

Anchor Institutions Building Community Wealth

Aligning All Assets for Inclusive, Local Impact

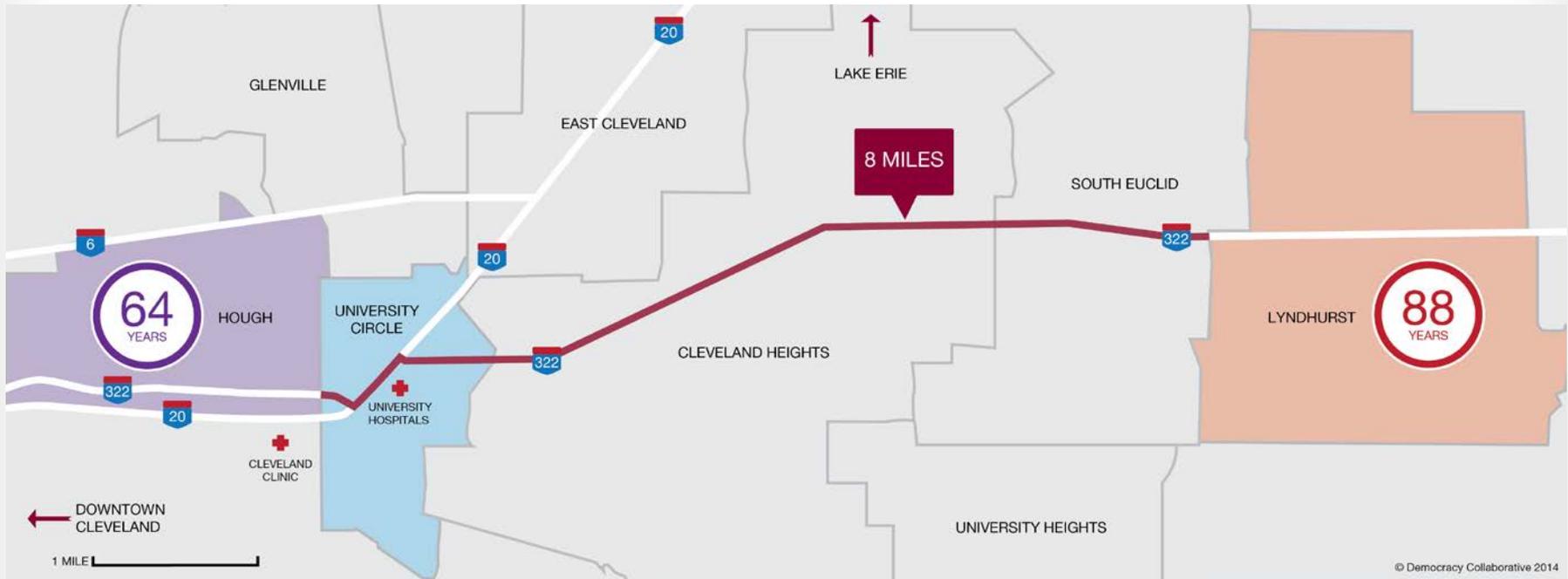
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Cleveland, OH
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Place Matters

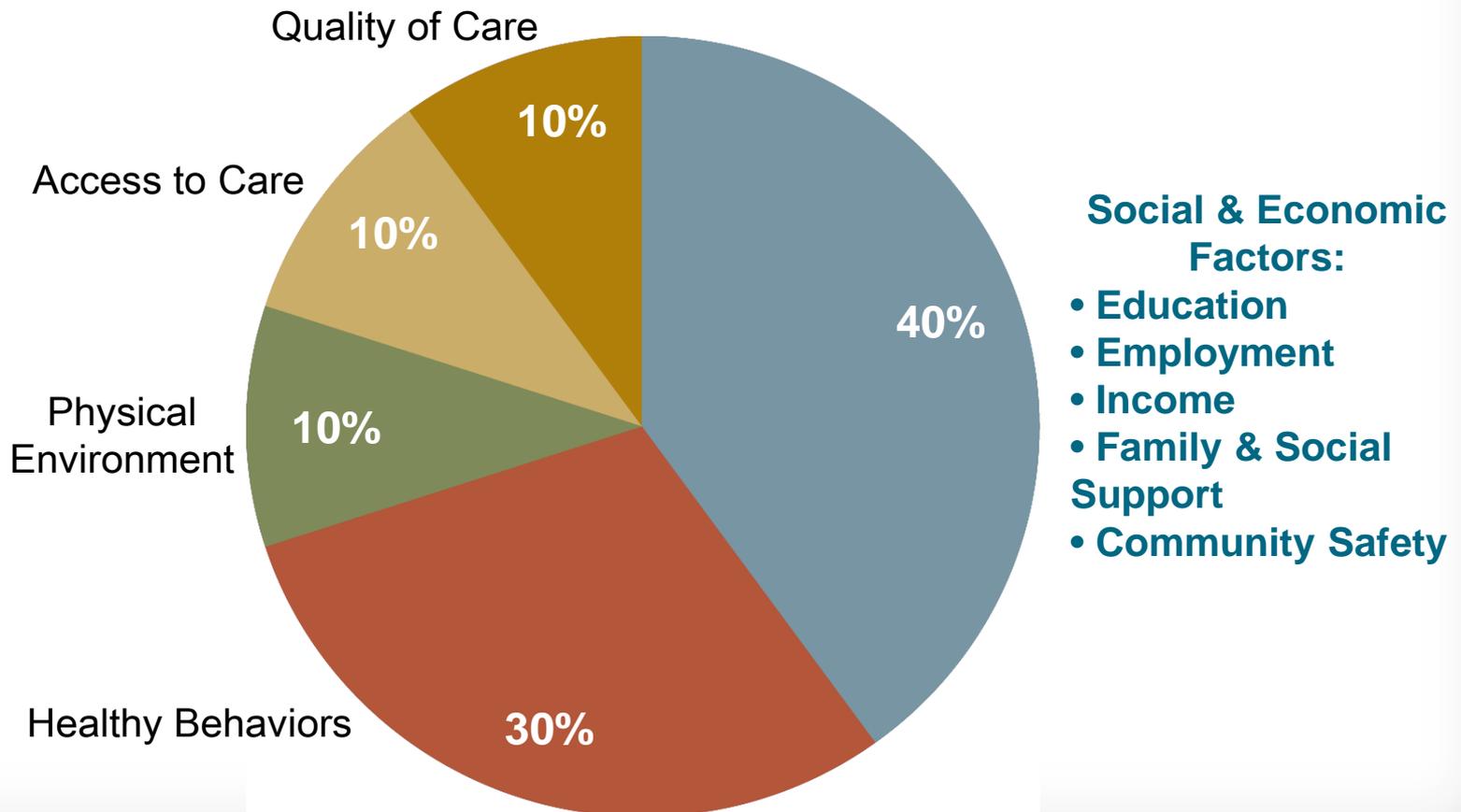
Male life expectancy in Hough and Lyndhurst (Cleveland):



Source: Life expectancy data calculated by Cuyahoga County Board of Health and the Alameda County Health Department

What drives health outcomes?

To address health inequities, you must address social and economic inequities.



The widening U.S. health and wealth gap:

- 22% of children are living in poverty, a percentage that has not changed since 1960.
- The number of people living in concentrated poverty has doubled from 7 to 14 million since 2000.
- White median net wealth is 13x greater than African-American net wealth and 10x greater than Latino net wealth.
- Differences in lifespan after age 50 between the richest and the poorest have more than doubled—to 14 years—since the 1970s.

How can health systems begin to shift these drivers?

“ Health disparities are the physical embodiment of inequity in opportunities. And these inequities in opportunity have been socially created, which means we are all a part of creating them and that we can now play a role in actually changing them. ”

Jeanne Ayers, Asst. Commissioner, MN Department of Health,
March 2016

The seven drivers of community wealth building



Place

Leverages many kinds of assets rooted in community, for benefit of local citizens.



Ownership

Promotes local, broad-based ownership as the foundation of a thriving local economy.



Multipliers

Encourages institutional buy-local strategies to keep money circulating locally.



Collaboration

Brings many players to the table: nonprofits, philanthropy, anchors, and cities.



Workforce

Links training to employment and focuses on jobs for those with barriers to employment.



Inclusion

Aims to create inclusive, living wage jobs that help all families enjoy economic security.



System

Develops institutions and support ecosystems to create a new normal of economic activity.

Community Wealth Building Ecosystem



WHAT ARE ANCHOR INSTITUTIONS?

- “Sticky capital”
- **Economic engine:** employer, purchaser, investor
- Nonprofit or public



LOCAL
GOVERNMENT



COLLEGES &
UNIVERSITIES



HOSPITALS/HEALTH
SYSTEMS



COMMUNITY FOUNDATIONS/
PLACE-BASED FOUNDATIONS

The Anchor Mission

A commitment to intentionally apply an institution's long-term, place-based economic power and human capital in partnership with community to mutually benefit the long-term well-being of both.

Anchor Institution Assets

Functional assets:

- Community planning & leadership
- Business & financing
- Partnering capacity
- Communications
- Government relations
- Public policy
- Healthcare services
- Research, Data, and Technology
- Diversity & Inclusion
- Labor-Management Relations
- Reputation

Discretionary assets

- Community Benefit Grants
- Community Health Initiatives
- Social & Economic Support Services
- Foundation & Philanthropic initiatives

Economic Assets:

- Hiring and Workforce
- Procurement/Purchasing
- Treasury/Investment
- Construction
- Real Estate/Facilities

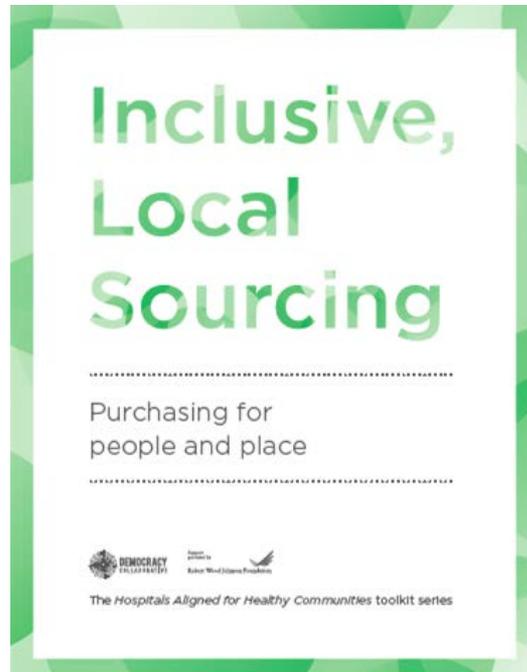
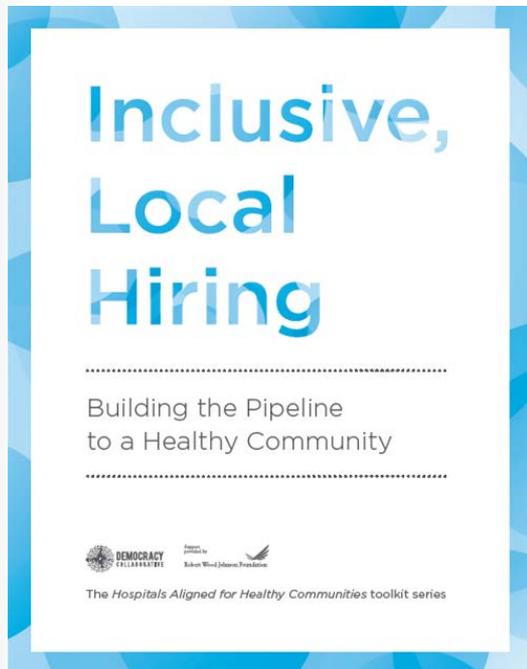
“Rethinking How We Do Business”

“Community and healthcare leaders are discovering that hospitals can help heal entire cities through economic development... healthcare systems can create jobs and wealth...And we can earn the trust and goodwill of our neighbors.”

Tom Zenty, CEO, University Hospitals System, May 2013

Strategies for Deploying Economic Assets:

Hospitals Aligned for Healthy Communities
toolkit series:



Healthcare Anchor Network

Health systems collaborating to improve community well-being by building inclusive and sustainable local economies.



The Healthcare Anchor Network

The purpose of the Healthcare Anchor Network is to help each participant more rapidly and effectively advance an anchor mission approach within our institutions, the communities we serve, and across the healthcare sector.

Key Activities of the Network

- **Share best practices** to promote replication and scale
- **Collaborate** to develop new tools and innovations
- **Create** shared messages to advance systemic change
- **Benchmark** and track your impact alongside peers from across the nation
- **Elevate** your institution's impact nationally
- **Demonstrate** the importance of this work to national audiences and philanthropic partners

HOSPITALS ALIGNED FOR HEALTHY COMMUNITIES

WORKFORCE PURCHASING

INVESTMENT

Big Questions

GETTING CLARITY ON WHAT MATTERS FOR YOUR MISSION

Where?

WHAT DOES “LOCAL” MEAN TO YOUR INSTITUTION?

Who?

WHAT DOES “COMMUNITY” MEAN TO YOUR INSTITUTION?

Why?

MISSION ALIGNMENT? LONG-TERM BUSINESS CASE? BOTH?

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Jeanne Ayers, Asst. Commissioner, MN Department of Health,
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Thank you!

For more information:
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