

HEALTHCARE ANCHOR NETWORK

CATALYST

LEADERSHIP

IMPACT





EQUITY

THE HEALTHCARE ANCHOR NETWORK (HAN) CATALYZES HEALTH SYSTEMS TO LEVERAGE THEIR HIRING, PURCHASING, INVESTING, AND OTHER KEY ASSETS TO BUILD INCLUSIVE LOCAL ECONOMIES TO ADDRESS ECONOMIC AND RACIAL INEQUITIES IN COMMUNITY CONDITIONS THAT CREATE POOR HEALTH.

STEWARD



Community Wealth Building (CWB) is a place-based and people-centered approach to economic development that emphasizes collaborative strategies to recirculate a greater portion of existing wealth back into the local economy, while developing the ecosystem of locally controlled and broadly owned institutions to ensure all can be healthy and prosper.

- **Impact purchasing:** developing local, diverse, and sustainable supply chains of businesses to keep wealth circulating within communities. This generates a multiplier effect that benefits beyond the local business owner and its employees to include the surrounding community. An impact purchasing strategy that prioritizes the participation of diverse, sustainable, employee owned and other local and inclusive businesses directly alleviates economic insecurity while addressing operational needs.
- **Inclusive, local hiring and internal workforce development:** targeted and diverse recruitment, hiring, training, and retention strategies to improve the income and wealth prospects of local residents.
- **Placed-based investing:** geographically targeted impact investments that address community conditions that create racial, economic, and environmental disparities. This harnesses and recirculates the wealth that already exists in the community for the benefit of local economies.
- **Increasing community ownership of the local economy:** supporting models like community- and employee-owned businesses and community land trusts that allow for local residents and institutions to own and control local assets for the community.



INVESTING

Scaling Anchor Mission Strategies to Address Economic and Racial Inequality

Income inequality and the racial wealth gap are at historic highs and getting worse. These inequities frequently concentrate in place creating life expectancy differences of decades for neighborhoods that are only a few miles apart, like in Chicago where the life expectancy gap between the Streeterville and the Englewood neighborhoods is over 30 years. Despite long years of efforts to address poverty, a significant number of Americans today struggle with low wages and poverty.

The Healthcare Anchor Network (HAN) seeks to address the root causes of these economic and racial inequities that create barriers to health and thriving

for people and communities. HAN exists to establish the anchor mission as a healthcare sector priority, leveraging more intentionally the \$588 billion of purchasing power, \$400 billion of invested assets, and 6 million of staff resources of these institutions.

HAN supports health systems in implementing the anchor mission by raising the bar for best-in-class practices, accelerating adoption among individual organizations through an action-oriented framework, and fostering unique sector collaborations to scale social impact.



GROWTH

HAN Leadership & Our Collective Progress

HAN members are leading a health systems movement to universally adopt the anchor mission framework and partner collaboratively and authentically with other anchor institutions and with their communities to create economically, socially, and racially equitable outcomes in place.

Highlights include:

- Place-based Investment Commitment: redirecting at least 1% or \$50 million (whichever is less) of investable assets toward geographically targeted impact investments that address community conditions that create racial, economic, and environmental disparities.
- Impact Purchasing Commitment (IPC): increasing spending with minority and women owned business enterprises (MWBs); sustainable and local businesses; and employee, cooperatively, and/or nonprofit-owned enterprise. Current signatories have collectively committed to shift \$1 billion over five years.
- Establishing and Embedding Sector-Wide Anchor Metrics via the HAN Anchor Dashboard: HAN has identified a core set of metrics to measure key processes and outcomes related to the three main anchor strategies (hiring, purchasing, and investment) in order to create the necessary data foundation to demonstrate the anchor mission’s effectiveness and impact. In future years, HAN is committed to expanding beyond process metrics to focus on outcome metrics as well.

Deepening the Integration of the Racial Equity Lens across HAN’s Strategy and Initiative Groups

In September 2020, following the murder of George Floyd and nationwide protests, 39 health systems signed HAN’s “Racism is a public health crisis” statement. Addressing racial inequities has always been core to HAN’s focus as an essential component of addressing economic inequities, building wealth for communities of color, and supporting BIPOC-owned businesses. To further center racial equity, in the fall of 2021, we launched the REAL series—racial and economic equity awareness and leadership pilot focused on competencies for social change leadership.



Leading Anchor Mission Implementation

HAN convenes health systems in order to share best practices for advancing an anchor mission approach within their health institutions, address common challenges, co-develop new tools, and identify areas where collaborative efforts may be possible. HAN members identify priority areas for the work they are advancing together, with initiative groups focused around:

COLLABORATION

- Advancing the organizational imperative for adopting and implementing an anchor mission.
- Implementing core anchor strategies around
 1. inclusive, local hiring and internal workforce development;
 2. place-based investing; and
 3. impact purchasing
- Effective collaboration with community stakeholders in implementing anchor strategies.
- Building evidence of the impact of these strategies and assessing our members’ progress through a yearly data collection process.
- Moving forward a policy and advocacy agenda to address upstream determinants of health.
- Leveraging internal and external philanthropy and grant making to catalyze other anchor strategies.

HAN members advance their work and shared learning through these peer-to-peer initiative workgroups, in-person convenings annually, and deep-dives on topics determined by members. Through HAN’s structured learning opportunities, members can share their experiences candidly with a group of like-minded colleagues and learn about challenges, innovations, and best practices from peer institutions.

LEADERSHIP

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PARTNERSHIP

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HAN Membership

Membership in the Healthcare Anchor Network is open to representatives of all health systems that can bring their energy, insight, and innovation to the collective work. We hope you and your hospital or health system will join us in advancing the anchor mission of healthcare—and, in the process, meaningfully improving community health and well-being outcomes for those we serve and across our nation.

HAN was founded in 2017 and the founding members and seed funders include Advocate Aurora Health, CommonSpirit Health, Henry Ford Health, Intermountain Healthcare, Kaiser Permanente, ProMedica, Providence, Rush University System for Health, RWJBarnabas Health, Trinity Health, and UMass Memorial Health. Today, over 70 hospitals and health systems are HAN members.

High-Impact Advisory Services for HAN Members and HAN Member Anchor Collaboratives

We work with HAN members to accelerate the commitment of institutional resources toward a more inclusive economy. Our Advisory Services help advance a systemic analysis while diving deep into the practical details necessary for a successful shift of hiring, purchasing, and investing dollars to local communities. We help HAN members work with key stakeholders and empower institutional leadership to champion new approaches to economic development and community engagement. We help health anchors and their partners address questions such as: How can real opportunities for local impact be identified? What is the process that translates ideas into concrete action? How can anchor institutions most effectively build community wealth? How can we learn from innovation and experimentation?

“UMass Memorial Health was ready to commit to anchor strategies that could leverage our resources to benefit our local community, but we didn’t really know where or how to start. After the Healthcare Anchor Network’s catalytic and inspiring workshop, we had a new sense of alignment and engagement on our team, and a clear shared vision of the path forward.”

- Douglas Brown, President, UMM
Community Hospitals, CAO,
UMass Memorial Health, Inc.



For further information on joining
the Healthcare Anchor Network,
email us at
membership@anchornetwork.org



HAN Member's Anchor Mission Approach in Action

Tymika was a returning citizen from incarceration, and she needed a job that would support her family. Not only did she land a job with Evergreen Cooperative Laundry, which looks to hire individuals with barriers to employment, she is also a part owner of the company because its employees are the owners, giving them a unique personal stake in delivering quality and value to clients in the hospitals and other facilities. Her starting wages were 15% higher than under the former operator and there is an employee profit-sharing plan. There is also a first-time homebuyer program that helps workers pay off homes within four to six years.

Evergreen Cooperatives was formed through the support of HAN members University Hospitals and the Cleveland Clinic, along with Case Western Reserve University and the Cleveland Foundation. Evergreen Cooperatives is a network of pathbreaking employee-owned companies, designed to create opportunity in disinvested neighborhoods by leveraging the purchasing power of anchor institutions. It is one of many examples of the anchor mission framework in action.



ECONOMY

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ADVOCATE

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