

Hospitals and Health Systems as Drivers of a Health-Promoting Economy February 28, 2017 2:00 pm

Speakers:

Michellene Davis, RWJBarnabas Health

Tricia Johnson, Rush University Medical Center

Affan Sheikh, Johns Hopkins Hospital and Health System

David Zuckerman, The Democracy Collaborative

Hospitals and Health Systems as Drivers of a Health-Promoting Economy

David Zuckerman
Manager, Healthcare Engagement
Anchor Institution Initiative

Grantmakers In Health
February 28, 2017



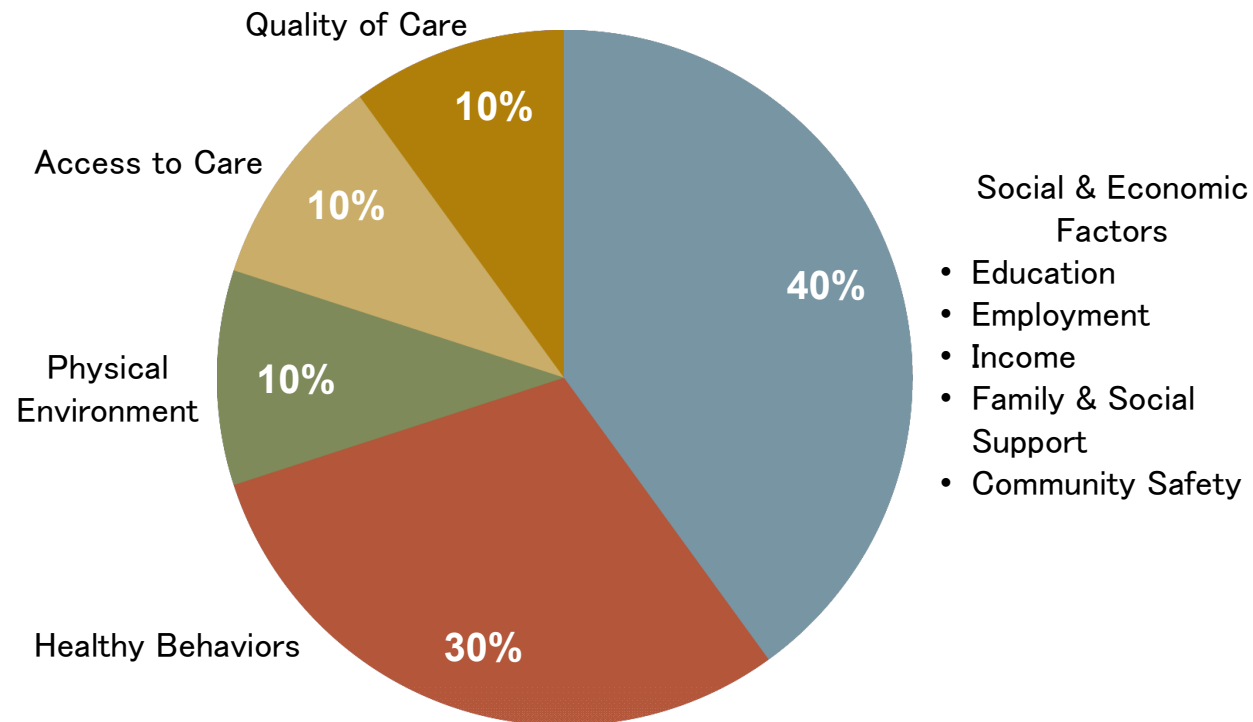
Place Matters



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

Social Determinants of Health

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



Adapted from County Health Rankings, University of Wisconsin Public Health Institute.



Poverty and Race Matter

- 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 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.



“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.

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



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.

Deploying Economic Power

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

Hospital Economic Impact

Employment	5.5 million+
Annual Procurement	\$342 billion
Investment Portfolios/Endowments	\$400 billion



“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

Can Hospitals Heal America's Communities?

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

Michael Norris

Executive President of Total Health Partnerships, Kaiser Permanente

David Howard

Executive President, The Democracy Collaborative



HOSPITALS BUILDING HEALTHIER COMMUNITIES

Embracing the anchor mission

By David Zuckerman
with contributions from Holly Jo Sparks, Steve D'Adda, and Ted Howard

The Democracy Collaborative at the University of Maryland
March 2013



A New Anchor Mission for a New Century

Community foundations
deploying all resources to
build community wealth

NOVEMBER 2014
By Marjorie Kelly and
Violeta Duncan



Tools For Impact



HOSPITALTOOLKITS.ORG

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, March 2016



Thank you!

For more information:
hospitaltoolkits.org
www.democracycollaborative.org

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A photograph of a modern, multi-story hospital building with a curved facade and many windows, set against a blue sky with light clouds. The word "RUSH" is visible on the building's facade.

Coming Together to Build Health and Economic Wellness on Chicago's West Side

Tricia Johnson, PhD, Rush University Medical Center



Rush is a not-for-profit health care, education and research enterprise comprising Rush University Medical Center, Rush University, Rush Oak Park Hospital and Rush Health.

Life expectancy gaps on the West Side



West Side communities experience high hardship

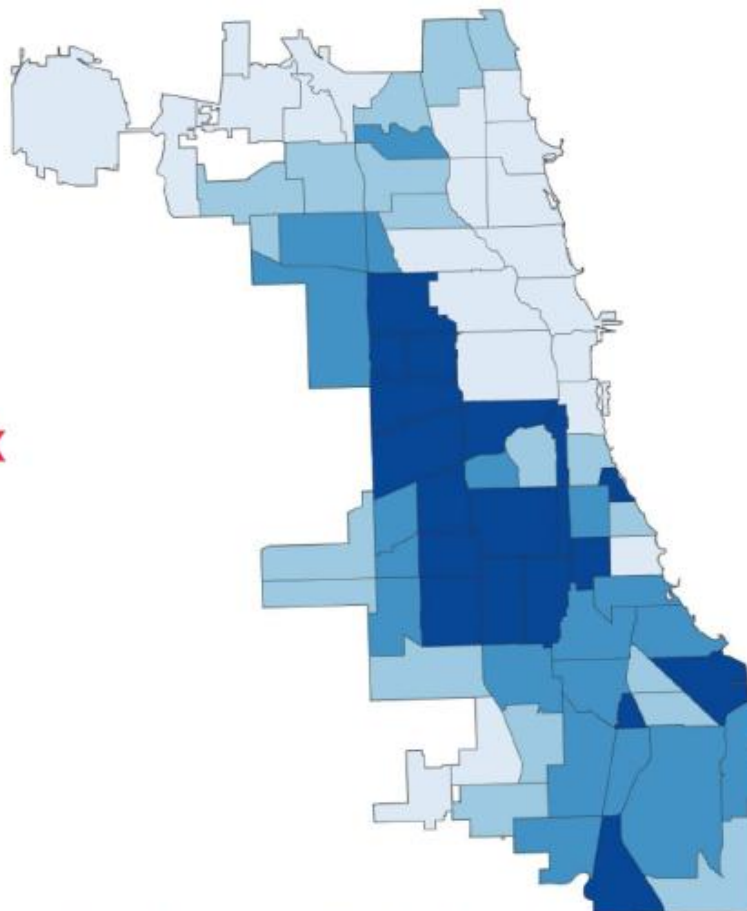
Crowded Housing
 Households Below Poverty
 Unemployment
 High School Graduation
 Dependent Population
 Income

Hardship Index

(Range: 1 to 98)

Hardship Index Quartile

- Q1 (Lowest Hardship)
- Q2
- Q3
- Q4 (Highest Hardship)



Methodology source: An Update on Urban Hardship: http://www.rockinst.org/pdf/cities_and_neighborhoods/2004-08-an_update_on_urban_hardship.pdf

The Anchor Mission is one of Rush's key strategies



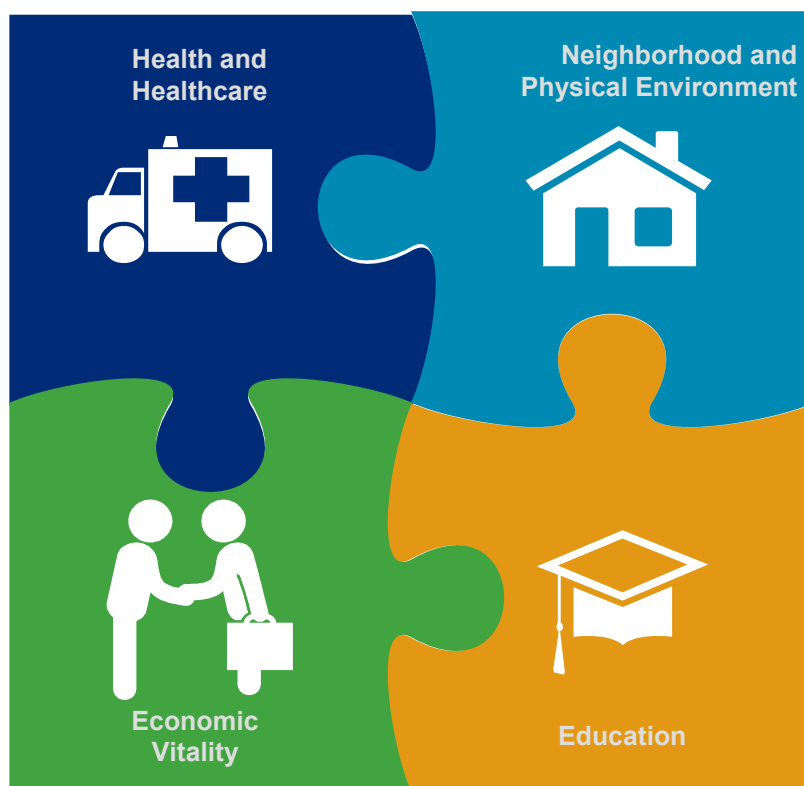
Aligning our internal work to support our employees and the West Side

<i>Ambition</i>	Increase life expectancy	Reduce hardship	Improve quality of life	
<i>Intended impact</i>	Measurable Rush community impact	Measurable external community impact	Employee engagement in our local communities	Strengthened values and sense of purpose
<i>Change levers</i>	Collaborate with community partners			
	Hire locally and develop talent	Buy and source locally	Invest locally	Volunteer and support community building

We have identified key initiatives that fall under our Internal Anchor strategy

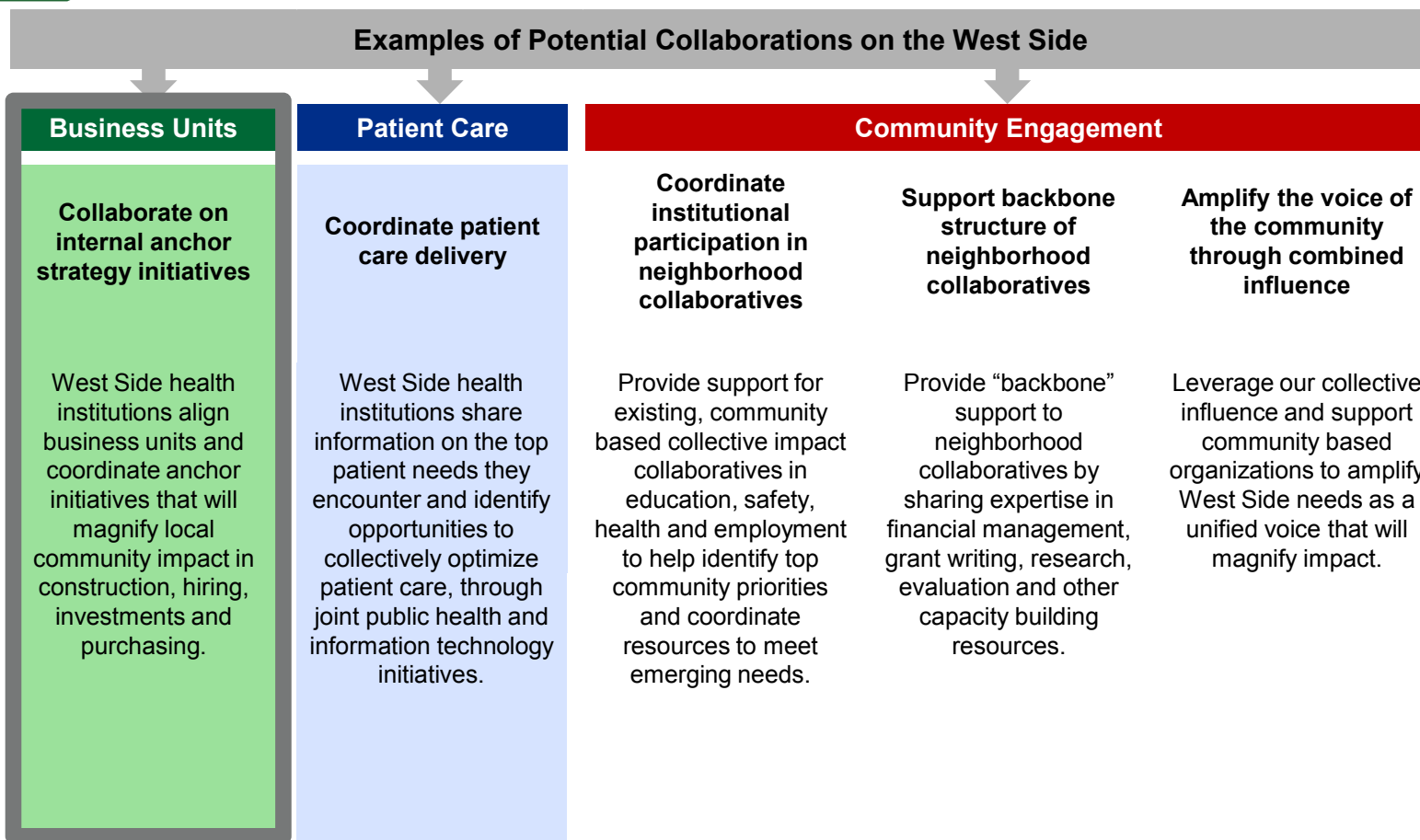


Total Health Approach



- Holistically address the **social and structural determinants** of health
- **Unify “West Side Voice”** to outside audiences
- Create **opportunities to scale programs** that work to the community level
- Identify and create **new high-value connections** between organizations
- Create **common measures of success**
- Increase the **visibility of existing efforts**

By working together, partner institutions can magnify the impact of existing initiatives, develop new programs and provide coordinated resources to existing collaboratives



Anchor mission funding considerations

Backbone funding: overarching staff and infrastructure to support a collaborative



Anchor mission subgroup

Behavioral health subgroup

Education subgroup

Other subgroups



Hiring ex-offenders

Career pathways

Business incubation

Financial health

Other projects

Evaluation: measurement of overarching goals, such as community cohesion, hopefulness, quality of life, life expectancy





Social Impact and Community Investment

**Hospitals as Drivers of a
Health-Promoting Economy**

**RWJBarnabas
HEALTH**

Social Impact and Community Investment

**Hospitals Aligned For Healthy Communities:
Maximizing Inclusive, Local Impact**

**RWJBarnabas
HEALTH**

RWJBarnabas Health is the most comprehensive health care delivery system in New Jersey, covering approximately 5 million diverse residents—more than half the state’s population.

The system includes:

- 11 acute care hospitals
- 3 acute care children’s hospitals and a leading pediatric rehabilitation hospital
- State’s largest behavioral health network, including freestanding 100-bed behavioral health center
- 1 ambulatory care center
- Leader in Disaster Preparedness & Emergency Response
- Comprehensive EMS Network
- 2 home care and hospice programs
- 5 fitness and wellness centers
- 6 retail pharmacy services
- 2 owned medical groups
- 17 multi-site imaging centers
- 4 accountable care organizations
- Formal relationships with Rutgers University and other leading medical schools

STATE COVERAGE

1. Clara Maass Medical Center
2. Community Medical Center
3. Jersey City Medical Center
4. Monmouth Medical Center
The Unterberg Children's Hospital
at Monmouth Medical Center
5. Monmouth Medical Center, Southern Campus
6. Newark Beth Israel Medical Center
Children's Hospital of New Jersey
at Newark Beth Israel Medical Center
7. Saint Barnabas Medical Center
Barnabas Health Ambulatory Care Center
8. Robert Wood Johnson University Hospital Somerset
9. Robert Wood Johnson University Hospital Hamilton
10. Robert Wood Johnson University Hospital Rahway
11. Robert Wood Johnson University Hospital New Brunswick
The Bristol-Myers Squibb Children's Hospital at
Robert Wood Johnson University Hospital
12. PSE&G Children's Specialized Hospital
13. Barnabas Health Behavioral Health Center



RWJBH.org

OUR VISION

- Together as the state's most comprehensive health system, RWJBarnabas Health is a stronger organization and is better positioned to achieve our vision of improving the health of the populations we serve throughout New Jersey. By integrating our systems, we have created a statewide network spanning New Jersey and covering about 5 million residents. This means we will have the tremendous opportunity to reach more than half the state's population with high-quality, culturally competent care.
- As one integrated health system, RWJBarnabas Health will:
 - ▶ Advance the overall health of the populations we serve;
 - ▶ Continuously improve the quality of care we provide;
 - ▶ Collaborate with physicians for a closely coordinated continuum of care;
 - ▶ Contribute to the local, regional and state economies by remaining a major employer in our communities;
 - ▶ Focus on the well-being of the diverse communities we serve with a continued commitment to high-quality, culturally competent care; and
 - ▶ Foster and support a mission of academic excellence, including a commitment to leading-edge research and clinical trials and teaching the next generation of health care workers.

RWJBH Social Impact Anchor Focus

- The RWJBH Anchor strategy is focused on a three pronged approach which aims to support a social impact practice.
- The 3 simultaneous approaches are:
 1. Hire Local
 2. Buy Local
 3. Invest/Live Local

Hire Local

- FROM: Mayor's Centers of Hope-Newark Beth Israel's "Hire Newark" = 35 out of 36
- TO: Newark 2,020 by 2020

CHANGE?

- Collaborative partnership from cradle to grave
- Sustainability of people and programming

A CITYWIDE CAMPAIGN FOR 2,020 JOBS FOR NEWARK'S FUTURE

DRAFT DISCUSSION GRAPHIC

ANCHORS JOIN INITIATIVE & IDENTIFY JOBS	ANCHORS IDENTIFY THE SKILLS NEEDED FOR THESE POSITIONS AND APPROPRIATE TRAINING	PREPARATION & LAUNCH OF JOBS INITIATIVE	RECRUITMENT & TRAINING OF RESIDENTS & JOB PLACEMENT	GOAL MET:
<p>Anchor Institutions in Newark commit to the coordinated jobs initiative, and conduct an internal audit of their hiring needs over the next four to five years.</p>	<p>Based on hiring needs and specific skill requirements, the anchors decide what type of training is necessary for these positions—whether it is a workforce training program, an apprenticeship program, some college courses, or a combination of these options.</p>	<p>Conduct outreach and solicit input of Newark residents in each ward through community meetings; establish partnerships with community and faith-based institutions in each ward.</p>	<p>Recruitment of residents continues post-launch.</p>	<p>By 2020, 2,020 unemployed Newark residents have been connected to full-time employment, cutting in half the gap in the unemployment rate between the State of New Jersey and Newark, significantly reducing poverty among residents.</p>
<p>Then, each anchor commits to identifying a set number of jobs over the course of the next four years using local residents recruited through the jobs initiative toward the 2,020 job goal.</p>	<p>The anchors will also identify any commonalities in the types of jobs they will be filling (e.g. administrative) or training they require, so that the number of job and training pathways could be streamlined among anchor institutions.</p>	<p>Establish and hire a Career Development Placement Officer, who will meet and assess job candidates before and after training, ensuring that they are prepared to interview and excel in the job opportunities at each anchor.</p>	<p>Each participant will first meet with the Career Development Placement Officer, and then they will be assigned to a training track.</p>	<p>This initiative will also create an unprecedented public-private collaboration for economic opportunity in Newark, which will serve as a national model.</p>
<p>Each anchor also appoints a senior-level executive with decision-making authority (who reports directly to the anchors' CEO or President) to be the liaison to this initiative.</p>	<p>Anchor CEOs to appoint senior-level executive to be the liaison to this initiative</p>	<p>Coordinate with Newark City of Learning Collaborative to link training with education and credential opportunities.</p>	<p>Within 2 weeks of completion of training, each participant will meet again with the Career Development Placement Officer and receive job placement counseling and assistance prior to interviewing with the anchor institution.</p>	<p>Annual Targets (cumulative from launch):</p>
		<p>Identify workforce training providers or education providers to train program participants for each anchor.</p>	<p>There will also be regular meetings of the anchors and key jobs initiative partners to discuss the numbers of people hired through the initiative and to refine the process for all partners to monitor, guide, and ensure the initiative's success.</p>	<p>December 2017: 505 residents</p>
			<p>The Career Development Placement Officer or a deputy will also check in on participants at their jobs at 30, 60, 90, and 120 days post-employment and periodically afterwards to ensure successful placement</p>	<p>December 2018: 1,010 residents</p>
				<p>December 2019: 1,515 residents</p>
				<p>December 2020: 2,020 residents</p>

Buy Local

- From Supplier Diversity to Local Spend with diverse suppliers
- Sock Gang patient sock pilot creates potential pathways from poverty via urban entrepreneurial venture



Rock Ya Sock LLC. @Sock_Gang · 1d



When the biggest healthcare system in #NJ @RWJBarnabas believes in buying local. @MichelleneEsq #SmallBusiness #RWJBarnabas #WeAreNewark – at Newark Beth Israel Medical Center CPR Training Cen





Invest/Live Local

Currently under development. Community Bank utilization, small business and non-profit organization investment, live local framework

JOHNS HOPKINS

UNIVERSITY & HEALTH SYSTEM

HOPKINS **LOCAL**
BUILD. HIRE. BUY.

Grantmakers in Health

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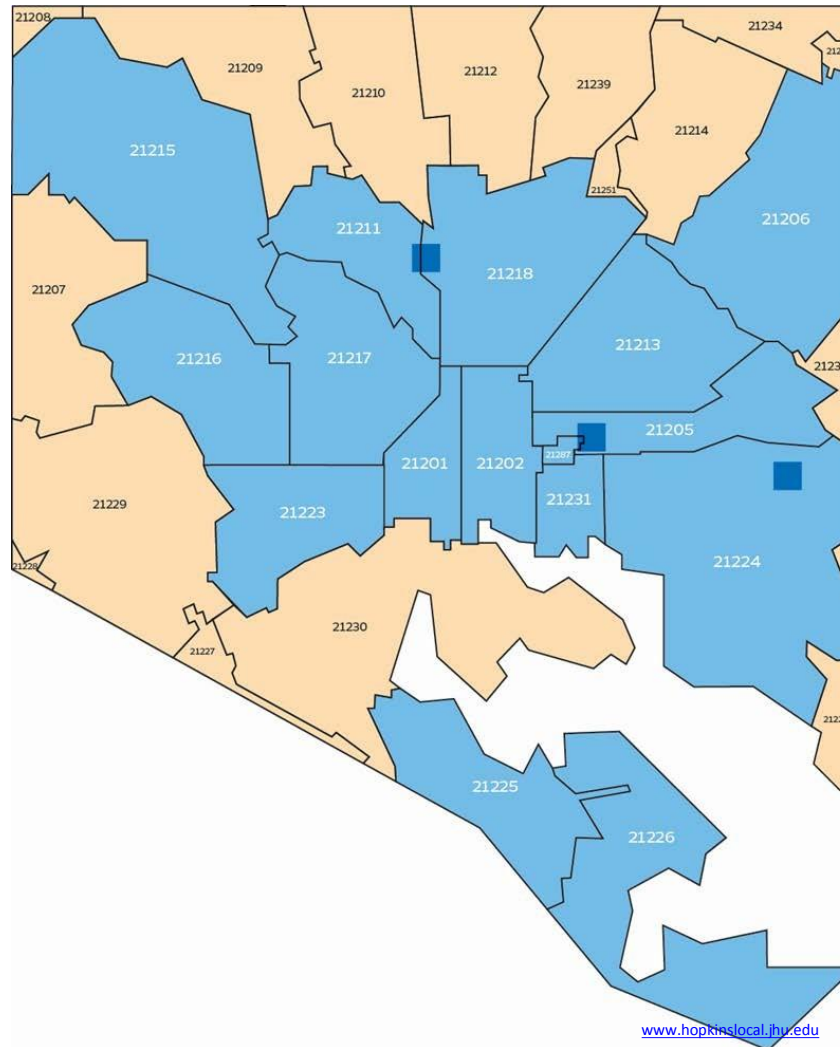
HopkinsLocal Overview

Guiding Principles for Economic Inclusion at Johns Hopkins

- HopkinsLocal promotes an increase in the utilization of local, minority, and women-owned companies in procurement and construction contracting, and job opportunities for local residents. It builds on JH's extraordinary anchor institution commitment and strategy manifested importantly through the **East Baltimore Development, Inc. (EBDI)** and the **Homewood Community Partners Initiative (HCPI)**.
- This program will be successful when economic inclusion becomes **embedded in our culture and daily work practices**. Instead of being considered a top-down imposition on a project-by-project basis, economic inclusion must become a natural part of day-to-day business activities at Johns Hopkins.
- The process for establishing this program was led by the following **Guiding Principles**:
 - **Prioritizing our communities**: The program distinguishes the impact that it seeks between JH Focus Areas and Baltimore City as a whole. In each program area, we seek to impact those ZIP codes* that are immediately surrounding our campuses or comprise distressed communities, as well as Baltimore City.
 - **Clear accountability**: The program's distinct areas—Design & Construction, Procurement, and HR—and their respective leaders are being held accountable to administer this program and achieve our proposed goals.
 - **Data-driven methodology**: Our goals and implementation plan have been informed by a careful, analytical review of historic data and past practices, and our progress will consistently be monitored and evaluated based on the data collected.
 - **Tangible goals**: Our goals are measurable, achievable, and time-related, and will be monitored by an independent third party.
 - **Competitive costs**: JH will not overpay for goods and services. In coordination with the Administrative Excellence Initiative, our program will identify creative ways to structure deals that support local partners while upholding the principles of careful resource management and fiscal stewardship.
 - **One Hopkins moment**: The university and health system have partnered across all areas and have agreed to share resources and business practices to achieve its ambitious goals.

**Neighborhoods of focus fall within the following ZIP codes: 21201, 21202, 21205, 21206, 21211, 21213, 21215, 21216, 21217, 21218, 21223, 21224, 21225, 21226, 21231*

Focus Area Map with JH Locations



Summary of HopkinsLocal

HopkinsLocal is a **joint effort** between Johns Hopkins University and Johns Hopkins Health System.

Design & Construction	Increase Minority, Women and Disadvantaged Business Enterprise (MWBE) and Local Business Enterprise (LBE) participation in design and construction opportunities.
	Ensure participation in construction contracts by MWBEs by committing at least 17% of addressable spend with these contractors in FY16 and increasing to 20% by FY19.
	Track LBE participation on projects to set LBE requirement for portfolio of construction contracts.
	Include a liquidated damages clause in contracts for contractors that do not meet stated goals for engaging MWBEs as suppliers or subcontractors.
	Include local hiring policy whereby contractors are required to demonstrate making a good faith effort to hire local residents for new jobs as a result of the project from Focus Area* neighborhoods in Baltimore City.
Human Resources	Ensure that 40% of new hires for targeted entry-level positions are from Focus Area* neighborhoods by 2018.
Procurement	Increase Johns Hopkins' spend with Baltimore City businesses, especially minority- and women- owned businesses, in specific purchasing categories by \$6M over the next three years.
	Create 24 developmental plans with non-Baltimore City suppliers over the next three years to hire, procure, and invest in Baltimore City.

HireLocal: Targeted Entry-Level Positions

JHU	JHHS
Animal Care	Environmental Care
Administrative Coordinator	Food Service Worker
Administrative Secretary	Lab Technician
Custodian	Linen Worker
Lab Helper	Materials Management
Maintenance Mechanic	Medical Assistant/Certified Medical Assistant
Medical Assistant	Patient Services Coordinator
Medical Office Coordinator	Transport Associate
Patient Service Coordinator	
Research Program Assistant	

BuyLocal: Spend Categories

- Advertising and Marketing
- Catering and Food Service
- Facility Maintenance and Security
- Furniture
- IT Services and Consulting
- Lab Supplies and Equipment
- Office Supplies and Equipment
- Photo and AV Equipment
- Printing Reproduction Services
- Professional Services

Partners and Related Efforts

- **Baltimore Alliance for Careers in Healthcare:** A nonprofit corporation dedicated to eliminating the critical shortage of qualified healthcare workers in Baltimore by working with local agencies, healthcare institutions and other organizations to create opportunities for residents to pursue careers in health professions.
<http://www.baltimorealliance.org/>
- **Turnaround Tuesday Program** hosted by Baltimoreans United in Leadership Development (BUILD)
<http://www.buildiaf.org/site/wp-content/uploads/TAT-online-flyer-10-24-p-2.pdf>
- **Administrative Assistant & Certified Medical Administrative Assistant Training Program** with Humanim
<http://humanim.org/what-we-do/workforce-development/career-training/>
- **Baltimore Integration Partnership:** A collaborative partnership of anchor institutions, funders, nonprofits and public organizations focused on establishing economic inclusion as the business culture of norm in the Baltimore region.
<http://www.abagrantmakers.org/mpage/BaltimorePartnership>
- **BLocal:** A collective of 25 Baltimore-area businesses that has committed to infuse at least \$69 million into local and minority-owned, women-owned, and disadvantaged businesses over the next three years.
<http://www.blocalbaltimore.org>

Additional Information

For more information about HopkinsLocal, including the upcoming HopkinsLocal Year One report, please visit www.hopkinslocal.jhu.edu

- More webinars on this topic?
- New topics you want to tackle or learn more about?
- Innovative work that you want to share?
- A question you want to pose to your colleagues?

Contact GIH at equity@gih.org.