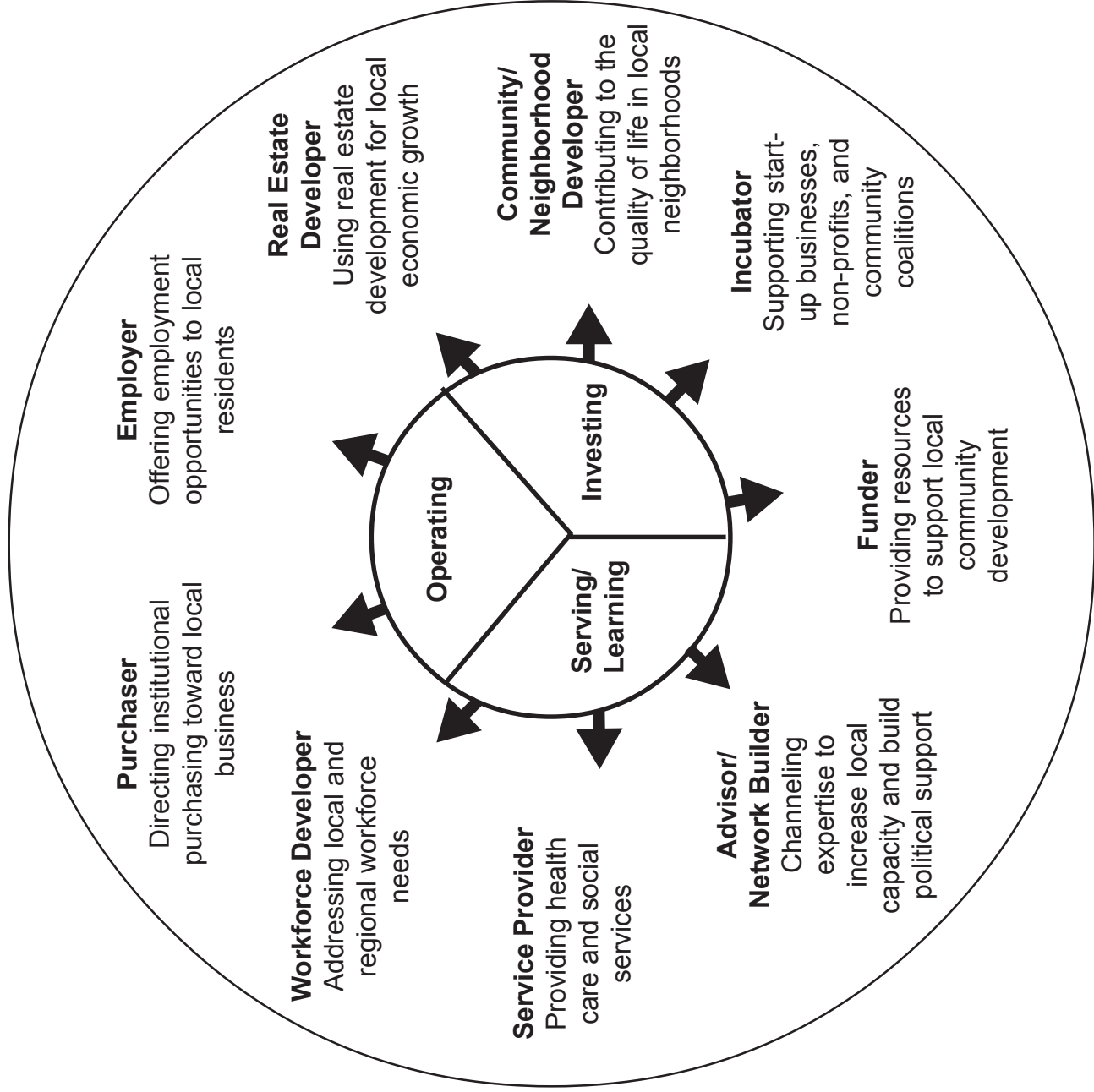


Strategic Framework for Leveraging Health Institution Assets for Community Economic Revitalization

Kauper-Brown J, Seifer SD. Strategic Framework for Leveraging Health Institution Assets for Community Economic Revitalization. Seattle, WA: Community-Campus Partnerships for Health, 2004. www.ccpb.info



Note: This figure adapted from "Leveraging Colleges and Universities for Urban Economic Revitalization: An Action Agenda" A Joint Study by Initiative for a Competitive Inner City and CEOs for Cities, 2003

Framework: Health institutions as anchors in communities

This framework defines the roles and activities that health institutions play in economic development which are in line with the operating, investing, and serving/learning functions of these institutions. Each of the anchor roles described below refer to strategies which are targeted to benefit the local community. Examples are provided for illustration but are not limited to those listed.

Operating

Employer: Offering employment opportunities to local residents. Examples: training and using underutilized workers in health care-related positions, as well as administrative, janitorial and food service positions; serving as a model workplace by offering benefits like insurance coverage and living wages for all institution employees and contractors; changing policies and procedures which present obstacles to local recruitment and hiring; partnering with community organizations to recruit and screen candidates.

Purchaser: Directing institutional purchasing toward local businesses/minority businesses. Examples: providing support and training to local businesses on navigating the institution's purchasing programs, participating in environmentally-preferable purchasing programs; facilitating joint ventures between national and local suppliers.

Investing

Real Estate developer: Using real estate purchasing and construction/capital improvement purchasing decisions to anchor local economic growth. Examples: considering and participating in local community planning efforts when making real estate purchasing and building decisions; building on empty/abandoned properties to avoid resident and business relocation; designing effective waste management programs that pay attention to environmental justice issues and emphasize resource conservation.

Community/Neighborhood developer: Contributing to the quality of the community's physical environment. Examples: collaborating with community development corporations, public housing agencies, or private-sector investors to improve housing or physical spaces; acting as a socially responsible investor; supporting community quality-of-life activities such as working with the local police to improve safety or organizing cultural celebrations; supporting home ownership/rehabilitation programs for employees and/or residents.

Incubator: Offering services to support for-profit start-up businesses and/or non-profit organizations. Examples: establishing a community development corporation; offering assistance to expedite research commercialization which has local economic benefit; offering technical assistance and expertise to improve the economic and community environment.

Funder: Providing resources to support local community economic development. Examples: operating foundations (including those that result from ownership status conversions), endowments, and/or grant making or tithing programs that support community programs; providing resources to support local efforts including: personnel, space and facilities, and materials and equipment; acting as conduits for philanthropy, serving as a vehicle for attracting donated funds for community programs; leveraging engagement of local financial institutions to support local economic development or secure contributions for community programs.

Serving/Learning

Workforce developer: Addressing local and regional workforce needs. Examples: partnering with local K-12 schools and colleges to encourage and educate future health professionals; training and using underutilized workers such as TANF recipients in health care-related positions, as well as administrative, janitorial and food service positions; providing scholarships or subsidizing tuition costs for current employees seeking additional education and training.

Service provider: This role encompasses strategies that go beyond the basic health care and prevention services provided by health institutions. Examples: providing uncompensated medical care to those unable to pay; filling service gaps in the community, for example providing child care services to institution employees, as well as the broader community; supporting paid time for employees to volunteer in the community.

Advisor/Network builder: Channeling institution expertise to increase local capacity or improve local economic environment. Examples: playing a leadership and facilitating role in bringing organizations and community members together for advocacy of community-wide development efforts; providing leveraged engagement (i.e. leadership to secure the support of key stakeholders); engaging in research activities that address community health concerns and build community capacity; making recommendations and advocating locally and nationally for policies that support the local community; advocating to encourage local public policy reforms.