Anchor Collaboratives: Partnering with Eds & Meds for Community Development

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Session Flow

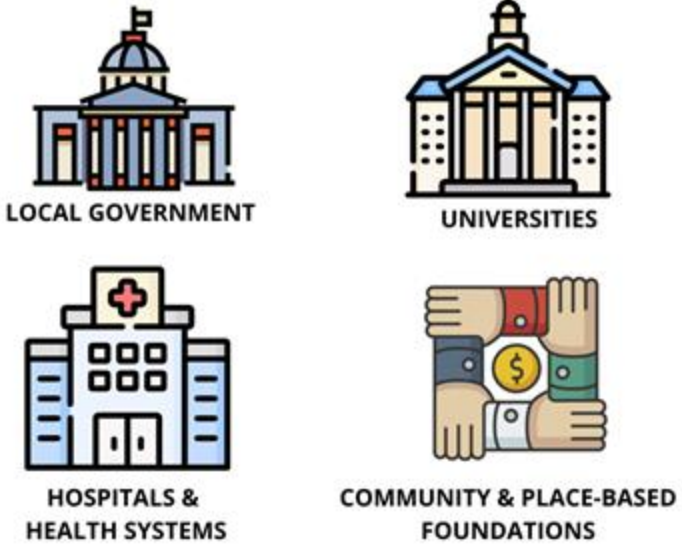
- Who is the Healthcare Anchor Network? What is the anchor mission?
- What are anchor collaboratives? What is the anchor collaborative playbook?
- How is DC Community Anchor Partnership advancing inclusive local procurement?
- How is West Side United identifying and deploying local impact investments?
- Q&A

HEALTHCARE ANCHOR NETWORK

Who is the Healthcare Anchor Network? What is the anchor mission?

What are anchor institutions?

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



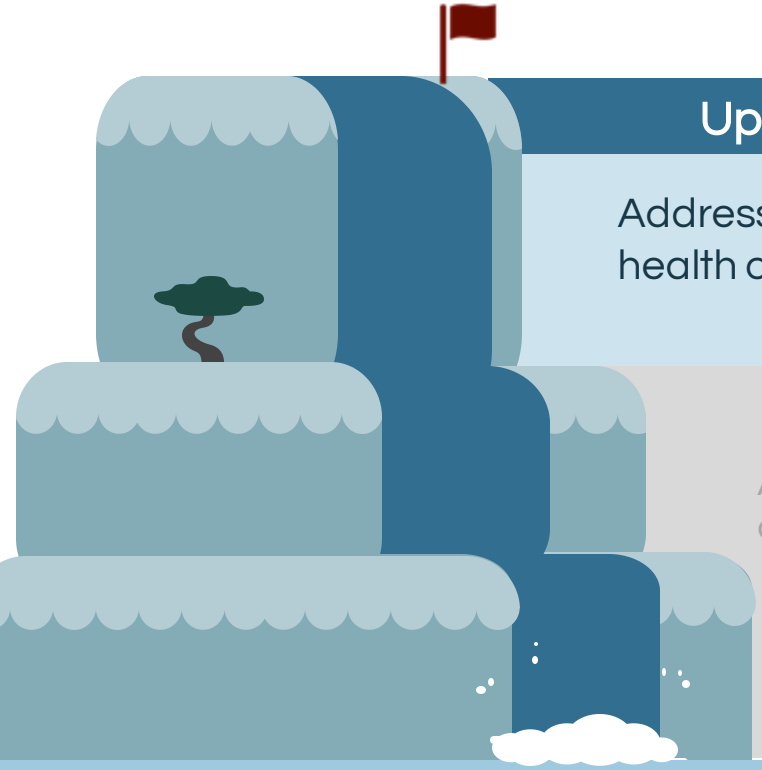
HEALTHCARE ANCHOR NETWORK

HAN catalyzes health systems individually and collectively **to leverage their hiring, purchasing, investing**, and other key institutional assets **to create stronger local economies** that sustain healthy communities.

We call this **intentional commitment** – to apply an institution's place-based economic power in partnership with community to create mutual benefit – **the anchor mission.**

HEALTHCARE ANCHOR NETWORK

Addressing Root Causes



Upstream → Anchor Mission

Addressing inequities in community conditions that cause poor health outcomes and drive disparities.

Midstream — Social Determinants of Health

Addressing individuals' social needs that influence one's ability to be healthy.

Downstream — Clinical Care

Medical interventions to address health issues.

Attribution: Slidesgo.com

Network Scale

Founded in 2017



75+ members with 1,200+ hospitals

Representing 40% of nonprofit healthcare

Employ more than **2 million people**

Purchase over **$100 billion annually**

$250+ billion in investment assets

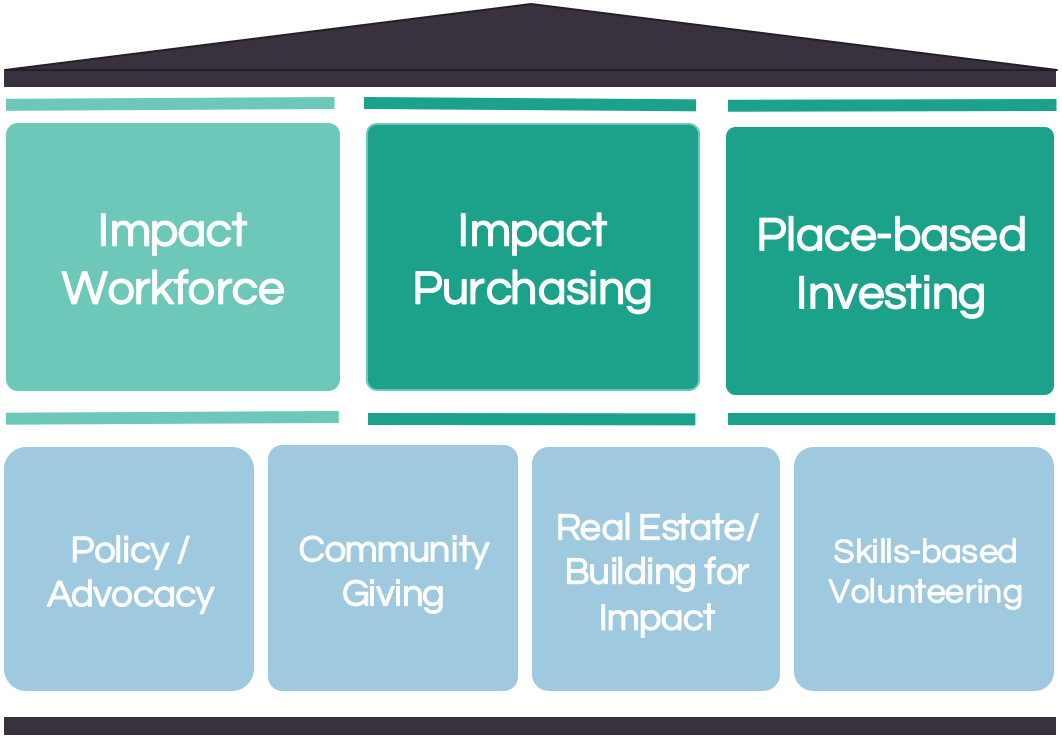
HEALTHCARE ANCHOR NETWORK

Building an Anchor Mission Movement



HEALTHCARE ANCHOR NETWORK

Activating Institutions as Community Assets



What is impact purchasing?

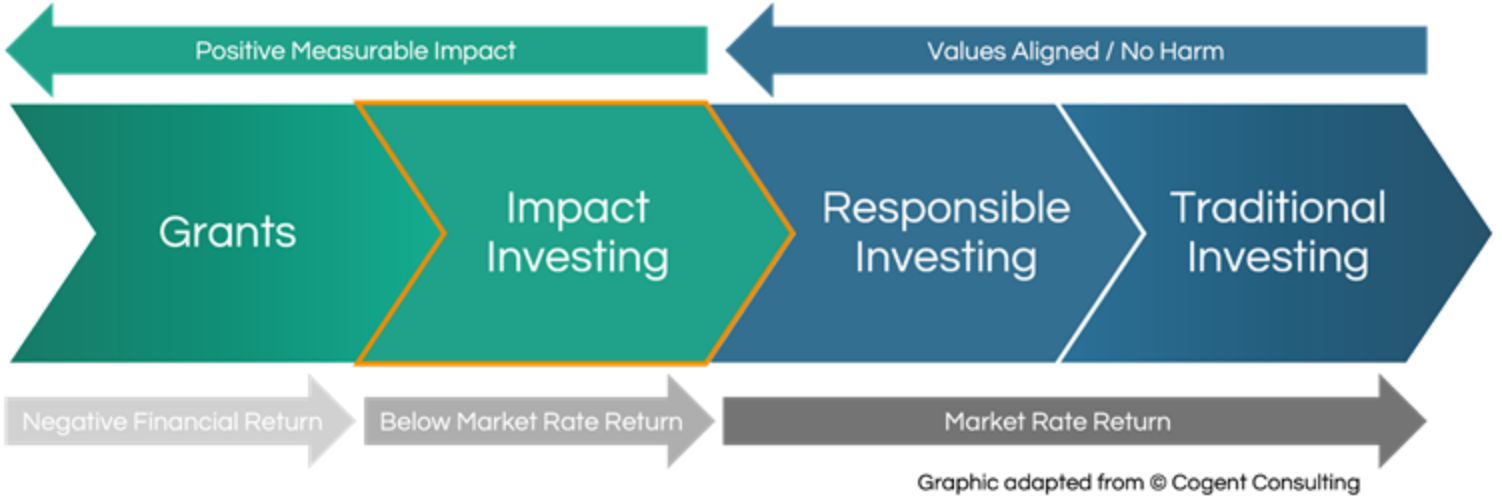
Prioritizing diverse, sustainable, local, and/or employee-owned spend to stabilize local economies and build community wealth.



HEALTHCARE ANCHOR NETWORK

What is place-based investing?

An impact investment approach that targets both social and financial returns in specific communities and geographies of need while achieving a modest financial return or at least preserving the principle.



Graphic adapted from © Cogent Consulting

HEALTHCARE ANCHOR NETWORK

Activating place-based partnerships for equitable economic development

A playbook for anchor collaboratives



Full report out now:
anchorcollaboratives.healthcareanchor.org

What are anchor collaboratives?

A network of anchor institutions, funders, and community partners working collaboratively to achieve **shared, place-based goals of economic inclusion and equity.** Anchor collaboratives respond to and build upon the uniqueness of local needs and assets.

Full report out now:
anchorcollaboratives.healthcareanchor.org

HEALTHCARE ANCHOR NETWORK

HEALTHCARE ANCHOR NETWORK

Activating Place-Based Partnerships for Equitable Economic Development

A Playbook for Anchor Collaboratives

Informed by

18+ anchor collaboratives, key informants, and thought leaders.

Flexible framework

helps anchor collaboratives get started and lay the foundation for a strong, impactful partnership.

Primary audiences

backbone organizations current or prospective members of anchor collaboratives

Full report

anchorcollaboratives.
healthcareanchor.org

HEALTHCARE ANCHOR NETWORK

HEALTHCARE ANCHOR NETWORK

Activating Place-Based Partnerships for Equitable Economic Development

A Playbook for Anchor Collaboratives

Section #1 Introduction

Key terms, history of anchor collaboratives, and the role of the backbone.

Section #2 Understanding Anchor Strategies

Examples of how anchor collaboratives scale Impact Workforce, Impact Purchasing, and Place-based Investing strategies for efficiency and impact

Section #3: Success Factors

Seven features of an effective anchor collaborative plus actionable guidance for backbones and anchor institutions including:

- ✓ tips for getting started
- ✓ lessons from the field
- ✓ continuums of progress as self-assessment tools relative to each success factor
- ✓ linked resources for further learning

HEALTHCARE ANCHOR NETWORK

Success Factors

What “ingredients” are critical for anchor collaboratives?



A shared imperative



Activated champions



Effective governance



Collaboration w/ community



Sustainable resourcing



Quality data & impact measures



Strategic comms

HEALTHCARE ANCHOR NETWORK

Success Factors

What "ingredients" are critical for anchor collaboratives?



A shared imperative

A trusted convener is essential for navigating local dynamics

Multi-sector partnerships benefit from shared goals and strong facilitation



Activated champions

Champions are essential at all levels of an organization (not just C-suite!)

Intentionally engage champions, meet them where they are and provide meaningful support



Effective governance

Just enough governance to keep the group moving without rigidity

Too much structure can cause fatigue; too little risks passive engagement

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Session Flow

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HEALTHCARE ANCHOR NETWORK



Check out the anchor collaborative playbook:
anchorcollaboratives.healthcareanchor.org

Thank you!

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DC Community Anchor Partnership

Just Economy Conference – Anchor Collaboratives
Phillip Berkaw, Senior Director, DCAP
March 26, 2025

An initiative of CNHED

Roadmap

1. Understanding the opportunity & need
2. Where to start?
3. What services should you provide?
4. How do you get anchors on board?
5. What we've learned

Initial Vision

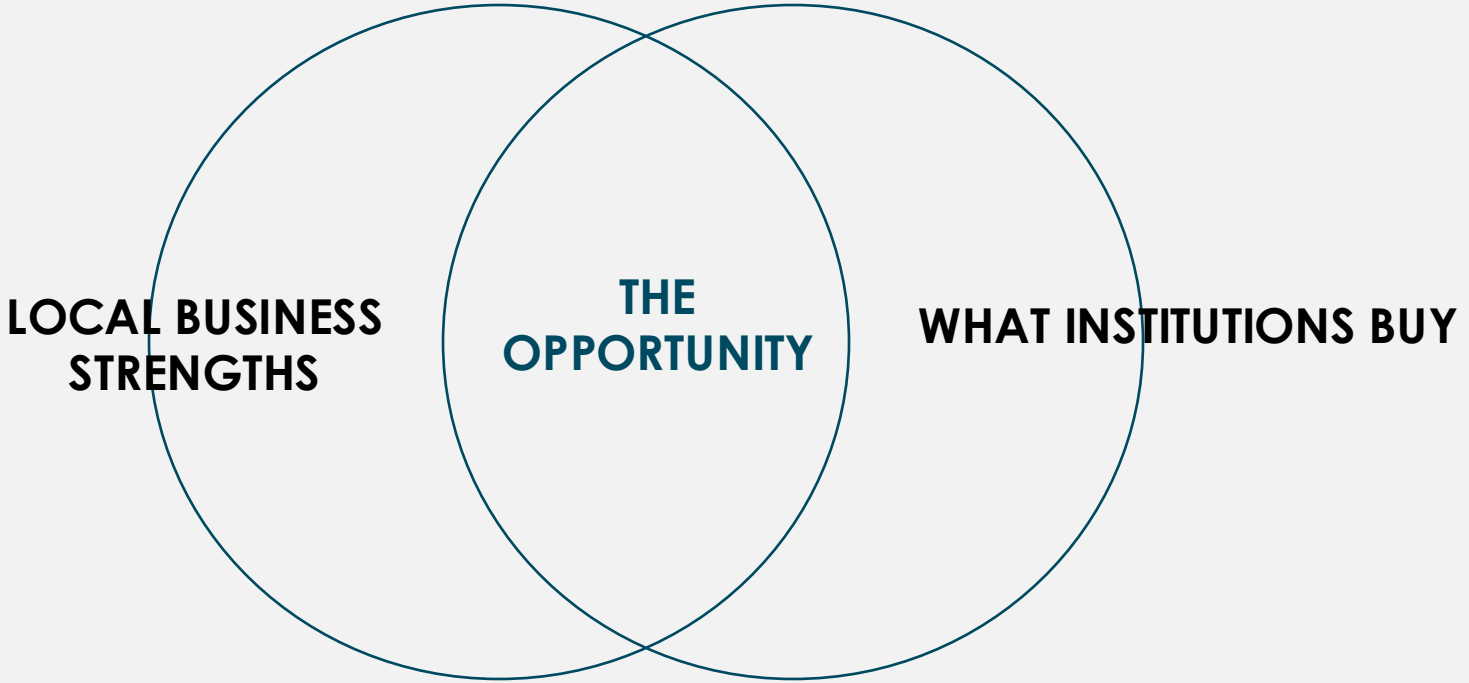
1. 81x racial wealth gap between Black and white households in DC
2. Less than 0.05% of $2B annual spend awarded to local MBEs
3. Strategy: Bridge procurement gaps, grow MBEs



DC Mayor Muriel Bowser
October 18, 2023
Celebrating DCAP's $250M Milestone

Getting Started: Building DCAP

"Invest some time in your analysis. Know what your landscape looks like. That's going to frame all your early conversations"



Organizational Structure

Convening Organization: The Coalition & Deputy Mayor for Planning & Economic Development

- ☑ Strong and experienced leadership
- ☑ Fundraising and connection to local economy
- ☑ Skilled staff

Our Approach



Policy

Re-engineer institutional procurement



Referrals

Proactive outreach and matchmaking

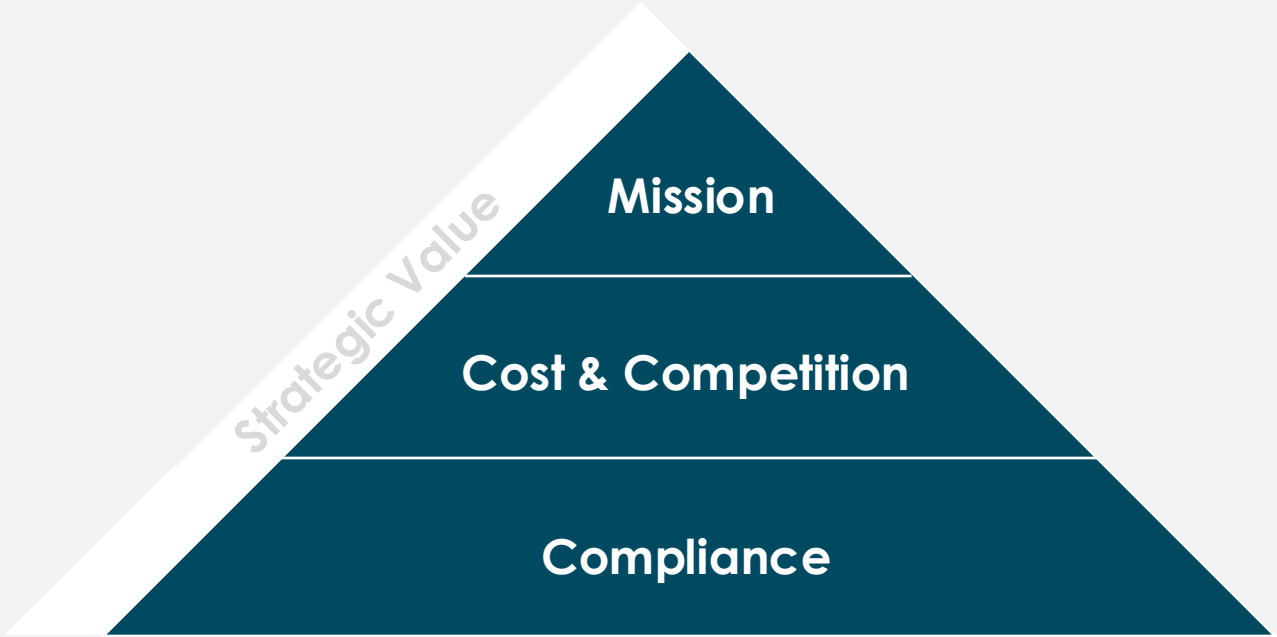


Tracking

Track institutional spend

Anchors: Tailoring Your Pitch

“All I want to know is that there will be surgical gloves in the drawer, and they won’t cost 5 cents more than they did last year.”



Approaching Anchors: Lessons Learned

Hire for **procurement expertise**.

Make it **easy for anchors to join**.

Start small, grow organically.

Highlight opportunities for **peer connection.**

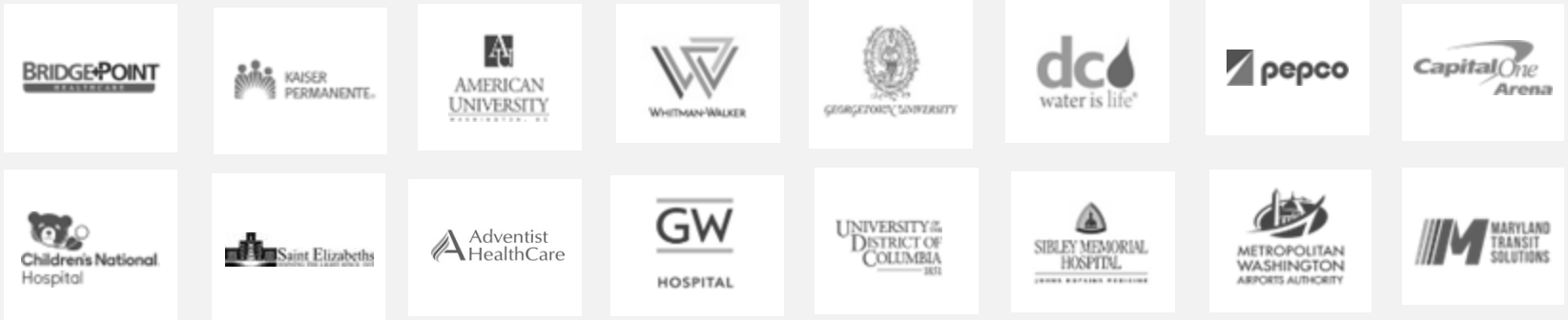
Provide **comfort.**

Tools & Processes

Service	Resource/Process	Outputs
Tracking	Supplier.io, Dun & Bradstreet	Key Metrics
Policy	"People, Policy, Process" Framework	Anchor Action Plans
Referrals	DCAP Basic Business Qualification Process + Enhanced Vetting	Referral Lists

Impact

Contract Value Awarded	Businesses Awarded	Jobs Created
$663M	492	5,900



Summary: Lessons Learned

Motivating data is essential.

Generate **early wins**.

Communicate stories of impact.

Maintain focus on **systems change**.

Follow up relentlessly.

Contact

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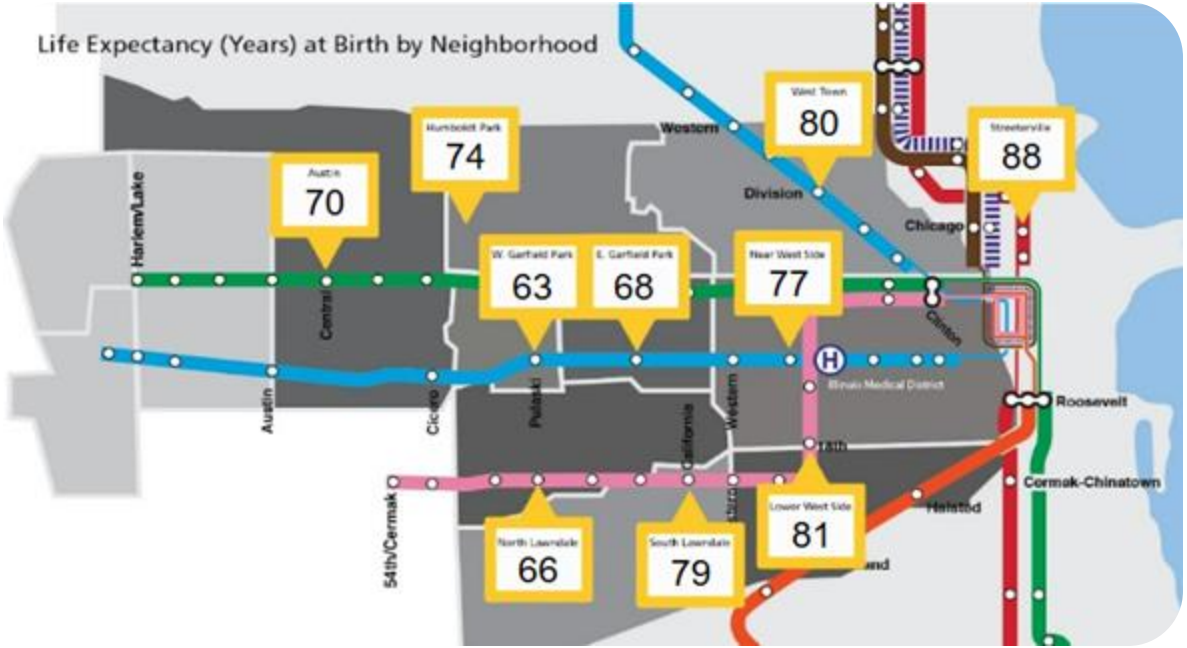


Partnering with Eds & Meds for Community Development: Anchor Collaboratives

Eve Shapiro
Senior Director, Programs & Evaluation

March 26, 2025

Our Challenge



63 **West Garfield Park**

VS

88 **Loop**

- Average life expectancy on Chicago's West Side is up to **25** years less than the Loop
- Health inequities in these West Side neighborhoods reflect **decades of disinvestment** that has resulted in concentrated poverty.

The Anchor Approach

Health inequities in these West Side neighborhoods reflect decades of disinvestment that has resulted in concentrated poverty.



The nearly 550,000 people who live in the ten neighborhoods on the West Side of Chicago experience disproportionate rates of chronic disease, including diabetes, asthma, hypertension and congestive heart failure.

WSU's mission is to eliminate this 25-year life expectancy gap between residents of the Loop and the West Side.

WSU Operational Structure



Executive Leadership Council

Board for organization; approves major funding and strategic changes; 6 hospital members and 6 community members; several subcommittees



Staff Backbone

Manage day-to-day activities of the organization; 16 current staff; programmatic (9), community engagement (2), operations (5)



Community Advisory Council

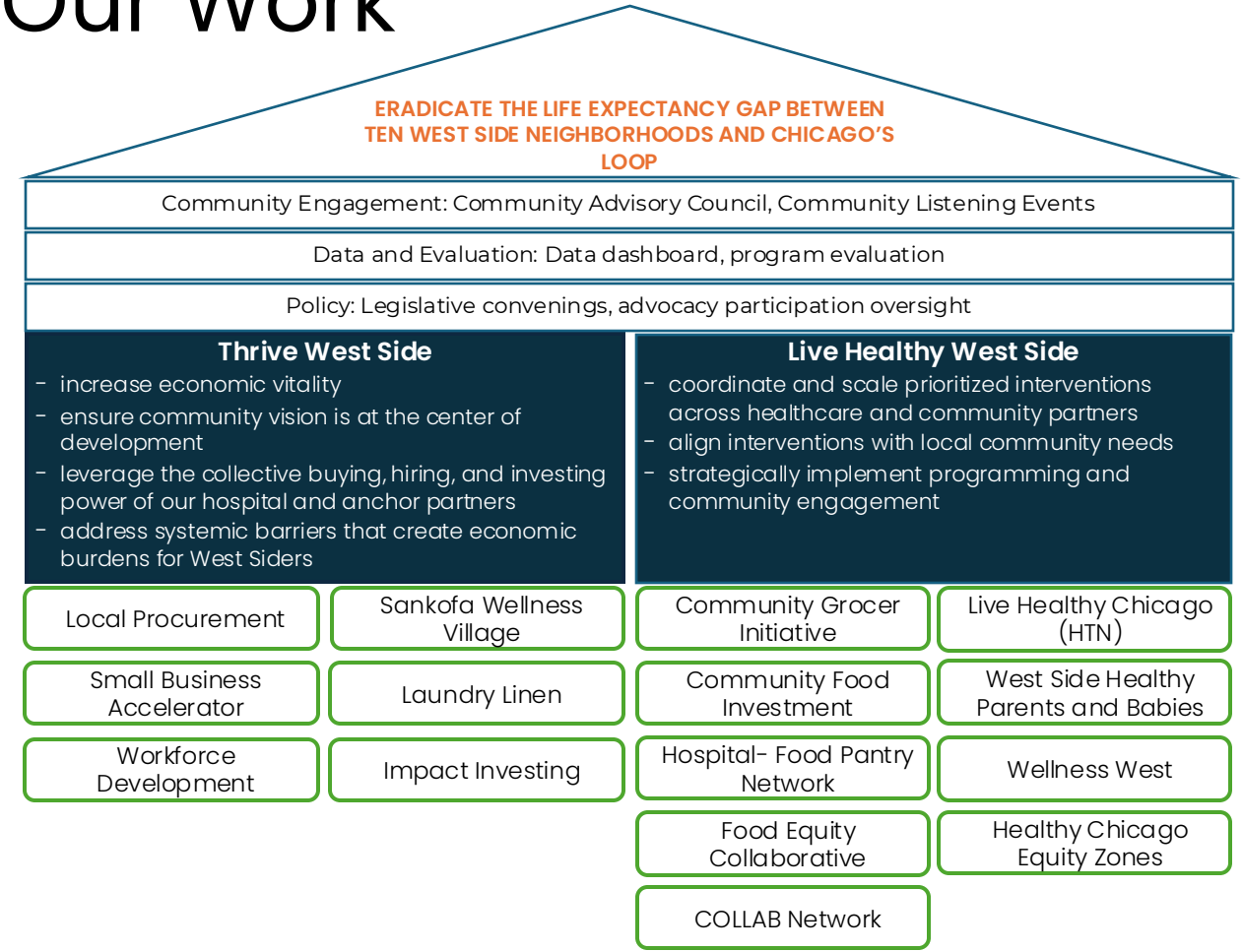
17-member body of community residents; represent all 10 West Side neighborhoods; 6 participate on ELC and all participate on initiative workgroups



Initiative Workgroups

Composed of WSU staff, CAC members, organizational partners; make decisions around direction of programs; varying level of input on program implementation

Our Work



Our ambition
What we'll achieve

Our strategies
What we'll do

Current initiatives
How existing work fits in

Impact Investing Theory of Change

Problem Statement

Residents of the West Side face a life expectancy gap. The root causes driving this gap are deeply entrenched and systemic.

Activities

The root causes driving this gap include economic drivers that WSU's impact investing program seeks to address through:

Pushing investment in the SDoH "upstream" by coordinating investments between health systems, CDFIs, and community partners.

Building trust between community developers and anchor institutions to foster alliances and shared power.

Expand access to data and research resources to match community needs to investment priorities.

Short Term Outcomes

Increased investment in SDoH

Increased borrower capacity

Increased employment

Decreased poverty

Long Term Outcomes

Reduced financial stress and trauma

Increased neighborhood economic vitality

Reduced life expectancy gap

WEST SIDE UNITED

Community Loans

WSU impact investing connects organizations with available investable dollars to community development financial institutions (CDFIs) to fund loans and provide technical assistance to borrowers. CDFIs identify and provide loans to local organizations and businesses to grow and serve their communities.

Since 2018

$19.4M

Cumulative amount invested with "recycled capital"

665

Loans disbursed to West Side borrowers

Projects Snapshots

Aggregated Investment Outputs	*2018-2024 Total*
Jobs created	244
Jobs preserved	856
Construction jobs	619
Supportive housing beds created	52
Housing Units created or preserved	1228
Real estate constructed or rehabbed	975,422

Example project sectors include:

- *Workforce Development*
- *Youth Services*
- *Community Development*
- *Construction*
- *Affordable Housing*
- *Commercial Retail*

Allies for Community Business

Chicago Community Loan Fund

Strengthening nonprofits and the communities they serve.

WEST SIDE UNITED

IMPACT INVESTING PARTNERS

Investor Partners

ILLINOIS MEDICAL DISTRICT

AMA

NORTHERN TRUST

WSU Founding Hospital Partners

RUSH

Ann & Robert H. Lurie Children's Hospital of Chicago

COOK COUNTY HEALTH

Sinai Chicago

UI Health | UIC

Ascension

WSU Community Advisory Council Members

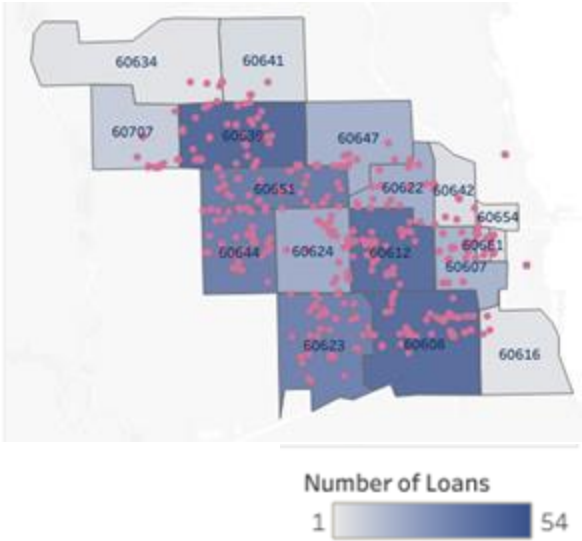
CDFI Partners

Allies for Community Business

CHICAGO COMMUNITY LOAN FUND

IFF Strengthening nonprofits and the communities they serve.

Community organizations & small businesses



Borrower Highlight

In 2017, James and Jasney Diggs started their cleaning company, Tidy Up Experts, to fulfill their desire to contribute to the revitalization of their neighborhood, West Garfield Park.

In 2022, James and Jasney received an A4CB small business loan, which allowed them to obtain professional certifications, acquire additional equipment, and pay their employees. Tidy Up Experts has also participated in A4CB's Neighborhood Entrepreneurship Lab and Sales Support Program to further grow their business. In 2023, Tidy Up Experts received a grant through the West Side United Small Business Grant program.

Currently, Tidy Up Experts employs a ten-person team made up of residents from West Garfield Park.



Allies for Community Business

"We're reducing the impact of unemployment for residents with little to no employment history and providing opportunities for residents with minor, non-violent offenses."

Read more: https://a4cb.org/client-stories/tidy-up-experts/"

Catalytic Investments



The cornerstone of the investments in West Garfield Park is The Sankofa Wellness Village, which won the $10 million 2022 Chicago Prize Award from the Pritzker Traubert Foundation.

The center will provide culturally competent, affordable, comprehensive health care for people of all ages.

In partnership with Steans Family Foundation, West Side United and partner hospital partners launched a laundry facility in 2024 to support the Chicago healthcare system, which outsourced these services to neighboring states.

This $40M Anchor economic hub is located in North Lawndale and currently employs over 60 local residents in quality jobs.

$40M+
DEVELOPMENT

Fillmore Center
& Linen Service



Lessons Learned

- Incorporate **community voice** to illuminate higher priority opportunities within neighborhoods
- **Establish framework** for tracking impact to inform future priorities
- Large-scale projects take **time, trust, and negotiation**
  - Fillmore was conceived ten years prior
  - The model changed and was rescaled several times
- Investor **priorities may not fit** into CDFI models
  - Selecting projects
  - Collecting impact metrics
  - Defining “return on investment”
- Define your **organization’s role** clearly

