



## Roundtable on Seizing the Opportunities in Population Health

*Thomas F. Zenty III, MHA, MPA*

### Name of project or collaborative

University Hospitals as an Anchor Institution

### Geography

Northeast Ohio

### Brief description

The healing mission of University Hospitals of Cleveland extends beyond healing individuals. We're pioneering ways to care for our entire community by conducting our business more mindfully and creatively through Our Anchor Institution strategy. UH and our community partners have developed this innovative approach over the last decade, teaming to address core-city needs by creating jobs, stimulating the economy and empowering urban residents to take ownership of their communities and futures. The biggest catalyst: Vision 2010, UH's \$1.2 billion strategic expansion. It set enduring standards for including diverse contractors and historically excluded minorities in construction opportunities and building trades. Other ways UH and our collaborators achieve goals include UH's creative commitments to buy local and support diverse suppliers; and creating and nurturing innovative nonprofits to boost inclusive educational and economic activity. Our guiding philosophy is that the health of individuals and populations is inextricably linked to prosperity, and that major civic institutions can collaborate to remove historic barriers to socioeconomic opportunity and better health. Our special focus is on the underserved, predominantly minority urban neighborhoods around University Hospitals Case Medical Center, our renowned academic medical center.

### Relevance of project to this breakout session

The Cleveland Model, as it has come to be known, is a story that inspires cities nationwide to leverage their anchor institutions and neighborhood strengths to address urban challenges, stimulate the economy and help communities thrive.

### Results/outcomes

- The city of Cleveland used Vision 2010 as a template for setting standards for minority and female inclusion in all major development projects. Learn more from "The Anchor Mission: Leveraging the Power of Anchor Institutions to Build Community Wealth," a study released by MIT and the University of Maryland. Find it at [uhhospitals.org/anchormission](http://uhhospitals.org/anchormission).
- UH's Buy Local vendor preference encouraged our largest supplier to open a distribution center in Cleveland, and other suppliers are locating operations in the city. Learn more about the strategy and our impact through our 2013 Community Benefit Report at [uhhospitals.org/communitybenefit](http://uhhospitals.org/communitybenefit).
- The Evergreen Cooperatives, with UH's support, created four worker-owned companies that have created nearly 100 living-wage jobs, with full benefits, for inner-city residents. Learn more at [EvergreenCooperatives.com](http://EvergreenCooperatives.com)
- NewBridge Cleveland, a dual-mission nonprofit that trains underemployed adults for high-demand health care jobs and engages at-risk youth in after-school arts curricula to kindle a love for learning and education. Visit [NewBridgeCleveland.org](http://NewBridgeCleveland.org).

## **Funding**

For many of these community-based initiatives, funding is as collaborative as program visioning, design and execution. UH and our partners count on foundations, including Living Cities and The Cleveland Foundation, to join these partnerships and provide crucial funding assistance, guidance and leadership. UH directly funds some anchor initiatives, including NewBridge Cleveland (\$1 million), the Evergreen Cooperatives (\$1.2 million) and the Cleveland School of Science & Medicine, a nationally ranked public school near our main campus that prepares students – virtually all of whom are minorities from poor neighborhoods – for college and career. Other outcomes are independent of additional funding, arising instead from a comprehensive and purposeful examination of our business practices with an eye toward using procurement dollars and policies to leverage socioeconomic change.

## **Contact**

Heidi Gartland  
Vice President, Government & Community Relations  
University Hospitals  
216-844-3985  
[Heidi.Gartland@UHhospitals.org](mailto:Heidi.Gartland@UHhospitals.org)