Stepping Up to Make a Difference: The Vital Role of Anchor Institutions in Community Health Improvement.

Wednesday, January 27, 2016
12:00 PM – 1:30 PM Pacific
3:00 PM – 4:30 PM Eastern

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Q&A Feature

Please submit questions via the Q&A Feature

Please submit questions to All Panelists
Polling Feature

Please
1. Choose your **answer**, then
2. Click **Submit**
POLL #1

Are you attending this Web Forum:

a. Individually
b. In a group of 2-5 people
c. In a group of 6-10 people
d. In a group of more than 10 people
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Matthew Marsom
Vice President
Public Policy and Programs
Public Health Institute

As Vice President for Public Policy and Programs for the Public Health Institute (PHI), Matthew works to advance and support the work of the organization’s domestic and global health programs, identifying opportunities to strengthen program impact and promote cross-program collaboration. Matthew is also responsible for designing and implementing strategy for monitoring and influencing public policy, legislation and regulations affecting PHI projects and public health policy relevant to PHI interests.

Website:  www.phi.org
• **The American Public Health Association** (APHA) is the oldest and most diverse organization of public health professionals in the world and has been working to improve public health since 1872. Twitter: [@PublicHealth](https://twitter.com/PublicHealth)

• **Prevention Institute** (PI) was founded in 1997 to serve as a focal point for primary prevention practice—promoting policies, organizational practices, and collaborative efforts that improve health, equity and quality of life. Twitter: [@preventioninst](https://twitter.com/preventioninst)

• **The Public Health Institute** (PHI) is an independent, nonprofit organization dedicated to promoting health, well-being and quality of life for people throughout California, across the nation and around the world. Twitter: [@PHIdotorg](https://twitter.com/PHIdotorg)

• **Trust for America's Health** (TFAH) is a non-profit, non-partisan organization dedicated to saving lives by protecting the health of every community and working to make disease prevention a national priority. Twitter: [@HealthyAmerica1](https://twitter.com/HealthyAmerica1)
Introducing our Presenters:

Steven Standley
Amy Slonim
Tyler Norris
David Zuckerman
Agenda

• Welcome and introductions – Matthew Marsom

• Keynote: University Hospitals Cleveland Anchor Institution Approach – Steve Standley

• Panel Discussion: The Anchor Institution Journey; Moderator: Amy Slonim; with Tyler Norris, David Zuckerman, and Steve Standley

• Q&A – All, Moderated by Matthew Marsom
POLL #2

How familiar are you with the term ‘anchor institutions’?

a. Very familiar
b. Not too familiar
c. New to me
Steven D. Standley has served in senior leadership roles at University Hospitals in Cleveland, Ohio since July 2000. He currently serves as Chief Administrative Officer, a position responsible for system-wide master facilities planning, plant operations, biomedical engineering, system-wide sustainability programs, major construction projects, supply chain, shared services, marketing, government affairs, diversity and inclusion, nutrition and environmental services, laboratory, radiology, pharmacy and real estate. Mr. Standley was responsible for the Vision 2010 project including the construction of two new hospitals and thirty-six other major construction projects totaling over one billion dollars for the System.

Website:  [www.uhhospitals.org](http://www.uhhospitals.org)
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University Hospitals
The Anchor Mission

Building the wealth, economic vitality and health of a community

Steve Standley, Chief Administrative Officer
January 27, 2016
University Hospitals, Cleveland, OH

- Non-profit founded in 1866
- 18 hospitals and 40 health centers
- $4 billion annual revenues
- Care for 1 million unique patients annually
- Nationally recognized academic medical center
- Second largest employer in Northeast Ohio
- Total employees: 26,000
- 1000 residents/fellows trained annually
Greater University Circle
The Link Between Socioeconomic Status and Health

- One of the poorest neighborhoods in the nation, with persistent poverty
- Median household income of $18,500
- 24% Unemployment
- Infant Mortality
  - Ohio 6.4/1000 (Caucasian)
  - Ohio 14/1000 (African-American)
  - Cuyahoga County 8.7/1000
  - University Circle 18.6/100
The Anchor Mission:

Leveraging civic and economic influence to foster community health, prosperity

Full report at: uhhospitals.org/anchormission
University Hospitals Anchor Strategies: Hire Local, Buy Local, Live Local

- Neighborhood Revitalization
- Local and Minority Purchasing
- Multi-Institution, City and Regional Partnerships
- Community Investment
- Capacity Building
- Community Health
Vision 2010 Goals

Contracts awarded to woman-owned enterprises
TARGET 5%  RESULT 7%

Contracts awarded to minority-owned enterprises
TARGET 15%  RESULT 17%

Goods and services procured from local and regional firms
TARGET 80%  RESULT 92%

Construction workers who are city residents
TARGET 20%  RESULT 18%*

5,200 jobs
$500 million in salaries
Our Community Call to Action

Life Expectancy
Separated by 8.5 miles and 24 years

Cuyahoga County Board of Health
Transitioning the Model of Care to Community Health

Traditional health care
- Isolated from the community
- Come-to-us mentality

Community-integrated anchor institution
- Multi-sector collaboration
- Anchor that supports community well being—hire local, buy local, live local
- Integrating social, behavioral, and environmental health determinants
- Leverage opportunities for upstream intervention
UH Rainbow Babies & Children’s Hospital

- Non-profit 244-bed children’s hospital founded in 1887
- 10,000 annual inpatient discharges
- 700,000 annual ambulatory encounters
- Primary pediatric academic affiliate of Case Western Reserve University
- Department of Pediatrics ranks 3rd in NIH funding in medical school-based departments
- 83 Pediatric Residents and 75 Pediatric Fellows
- Consistently ranked among the top children’s hospitals by US News and World Report
Continuous Community Health Investment

- Rainbow Care Connection
  - $12.7 Million CMMI award/round 1
  - Innovation Medicaid ACO

- Rainbow Center for Women & Children
  - $26 million new construction
  - $25 million in social and economic programs
  - Community health innovations/partnerships
  - Local jobs
  - Connection to Community Health Needs Assessment
Anchor Strategy: Lessons Learned

- Invest in our communities
- Importance of external stakeholders
- Engage stakeholders early
- Changing culture is more than box checking
- Make your commitments public
- Report publically your findings
- Have a high “say/do” ratio
- Think beyond the projects
- Ceilings become the new floors
POLL #3

Are you already working with an anchor institution in your community and if so, to what degree?

a. Yes, working well together
b. Yes, but not working closely together
c. No, this hasn't been possible
d. Interested but need more information
Q&A Feature

Please submit questions via the Q&A Feature

Please submit questions to All Panelists
Amy Slonim, PhD
Senior Program Officer
Robert Wood Johnson Foundation

Amy Slonim, PhD, is a Senior Program Officer with the Robert Wood Johnson Foundation working with the Bridging Health and Health Care and Catalyzing Demand for Healthy Places and Practices Portfolios. From 2007 to 2014, she was the CDC-AARP Liaison, as a consultant to the CDC Division of Population Health, Healthy Aging Program. Prior to 2007, Amy was the Director of Programs and Senior Public Health Advisor for the Michigan Public Health Institute (MPHI), acting as a special assistant to the Michigan Chief Administrator for Public Health and providing administrative oversight to all MPHI Programs. At MPHI she was also the Director of the Chronic Disease Programs for 8 years and was also on the Board of the National Association of Chronic Disease Directors.

Website:  www.rwjf.org
Tyler Norris, MDiv, is an entrepreneur and founder of over a dozen businesses and social ventures. His three decades of service in the public, private and non-profit sectors have focused on population health, community vitality, and equitable prosperity. Currently, he serves as Vice President, Total Health Partnerships at Kaiser Permanente, where he helps lead the implementation of “anchor institution” strategies, applying all KP assets to measurably improve population health and community well-being.

Website:  www.centerfortotalhealth.org
David Zuckerman joined the Democracy Collaborative team in 2012 and serves as Manager for Healthcare Engagement for the organization’s Anchor Institution Initiative. Zuckerman is the author of *Hospitals Building Healthier Communities: Embracing the Anchor Mission*. His work focuses on inclusive and equitable economic development strategies that build wealth in low-income communities, with specific attention on how hospitals and health systems can deploy the business side of their institutions to support community health improvement and strengthen their local economies. He currently serves as Treasurer on the Board of Representatives for the Takoma Park-Silver Spring Co-op. He received both his Master of Public Policy and B.A. degree in Government and Politics from the University of Maryland, College Park.

**Website:**  [www.democracycollaborative.org](http://www.democracycollaborative.org)
Total Health Impact:
Applying all Kaiser Permanente Assets for Health

Tyler Norris, Vice President, Total Health Partnerships

January 27, 2016
Moving From Contribution to Accountability

Do Good Things
- Assure access
- Support community organizations
- Educate

Make an Impact
- Address determinants of health in physical, social, natural environments
- Measure impacts

Be Accountable for All Our Impacts
- Understand our social, ecological and economic footprint, and its impact on community health
- Leverage all our assets

“What Counts”

“Making It Count”

“Being Accountable”

Hand Printing: the good an organization does minus its footprint, accounting for positive actions to help drive an organization or individual to be net-positive.
An Analytical View for Total Health (TH Framework)

Social & Economic Factors
- Education
- Employment
- Income
- Family & social support
- Community safety
- Culture

Physical Environments
- Built environment
- Food environment
- Media/information environment
- Environmental quality

Clinical Care & Prevention
- Access to care
- Quality of care
- Clinic-community integration

Health Behaviors & Other Individual Factors
- Diet & activity
- Tobacco use
- Alcohol use
- Unsafe sex
- Genetics
- Spirituality
- Resilience
- Activation

Health Outcomes & Wellbeing
- Physiology
- Disease and injury
- Health and function
- Wellbeing

Settings: Home  Workplace  School  Neighborhood  Clinic  Virtual
Deploying All Kaiser Permanente Assets for Total Health

Bringing together our mission, brand, knowledge and capabilities.

Physical and Mental Health Care
“Body, Mind and Spirit”

Clinic Prevention

Research and Technology

Purchasing and Employment Practices

Community Health Initiatives

Environmental Stewardship

Public Information

Living Wage Payroll

Health Education

Healthy Eating
Active Living

Access to Social and Economical Supports

Schools / Worksite & Workforce Wellness

Public Policy

Facilities

Society

Neighborhood / Community

Individual / Family

Home / School / Worksite
Applying All KP Assets for Health

We can leverage many of our activities in key functional areas to understand the economic, environmental and social impacts.
Can Hospitals Heal America’s Communities?
“All in for Mission” is the Emerging Model for Impact

By Henderson
President of Total Health Partnerships, Kaiser Permanente

Howard
President, The Democracy Collaborative

HOSPITALS BUILDING HEALTHIER COMMUNITIES
Embracing the anchor mission

By David Zuckerman
with contributions from Holly J. Spitz, Steve Boddie, and Ted Howard

The Democracy Collaborative at the University of Maryland
March 2023

THE ANCHOR MISSION
LEVERAGING THE POWER OF ANCHOR INSTITUTIONS TO BUILD COMMUNITY WEALTH
A Case Study of University Hospitals
Vital Signs Program
Cleveland, Ohio

SMITH, LAWRENCE
Department of Urban Studies and Planning, Massachusetts Institute of Technology
J. PHILLIP STAMFORD
Department of Urban Studies and Planning, Massachusetts Institute of Technology
TED HERNANDEZ
The Democracy Collaborative, University of Maryland College Park
### The seven drivers of community wealth building

<table>
<thead>
<tr>
<th>Place</th>
<th>Collaboration</th>
<th>Brings many players to the table: nonprofits, philanthropy, anchors, and cities.</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Collaboration</td>
<td>Links training to employment and focuses on jobs for those with barriers to employment.</td>
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<tr>
<td></td>
<td>Workforce</td>
<td>Aims to create inclusive, living wage jobs that help all families enjoy economic security.</td>
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<tr>
<td></td>
<td>Inclusion</td>
<td>Develops institutions and support ecosystems to create a new normal of economic activity.</td>
</tr>
<tr>
<td>Ownership</td>
<td></td>
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<td>Multipliers</td>
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POLL #4

As you think about anchor institutions and your community, what more is needed to make a stronger connection? *Please select all that apply*

a. Further examples of successful efforts
b. Further information about how to engage anchor institutions
c. Research on motivating factors for anchor institutions
d. More information on the win-win of these collaborations
e. Other (Please type your answer into Q&A)
Q&A Feature

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Please submit questions to All Panelists
Thank you to our presenters and moderator:

Steven Standley
Amy Slonim
Tyler Norris
David Zuckerman
Matthew Marsom
Thank you to our sponsors:

American Public Health Association
Prevention Institute
Public Health Institute
Trust for America's Health
Thank you for joining our Web Forum!

The Recording and Slides will be available shortly at www.Discourse4Health.org

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