



Healthcare Anchor Network

Health systems collaborating to improve well-being by building inclusive and sustainable local economies

Mission: Catalyze health systems to leverage their hiring, purchasing, investing to create economically and racially equitable local economies that sustain healthy communities.

What We Do

Raising the bar

Accelerating adoption

Fostering collaboration

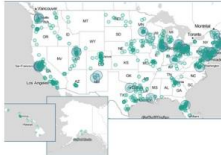



How We Do It

Action network

Applied research

Advisory services

Goal: Through anchor mission approach, drive social impact by fully activating our members' potential as a community asset.

Founded in 2017 Network Scale	
70+ members with more than 1,000 hospitals	
Employ more than 2 million people	
Purchase over \$100 billion annually	
\$250 billion+ in investment assets	

What We Do

Raising the Bar through Leadership Commitments

- Place-based Investment Commitment
- Impact Purchasing Commitment
- Impact Workforce Commitment

Accelerating Adoption of Anchor Strategies

- Anchor Strategy Initiative Groups & Action Cohorts
- Assessment Tools & Case Studies
- Peer Mentorship
- Workshop Advisory Services

Fostering Unique Sector Collaboration

- Standardized Data Collection
- Collective Federal Policy Advocacy on Housing and Workforce Development
- Annual Convenings

What are anchor institutions?

- Economic engines- large purchasers, employers & investors
- Embedded social mission; Nonprofit or public institutions
- Rooted in place- unleveraged “sticky capital”



LOCAL GOVERNMENT



UNIVERSITIES



HOSPITALS &
HEALTH SYSTEMS



COMMUNITY & PLACE-BASED
FOUNDATIONS

The 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.

Addressing Root Causes

Clinical Care	Social Determinants of Health	Anchor Mission
Downstream	MidStream	Upstream
Medical interventions to address health issues.	Addressing individuals' social needs that influence one's ability to be healthy.	Addressing the economic & racial inequities in community conditions that cause poor health outcomes and drive disparities.

Fully Activating Healthcare As a Community Asset

- Our primary focus has been to help member health systems more effectively leverage **human resources, supply chain and treasury**.
- This approach has evolved to mobilize other organizational assets such as **government relations, philanthropy, facilities, volunteerism**.



Membership Benefits

- **Elevate** your institution's impact nationally and lead the field
- **Collaborate** to develop new tools and sector innovations
- **Share** best practices to promote replication and scale
- **Create** shared messages to advance systemic change
- **Benchmark and track** your impact alongside peers from across the nation
- **Access** technical assistance support for deploying economic assets and a member-only platform with Network resources
- **Demonstrate** the importance of this work to national audiences and philanthropic partners

Membership Expectations

As part of participation in the Network, HAN members are expected to:

- **Pay annual Membership Fee**
- **Collect and submit the anchor strategies' core set of indicators** on an annual basis.
 - Support for data collection includes standing time to work through data collection challenges; list of team members who can speak to collecting specific indicators; troubleshooting walk-throughs of data calculations; glossary with detailed descriptions of terms and breakdowns of indicators; and 1:1 troubleshooting support
- **Identify a senior executive lead and a project manager lead** to coordinate anchor mission implementation across departments internally and in HAN initiatives and attend Annual Convening

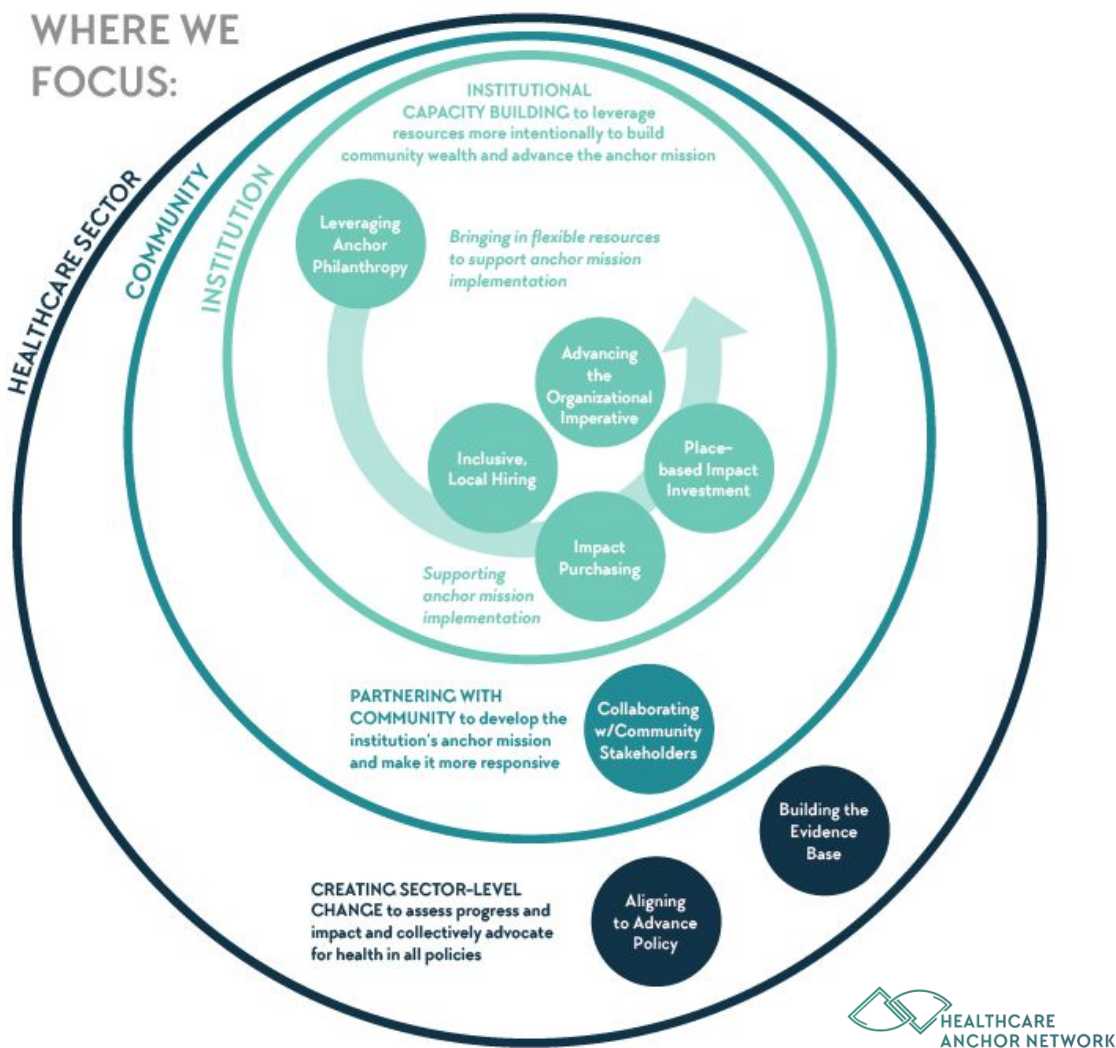
Best Practices for Leading Implementation

While anchor mission governance structures can vary depending on the organization type and size, a best practice is for the anchor mission implementation strategy to be upheld by two anchor mission leads:

- A **senior executive lead**, who provides strategic direction and liaises with the C-suite and Board, and,
- An **anchor mission project manager**, who can take a broad view of organizational resources, align internal assets for greater impact, meet with business unit leads, track progress, and communicate the organizational imperative with internal stakeholders.

How We Do Our Work

Initiative groups meet regularly (monthly or quarterly) via phone and at in-person convenings



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Anchor Strategies' Core Set of Indicators

The **Building the Evidence Base** initiative group developed indicators to measure HAN members' implementation of the anchor mission and build the foundation to evaluate impact in targeted communities

- Gathered input from HAN members, partner organizations, and subject matter experts
- Created/adopted a total of 22 indicators for the areas of Human Resources, Supply Chain, and Treasury
 - Limited and concise; well-defined and flexible
 - Embeds equity
 - Leverages the knowledge of our members and of work done to date
 - Reflects current work and drives positive future behavior

Building the Evidence Base: HAN Dashboard

- Members-only platform to track commitments to the Anchor Mission and support strategic decision-making
- Allows for benchmarking between the aggregate of the Network and individual member systems



** The above dashboard image displays hypothetical data only*

Policy Advocacy Collaboration

- HAN members collaborate together to conduct policy advocacy work on HAN-identified issues:
 - Federal **affordable housing** issues - working closely with the national housing policy advocacy groups
 - Federal **workforce development** issues



Impact Purchasing Commitment

12 initial signatories committed collectively to increase their spend with minority and women owned businesses (MWBES) by \$1 billion by 2025 and set goals related to supplier diversity, sustainability, and community wealth building.



Place-based Investment Commitment

Commitment to redirect a portion of investable assets toward impact investments that are place-based and address community conditions that create racial, economic and environmental disparities



HAN Impact Workforce Commitment

A national leadership commitment that will **leverage the hiring and workforce power of health systems** to address economic and racial inequities in the communities they serve

Preamble

Part I: Building Intentional Pathways In & Up

Part II: Achieving Employee Financial Stability

Part III: Reflecting our Community

Part IV: Data Collection

Appendix I: Metrics to Track Progress

Appendix II: Key Definitions

REAL Series

Connecting Racial Equity & the Anchor Mission

REAL (*Racial & Economic Equity Awareness & Leadership*) Series is designed to help healthcare leaders cultivate the leadership capacities needed to advance racial and economic health equity within their organizations and in society at large.

2 completed individual cohorts and inaugural Team-based cohort in 2022



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HAN Member Community Platform



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Resources

Home

1. HAN 2022 Priorities

2. About HAN

3. Getting Started on the Anchor Mission

- Anchor Mission Resources
- Tools for Getting Started
 - 1. Defining the Organizational Imperative
 - 2. Getting Started on Implementation
 - 3. Communicating about the Anchor Mission

4. Initiative Group Materials

- Advancing the Organizational Imperative (AOI)
- Aligning to Advance Policy (AAP)
- Building the Evidence Base (BEB)
- Collaborating with Community Stakeholders (C)
- Impact Purchasing (IP)
- Inclusive, Local Hiring (ILH)
- Leveraging Anchor Philanthropy (LAP)
- Place-based Investment (PBI)

Search...

Home > 3. Getting Started on the Anchor Mission > Tools for Getting Started > 2. Getting Started on Implementation

1. HAN Leads Checklist 07.22	PDF
2. HAN New Member Orientation Packet 07.22	PDF
3. Start Up Tools & Resources Member Platform 07.22	PDF
4.1. HAN Inclusive, Local Hiring Self-Assessment Tool 04.22	WORD_X
4.2. HAN Impact Purchasing Self-Assessment Tool 04.22	WORD_X
4.3. HAN Place-based Investing Self-Assessment Tool	WORD_X
Aligning Anchor Mission Strategies_ Implementation Considerations	PDF
Anchor Mission Implementation Roadmap	PDF
Anchor Mission Playbook - Rush University Medical Center	PDF
Anchor Mission Project Manager Roles	PDF
Data Collection Team Formation	Link
Guide to Getting Started on Anchor Mission Implementation	PDF
HAN_Anchor Mission Roles - add your team	WORD_X
Hiring Implementation Considerations	PDF

2. HAN New Member Orientation Packet 07.22

Welcome to the Healthcare Anchor Network

New Member Orientation Packet

Preview

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Type

PDF

Size

2.86 MB

Owner

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Racial Equity & DEI

Housing

Workforce Development

Food Access

Sustainability

COVID-19

Financial Security

[Guide to] Community Wealth Building

Impact Purchasing

Place based investing

Data & Metrics

Policy Advocacy

Anchor Collaboratives

Cultural Institutions outside Eds+Meds

Higher Education

Convening 2023: Los Angeles



Save the Date!
October 3-5, 2023

Presenting Sponsors:

CommonSpirit 

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Thank you!

For more information:

[Healthcareanchor.network](https://healthcareanchor.network)

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