

Community Wealth & Community Health: Hospitals and the Anchor Mission

Anchor Mission Toolkits Project Overview

With support from the Robert Wood Johnson Foundation, The Democracy Collaborative seeks to encourage the evolution of a model in healthcare that builds community health into core business practices. Throughout 2016, the Collaborative will create and disseminate toolkits that will help hospitals and health systems integrate community health principles into three distinct business functions: (1) local and diverse sourcing; (2) community investment, primarily with investment portfolio funds; and, (3) local hiring and workforce development.

The goal of the project is to help foster a new business model for hospitals and health systems that integrates community benefit into the fabric of the institution. The Affordable Care Act's standardization of Community Health Needs Assessments and the recent shift of Medicare reimbursements from "volume and value" have already begun to encourage this shift as the need to focus outside the hospital's four walls grows. A tremendous opportunity still remains for hospitals to leverage additional institutional assets to promote health.

“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 of University Hospitals in Cleveland

The Democracy Collaborative is developing toolkits to help hospitals make this shift and become economic drivers of community transformation and health promotion. Each toolkit will include case studies of promising practices nationwide, as well as steps for beginning the conversation and piloting these strategies within the institution. We welcome health systems both implementing these strategies and those interested in potentially adopting them to engage with us throughout this process. If sharing your innovative work or helping answer your implementation questions for these strategies is of interest, please contact Dave Zuckerman.

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Can Hospitals Heal America's Communities?

Shifting Towards an "All in for Mission" Healthcare Model

Healthcare's role in creating healthy communities through increasing access to quality care, research and grantmaking is being complemented by a higher impact approach; hospitals and integrated health systems are increasingly stepping outside of their walls to address the social, economic, and environmental conditions that contribute to poor health outcomes, shortened lives, and higher costs in the first place.

They are doing so for several reasons: by addressing these "social determinants of health" through their business and non-clinical practices (for example, through purchasing, hiring and investments), hospitals and health systems can produce increased measurably beneficial impacts on community health. By adopting this "anchor mission," they can prevent unnecessary demand on the healthcare system. This in turn can contribute to lower costs and make care more affordable for all, especially those truly in need. Simply put, this approach can improve a health system's quality and cost effectiveness while simultaneously significantly benefiting society.

With hospitals and health systems representing more than \$780 billion in total annual expenditures, \$340 billion in purchasing of goods and services, and more than \$500 billion in investment portfolios, this approach expands the set of resources and tools institutions have at their disposal to carry out their mis-

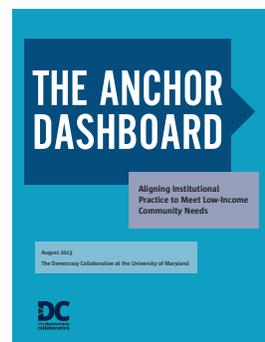
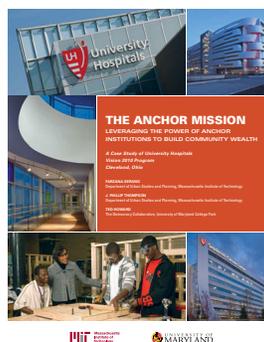
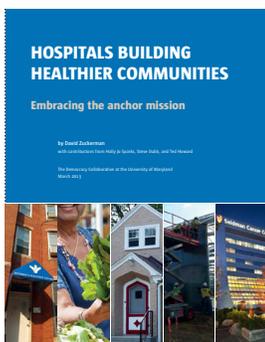
sion. It shifts the discussion of community benefit from the margins of an institution's operations to overall accountability, where all resources can be leveraged to benefit the communities in which institutions are located.

"As a trusted partner in total health, we need to collaborate with local business and community leaders, and even our competitors, to create communities that are among the healthiest in the nation. This is critical to fulfill our mission and to make healthcare more affordable for all."

—Bernard Tyson, CEO of Kaiser Permanente

At The Democracy Collaborative, our work focuses on how to facilitate this shift. Physicians, healthcare administrators, and hospital trustees face an important and historic leadership opportunity that our country and our communities desperately need. If hospitals and health systems throughout the country are truly going to fulfill their missions to create health, they must move beyond their traditional charitable efforts and adopt elements of an anchor mission in their business models and operations.

Our Publications



For copies and more information, go to democracycollaborative.org/communityhealth