

# Going “All In” For Mission

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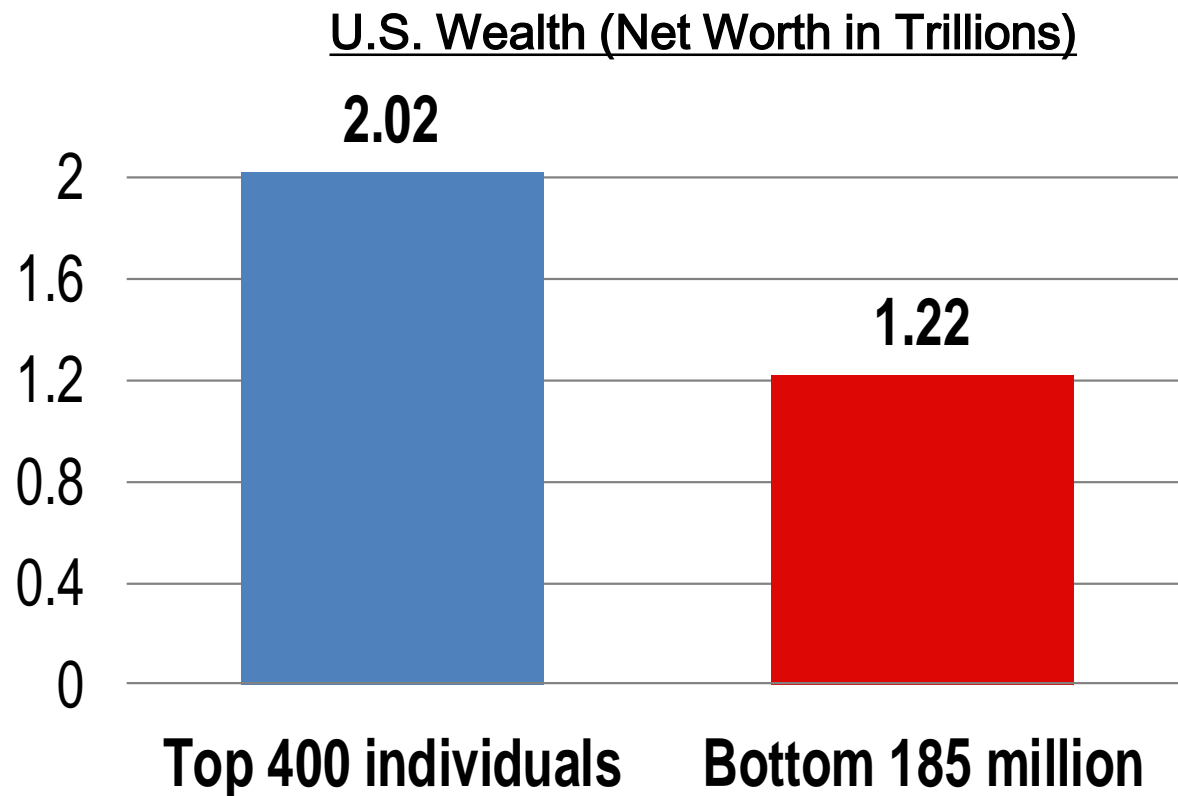
## Aligning Business Practices for Local Impact

David Zuckerman  
Manager, Healthcare Engagement  
Anchor Institution Initiative

National Academies of Sciences  
Roundtable on Obesity Solutions  
April 12, 2016  
Washington, DC

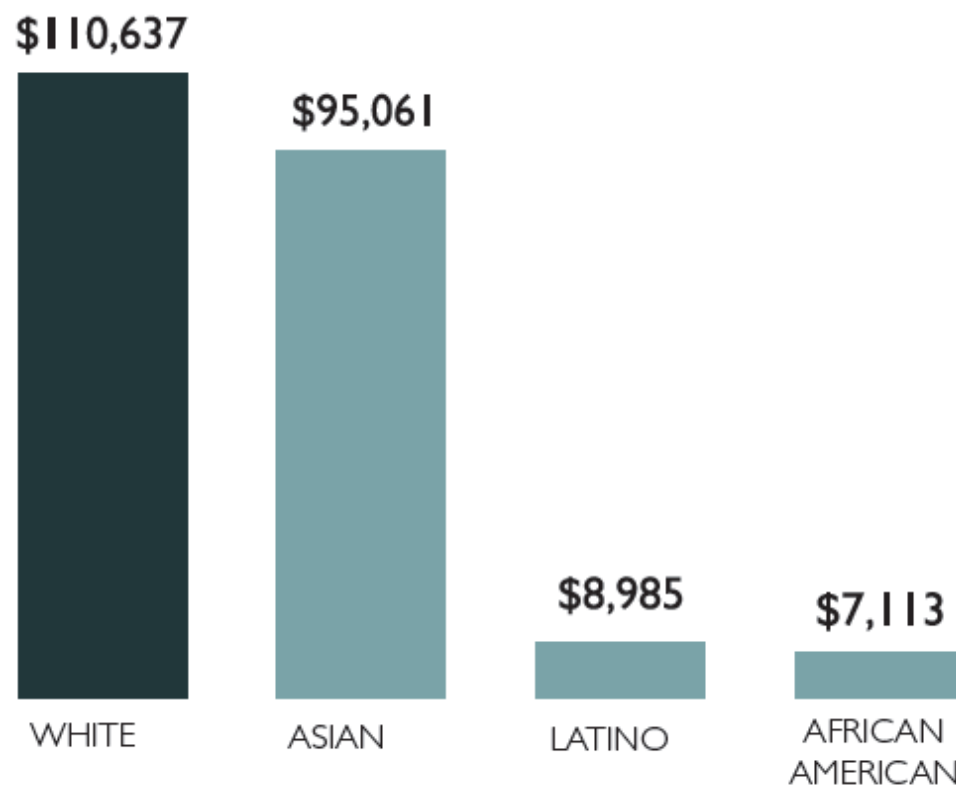


# S&P in 2014: How Increasing Inequality is Dampening US Growth

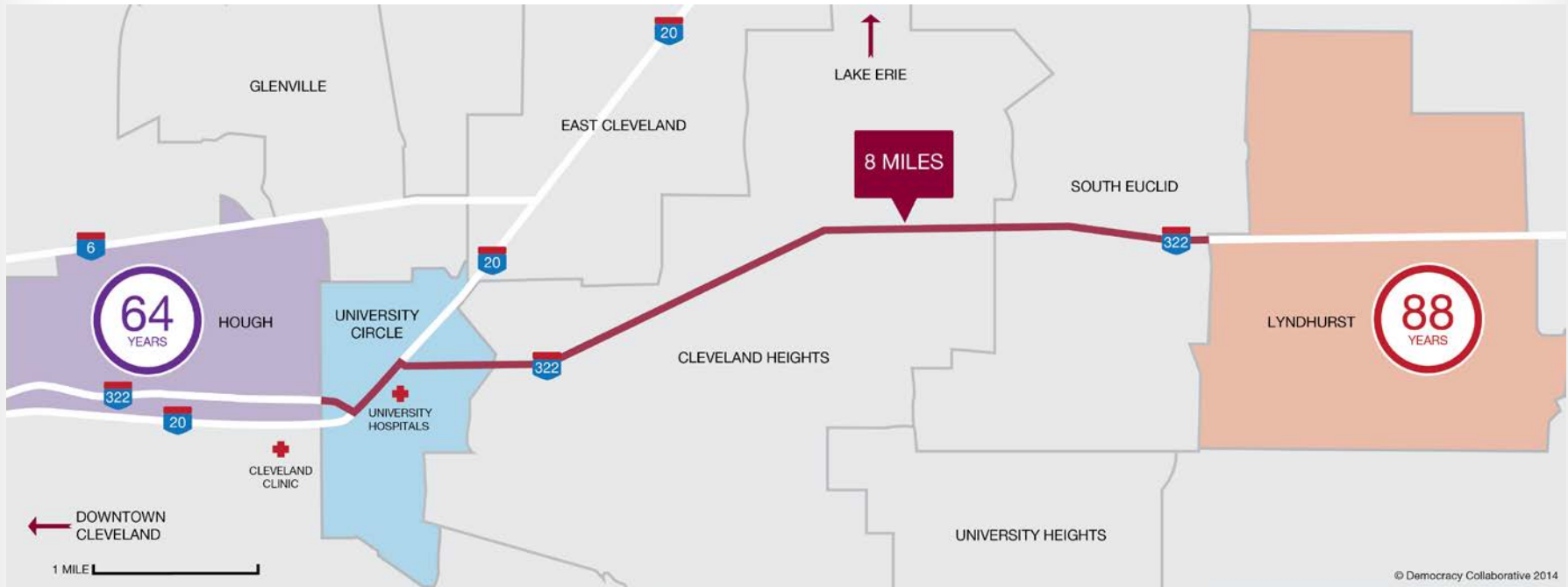


Sources—Edward N. Wolff, Recent Trends in Household Wealth in the United States, Levy Economics Institute, March 2010; Politifact, “Michael Moore Says 400 Americans Have More Wealth than Half of All Americans Combined,” <http://www.politifact.com/wisconsin/statements/2011/mar/10/michael-moore/michael-moore-says-400-americans-have-more-wealth/>, Forbes, September 16, 2013.

# MEDIAN HOUSEHOLD NET WORTH BY RACE



# Place Matters



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

# 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.

# Can Hospitals Heal America's Communities?

"All in for Mission" is the  
Emerging Model for Impact

## HOSPITALS BUILDING HEALTHIER COMMUNITIES

Embracing the anchor mission

by David Zukerman  
with contributions from Holly Jo Sparks, Steve Dubb, and Ted Howard

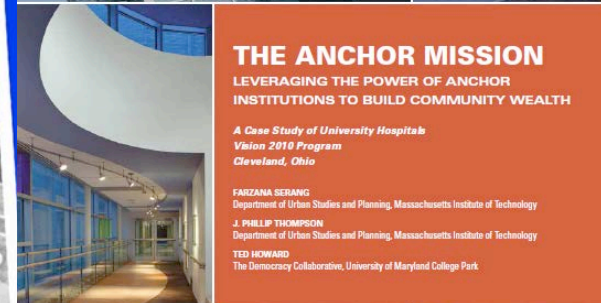
The Democracy Collaborative at the University of Maryland  
March 2013

**Ter Norris**

President of Total Health Partnerships, Kaiser Permanente

**Ted Howard**

President, The Democracy Collaborative

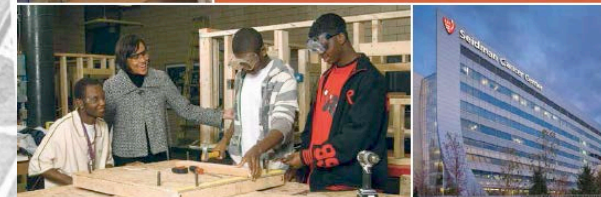


### THE ANCHOR MISSION

LEVERAGING THE POWER OF ANCHOR  
INSTITUTIONS TO BUILD COMMUNITY WEALTH

*A Case Study of University Hospitals  
Vision 2010 Program  
Cleveland, Ohio*

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# What are Anchor Institutions?

- “Sticky capital”
- Economic engine: employer and purchaser
- Vested interest in surrounding communities
- Typically nonprofit or public

## Types of Anchors



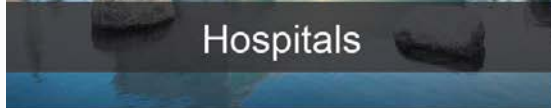
Hospitals



Universities



Local Government



Utilities



Cultural Institutions  
(theaters, museums, zoos, etc.)



Faith-based Institutions







# Hospitals

Cleveland Clinic



# Hospital Economic Impact

Employment	5.5 million+
Annual Expenditures	\$780 billion
Annual Procurement	\$342 billion
Investment Portfolios/Endowment s	\$500 billion+

# Anchor Sources of Economic Impact

- ✓ Procurement/supply chain
- ✓ Hiring & employment policies
- ✓ Training & staff advancement
- ✓ Investment
- ✓ Real estate
- ✓ Construction
- ✓ Technical assistance & business incubation
- ✓ Targeting community benefit upstream

## **“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

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# Hopkins Local Build. Hire. Buy.

## **Johns Hopkins Health System (Baltimore, MD)**

HopkinsLocal: “Embraces our role as an economic engine to create lasting opportunities” and “firm commitment” to build, hire and buy local; public goals.





# University Hospitals (Cleveland, OH)

Vision 2010: \$1.2 billion construction and procurement over 5-year period; voluntarily set (and exceeded) goals for local spending, MWBEs





# MONROE SCHOOL

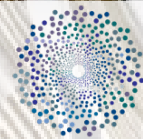
Children's  
Museum  
of Phoenix

Museo de  
los Niños  
de Phoenix

Children's  
Museum  
of Phoenix

## Dignity Health (CA, NV, & AZ)

Community Investment Program: \$100 million loan fund; low-interest loans – “patient lender” – for low-income communities



**DEMOCRACY**  
COLLABORATIVE



## **Bon Secours Health System (Richmond, VA)**

Supporting East End Entrepreneurship (SEED): \$150,000 (\$50,000/3 years) to support locally owned businesses, with LISC; \$108,500 awarded to date.

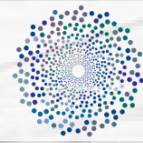




## ProMedica (Toledo, OH)

Market on the Green: “Community hub” includes a hospital-operated grocery store, dental services, financial literacy programs and job training.





**DEMOCRACY**  
COLLABORATIVE



**University Hospitals/Cleveland Clinic (Cleveland, OH)**  
Evergreen Cooperative Initiative: “green,” employee-owned businesses  
linked to hospital and university procurement

# 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

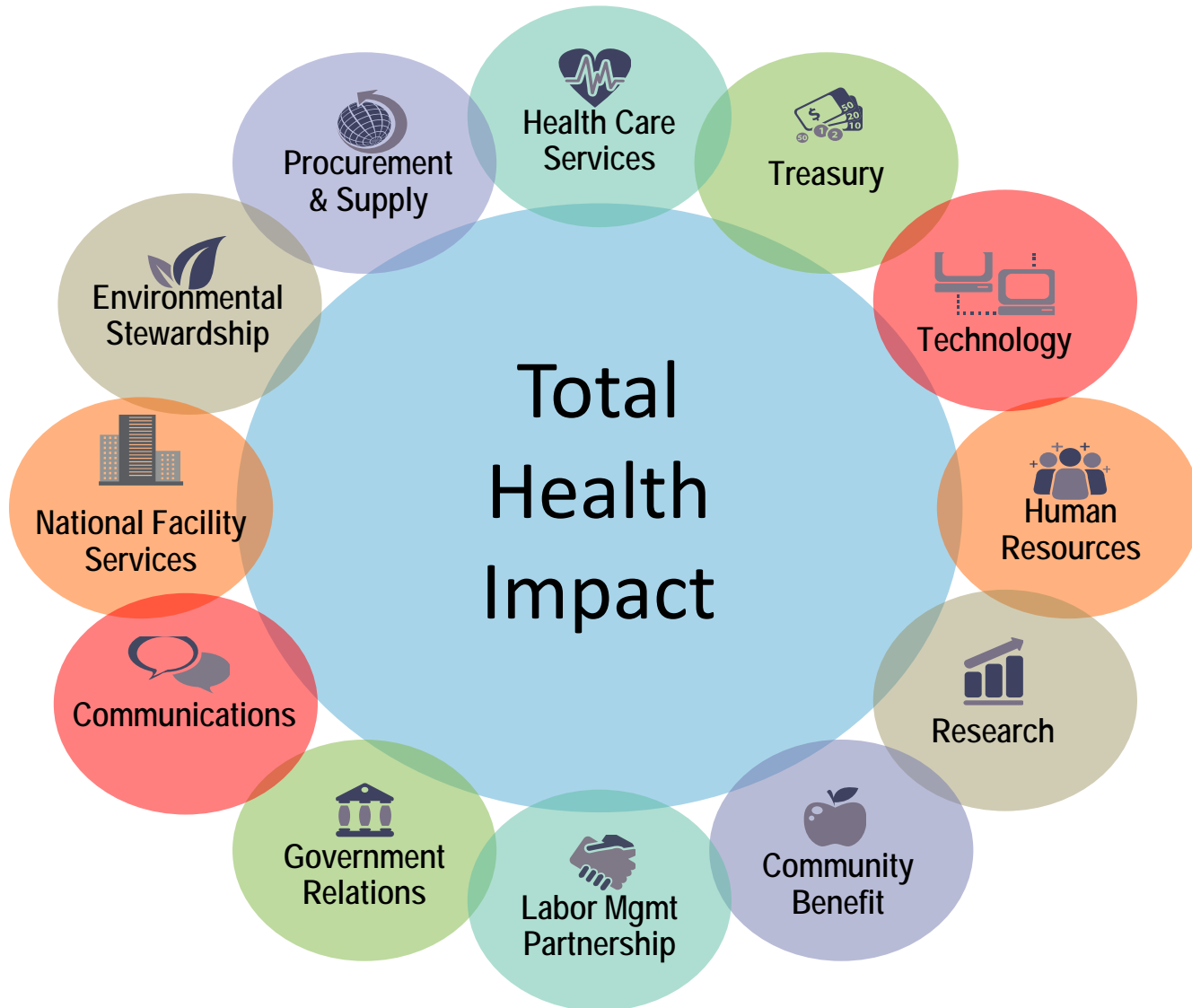
- Understand our social, ecological and economic footprint, and its impact on community health
- Leverage all our assets

“What Counts”

“Making It Count”

“Being Accountable”

*We can leverage many of our activities in key functional areas to understand the economic, environmental and social impacts.*



# Thank you!

**For more information:**  
[www.democracycollaborative.org](http://www.democracycollaborative.org)  
[www.community-wealth.org](http://www.community-wealth.org)

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