

Anchor Mission Implementation Roadmap

<https://healthcareanchor.network>



CULTURE

Understand: Identify and name key barriers to economic opportunity in community	Create a Vision: Understand what institutional priorities would be met if hiring and purchasing were more inclusive and local, and place-based investing was aligned with organizational mission and community needs.	Senior Leadership Engagement: Present on the Anchor Mission approach to senior leadership/board, get input, and refine the vision to generate further buy-in for leveraging all assets more strategically	Business Unit Engagement: Educate and achieve buy-in from key leaders and business unit leads on the vision (<i>See case study for UMass Memorial on the reverse</i>)	Communication: Create talking points for business unit leads and middle managers, then develop an internal communication plan to explain vision, educate staff, and celebrate successes	Strategic Focus: Include Anchor Mission language in strategic plans, CHIP, or other similar documents	Full Engagement: Widespread recognition and reinforcement with stakeholders at all levels of the Anchor Mission as an official institutional priority & long-term strategy
---	---	---	---	---	---	--

ACCOUNTABILITY

Understand your baseline, vision and goals, and understand what “local” & “community” mean to your institution	Develop an Anchor Mission vision with mission, purpose and goals	Establish a steering committee or work group that meets regularly to advance anchor strategies and continue shared learning	Identify measures of success and metrics to track progress over time	Work with community to ensure their vision and concerns are considered and understood	Develop an overall strategic framework for Anchor Mission implementation that aligns existing programs	Convene regular anchor committee meetings with leaders from implementation areas	Establish a reporting dashboard to track metrics (<i>See case study for Rush University Medical Center on the reverse</i>)	Ensure internal governance in place to support this work	Regularly collect metrics to track the progress of Anchor Mission initiatives and identify areas for improvement	Share public goals for anchor mission strategies
--	--	--	--	---	---	--	---	--	--	---

RESOURCES

Conduct a readiness review to evaluate current resource capacity, organizational structure, and accountability structures for supporting the Anchor Mission approach	Evaluate opportunities for existing staff, interns, & graduate students to dedicate some time to support anchor approach	Commit % of staff time or program budget exclusively for advancing anchor strategies aligned with org priorities	Identify flexible funds or philanthropic funds that can be leveraged for anchor mission	Allocate a portion of investable assets to advance anchor strategies	Further allocate a portion of operating dollars for anchor initiative(s)	Create department & staff positions dedicated to advancing and coordinating anchor strategies (<i>See case studies for Rush University Medical Center, and RWJBarnabas Health on the reverse</i>)	Continue to identify new financial and human resources that can be leveraged to support the Anchor Mission
--	--	---	---	---	--	---	---

IMPLEMENTATION

Identify business units, internal stakeholders and community partners needed for implementation	Establish your team & processes	Lay foundations for a pilot that links to a broader Anchor Mission approach—and work with community partners to co-create pilot initiatives	Implement the Anchor Mission pilot (<i>See case studies for Bon Secours Health System and Cleveland Clinic on the reverse</i>)	Assess and refine the pilot program in partnership with community stakeholders	Scale the initiative	Prioritize additional pilots in anchor mission strategy implementation	Engage community partners further in your institution’s Anchor Mission	Engage other anchor institutions in a broader community-wide Anchor Mission strategy	Refine and deepen process for engaging community members in institutional decision-making processes, e.g. through a community advisory committee
--	---	--	---	---	--------------------------------	--	--	--	--

Here's how some leading health systems have aligned programs and resources to implement the Anchor Mission...

...by educating staff on community needs and the anchor mission vision:

UMass Memorial Health Worcester, MA

UMass Memorial Health's anchor mission is led by a steering committee of 20 individuals, including staff with expertise in community health, community benefit, and finance. Before getting started on implementation, UMass Memorial's anchor mission leads educated steering committee members on the anchor mission vision. Over a series of one-hour meetings, steering committee members learned about anchor initiatives being implemented by institutions of a similar size and scope to UMass, and best practices for inclusive, local hiring, sourcing and place-based investing. Staff were then educated on the current needs of the community and the results of UMass Memorial's Community Health Needs Assessment. This culminated in a half-day retreat, in which the steering committee was divided into work streams and asked to identify the highest priority anchor initiatives for their focus area, given what they'd learned about anchor strategies and local community needs. Overall, this process required a total of 10-12 hours of staff time over a few months. [Learn more →](#)

...by developing a dashboard to track the progress of anchor strategies:

Rush University Medical Center Chicago, IL

Rush has five key initiatives that fall under Anchor Mission with measurable goals for each initiative. Rush maintains a reporting dashboard to understand what improvements can be made over time to the implementation of its anchor mission. After defining the key metrics, Rush sets annual baselines for each anchor initiative as well as one and three year targets. The anchor mission manager works with business unit leaders to set goals, measure progress, develop and implement strategies to reach goals and regularly reports to senior leadership. Example metrics tracked include: total procurement spend with businesses from Rush's Anchor Mission communities; percent of new hires from nine West Side Chicago communities served by Rush; and percent of construction spend with inclusive and/or local businesses. [Learn more →](#)

...by creating new staff positions and working groups to advance anchor strategies:

RWJBarnabas Health New Jersey

In 2018, RWJBarnabas Health created a new Social Impact and Community Investment Department with an FTE project manager to lead anchor initiatives co-designed with local communities and to implement other activities aimed at addressing SDOH. This department is part of RWJBarnabas' policy arm and is overseen by the organization's Chief Corporate Affairs officer, who reports directly to the President & CEO. [Learn more →](#)

Rush University Medical Center Chicago, IL

Rush's anchor mission working group includes an Executive Leadership Team, which serves as overall leadership for strategic direction on the mission and vision; a Core Team, which includes the Anchor Mission Manager and business unit leads, who dedicate 10–15% of their time to leading anchor mission initiatives. [Learn more →](#)

...by implementing projects that leverage purchasing and investing:

Bon Secours Health System Richmond, VA

Since 2008, Bon Secours has invested \$34 million, or about 2.5 percent of its \$1.1 billion long-term reserve fund to support affordable housing, economic development, community facilities, and other projects that benefit the health and well-being of the communities it serves. For example, in 2016 Bon Secours used its community investment funds to support a community land trust (the Maggie Walker Community Land Trust). This will allow for the acquisition of land and the development of permanently affordable housing properties in the Church Hill neighborhood of Richmond, Virginia, which has some of the most concentrated poverty in the country. [Learn more →](#)

Cleveland Clinic Cleveland, OH

In May 2018, Cleveland Clinic announced a new collaboration with Evergreen Cooperative Laundry (ECL), part of Evergreen Cooperatives, a network of community-owned businesses in Cleveland, which enabled ECL to take over management of the Clinic's laundry facility in Cleveland's Collinwood neighborhood. This expansion brought over 100 new workers into the cooperative, building community wealth by allowing employees to share business ownership in the hospital's supply chain. [Learn more →](#)