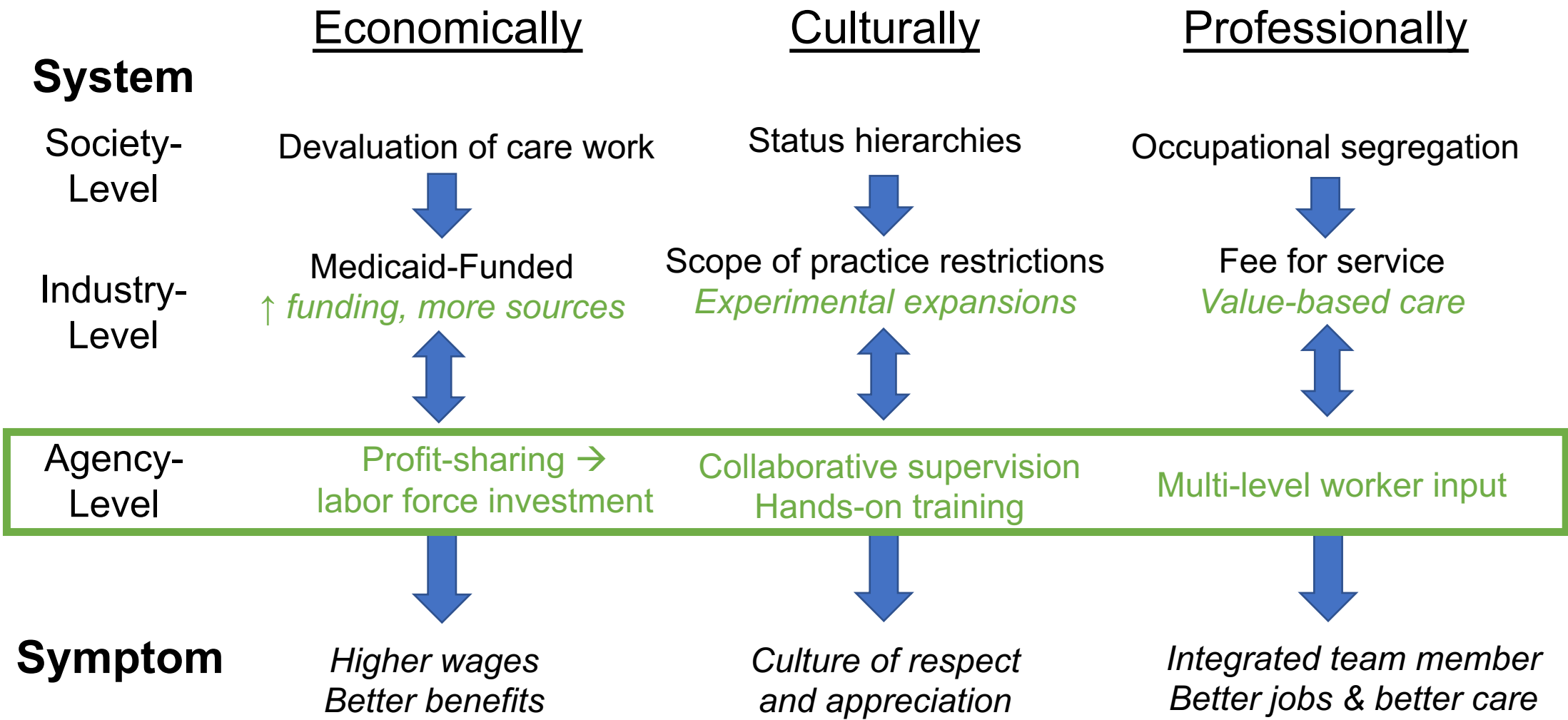


NIA Research and Entrepreneurial Development Immersion (REDI):  
Mentored Entrepreneurial Career Development Award (K01 Clinical  
Trial Not Allowed)



**Aim 3:** Support the development and expansion of the home care cooperative model in partnership with ICA Group





# Research: Structural Innovation in Housing

## Housing system pathologies

- Both basic need and investment
- Structural racism



## Housing symptoms

- Unaffordability/displacement
- Segregation/racial wealth gap

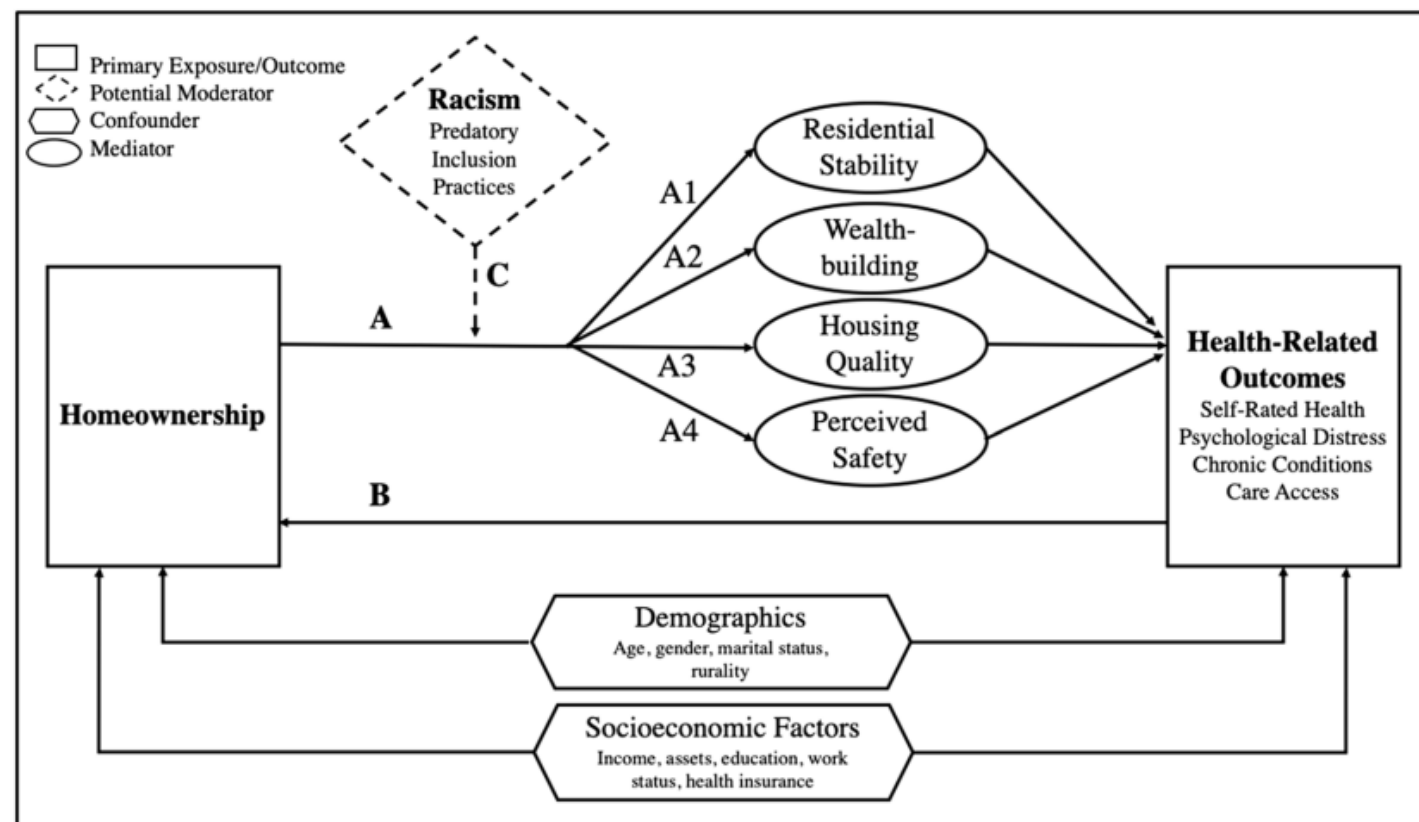


## Health symptoms

- Depression and anxiety
- Chronic disease and mortality

## The Relationship Between Homeownership and Health by Race/Ethnicity Since the Foreclosure Crisis: California Health Interview Survey 2011–2018

Geoffrey Gusoff, MD, MBA, MS<sup>1</sup>, Katherine Chen, MD, PhD<sup>2</sup>, Gerardo Moreno, MD, MS<sup>3</sup>, Joann G. Elmore, MD, MPH<sup>2</sup>, and Frederick J. Zimmerman, PhD<sup>4</sup>





## Design Features

- CLT owns land, sells houses
- Limits on resale profits
- Democratic board
- Housing/mortgage counseling

## Outcomes:

- Permanent affordability
- Individual wealth creation
- Community control/cohesion
- Low foreclosure rates

## Mechanisms to Improve Health Through Community Land Trusts

Justin Rose  · Loraine Arikat · Geoff Gusoff · Craig Evan Pollack

Main theme

- 1 Improved mental health
- 2 High-quality CLT housing
- 3 Access to health-promoting amenities
- 4 Residential support services
- 5 Democratic decision-making

### RESEARCH

Open Access



### Pursuing healthy homeownership: an evaluation of the neighborhood health trajectories of shared equity homeowners

Geoffrey M. Gusoff<sup>1\*</sup>, Alex Ramiller<sup>2</sup>, Arthur Acolin<sup>3</sup>, Ruoniu Wang<sup>3</sup> and Frederick J. Zimmerman<sup>4</sup>



# Additional Projects

- Anchor Institutions

- Holistic Review

- Medical Financial Partnerships

## RESEARCH

## Open Access

### Moving upstream: healthcare partnerships addressing social determinants of health through community wealth building



Geoffrey M. Gusoff<sup>1\*</sup>, David Zuckerman<sup>2</sup>, Bich Ha Pham<sup>2</sup> and Gery W. Ryan<sup>3</sup>

### SHARPening Residency Selection: Implementing a Systematic Holistic Application Review Process

Igarabuzza, Laura MD; Gusoff, Geoffrey M. MD, MBA, MS; Maharaj-Best, Ayiti-Carmel MD; Baylson, Margaret J. MD, MPH; Betancourt, Renée M. MD; Nicklin, David E. MD; Wang, Jenny Y. MD

[Author Information](#)

*Academic Medicine* 99(1):p 58-62, January 2024. | DOI: 10.1097/ACM.00000000000005451

### Addressing Economic Drivers of Health in the Clinic: The Role and Potential of Medical-Financial Partnerships

**Geoffrey Gusoff,**

National Clinician Scholars Program at UCLA, Los Angeles, CA 90024

**Adam Schickedanz**

Department of Pediatrics, David Geffen School of Medicine at UCLA, Los Angeles, CA 90095



# Future Directions

- Home Care Cooperative R&D (R01, SBIR)
  - Longitudinal, patient-centered, and claims data
  - Tool development
  - Value-based care and scope of practice pilots
  - Policy-informing research
- Broader Structural Innovation R&D
  - Worker-owned nursing homes, clinics
  - CLTs and limited-equity cooperatives



**Department of  
Environmental Health Sciences**



**HEALTH AND POLITICAL  
ECONOMY PROJECT**

**Funding Acknowledgements:**

- 1) CTSI TL1 (PIs Inkelas, Harawa, Bui)
- 2) NIA REDI K01 (*1K01AG088782*)
- 3) UCLA Family Medicine Department & Dean's Office
- 4) Cornell ILR Center for Applied Research on Work
- 5) Rutgers Institute for the Study of Employee Ownership and Profit Sharing

# THANK YOU

[ggusoff@mednet.ucla.edu](mailto:ggusoff@mednet.ucla.edu)