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

2012 Data
The Cleveland Foundation
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

Contracts awarded to minority-owned enterprises

Goods and services procured from local and regional firms

Construction workers who are city residents

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

Life Expectancy
Separated by 8.5 miles and 24 years

64 years (Hough)
88 years (Lyndhurst)

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