

# Anchor Institutions Task Force

## Anchor Institutions

Collaborating in their Local Communities  
during the COVID-19 Pandemic

— 4th Edition



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Marga Inc. has been collecting and summarizing examples of Anchor Institutions Collaborating in their Local Communities during the COVID-19 Pandemic. This is the 4<sup>th</sup> Edition and the previous three editions could be found via this [link](#). If you would like to submit an example of an anchor institution/community partnership to be included, please send an email to [sliu@margainc.com](mailto:sliu@margainc.com)

Updated on 13 September 2021

Asterisks (\*) are used to indicate institutions represented in AITF's membership.

## Coronavirus Funds and Grants

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To fund nonprofits answering COVID-19 needs, many local, state, and international foundations have opened COVID-19 response funds to fill critical gaps. *Inside Philanthropy* reports 100+ COVID-19 response funds, with community foundations leading in this space. The Council on Foundations has a [Community Foundation Locator](#) that can help people to find regional response funds.

### □ Establish coronavirus funds / use grants to help disadvantaged people

*Some anchor institutions have established funds or received grants to help disadvantaged groups of people to have more financial and medical resources in dealing with the pandemic.*

- **HealthAlliance-Clinton Hospital**, part of the UMass Memorial Health system, is [mobilizing \\$717,000 to help fund community-based initiatives in central Massachusetts](#) where housing and food insecurity as well as inadequate social services have affected communities of color at disproportionate rates. The Hospital has awarded \$200,000 to establish the North Central Massachusetts Anchor Collaborative as part of a coordinated local effort to improve livelihoods within the Community Health Network of North Central Massachusetts (CHNA 9).
- To bolster research to help communities disproportionately affected by COVID-19, the National Institutes of Health [started to fund \\$29 million in additional grants for the NIH Community Engagement Alliance \(CEAL\) Against COVID-19 Disparities](#) in late April. This funding was supported by the American Rescue Plan. The awards will provide \$15 million to 11 research teams led by scholars from universities such as **the University of Pennsylvania\***, **Johns Hopkins University\***, **New York University School of Medicine\***, etc. They were already conducting research and outreach to help strengthen COVID-19 vaccine confidence and access, as well as testing and treatment, in communities of color. An additional \$14 million will fund 10 new research teams to extend the reach of COVID-19 community-engaged research and outreach.
- In April, a team of researchers co-led by **\*Howard University's** Monica Ponder, Ph.D. and **\*UCLA's** Chandra Ford, Ph.D. [received a \\$1.7 million grant from the CDC Foundation designed to reach historically marginalized and disadvantaged populations during public health crises](#). The endeavor, dubbed Project REFOCUS, which leverages more than a decade of their experience applying epidemiology and health communication to racism as a public health problem, tracks the intersecting pandemics of racism, especially as expressed through stigma, and COVID-19, with a focus on providing information to the communities most directly impacted.

□ **Make grants to community-based organizations, small businesses and local residents in need**

*The COVID-19 funds established by anchor institutions have made grants to help community-based organizations, small businesses, local residents, etc.*

- More than \$550,000 has been awarded to 25 state organizations through a COVID-19 response fund coordinated by **Central Carolina Community Foundation**. The One SC Fund: COVID-19 Response distributed \$551,000 in grants to South Carolina's most vulnerable communities to aid residents with basic needs, education support, rent and utility assistance, mental health support and vaccine rollout.
- In mid-September, the Delaware COVID-19 Strategic Response Fund, a partnership of the **Delaware Community Foundation** and **Philanthropy Delaware**, awarded \$165,000 in Vision Grants for innovative solutions to local communities' emerging and evolving needs in the ongoing COVID-19 pandemic. The Vision Grants will allow nonprofit organizations across Delaware to engage additional experts, helping them build their capacity to create collaborative networks, develop scalable and sustainable programming approaches, and design and test prototypes of promising innovations.

## Hospital Capacity

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□ **Increase hospital capacity to meet re-surgng medical needs caused by the new COVID-19 variants**

*Some hospitals have opened field hospitals or partnered with other anchor institutions to address the hospital staffing and bed shortages.*

- **The University of Mississippi Medical Center** is the largest hospital system, as well as the only Level 1 trauma center and teaching hospital, in the Magnolia State. Its staff is working at full capacity as the state grapples with the highest per capita rate of COVID infections in the country. The University of Mississippi Medical Center has opened its second field hospital in a week to help administer care to the numerous people seeking medical attention, with most registering positive COVID tests. The latest field hospital is the product of a local partnership between Samaritan's Purse and the medical center whereby the former is spearheading operations and staffing at the impromptu care facility.
- A spike in COVID-19 hospitalizations is overwhelming hospitals in Texas. **Memorial Hermann**, the largest hospital system in the Lone Star State, recently announced the temporary closure of three standalone emergency rooms at Convenient Care Centers in the Greater Houston area. The Harris County Commissioners Court has approved a \$30-million initiative to place additional nurses at personnel-strained facilities including Memorial Hermann. Harris County is partnering with regional nonprofit **SouthEast Texas Regional Advisory Council** to find, hire, and mobilize the needed nurses. Memorial Hermann has also announced that the hospital system will mandate the COVID vaccine for its 29,000 employees, a move similar to those seen in medical settings across the country.

- Many hospitals in Kentucky are either at or rapidly approaching inpatient capacity as COVID hospitalizations continue to rise at unrelenting rates. As such, medical centers across the state are seeking assistance in addressing staffing shortages and creating more space to treat patients. FEMA and the National Guard are mobilizing teams and resources to help facilitate medical care at overwhelmed facilities. During a recent press conference, officials representing **University of Louisville Health, Norton Health, and Baptist Health** highlighted the importance of coordinating care, transfers, and resources between hospital systems. When one facility has reached capacity, others step in to take on patients provided they can make the space.
- Florida has been a COVID epicenter at several points during the pandemic. The latest surges in COVID infections and subsequent hospitalizations place immense stress on local health systems. The three major hospital systems operating in Broward County are over capacity, leading facilities to implement surge plans that entail suspending elective procedures and converting hospital space into additional COVID units.

## Coronavirus-related Research

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### □ Conduct research on the social and economic impacts of the Coronavirus

*Some universities and organizations have examined or are examining the impacts of the pandemic as well as the effectiveness and equity in the vaccination era.*

- Researchers from **the University of California, San Francisco (UCSF)\*** School of Nursing have joined a newly launched national collaborative to study the impacts of COVID-19 on members of the lesbian, gay, bisexual, transgender and queer communities. The We Count Collaborative aims to bring together data on more than 45,000 LGBTQ patients from five federally qualified health centers (FQHCs) that specialize in reducing barriers to care for LGBTQ populations, to help bridge the knowledge gap about COVID-19 health experiences in this community. They will be collaborating with The PRIDE Study, a long-term national LGBTQ+ health study led by researchers at **Stanford University\*** in partnership with **UC San Francisco**.
- **Stanford University\*** is concentrating on local impacts of COVID-19 in its latest effort to respond to the effects of the public health pandemic that has exacerbated systemic inequities and created new ones in surrounding communities. The university's Office of Community Engagement (OCE), in collaboration with the Bill Lane Center for the American West in the School of Humanities and Sciences, announced in May 2021 that eight faculty-led projects will receive a total of \$228,000 to work with community-based organizations and government agencies in Santa Clara County and San Mateo County. The projects focus on addressing pandemic-related impacts in four areas severely affected by the virus: health, education, social services and the arts.
- The National Institutes of Health Community Engagement Alliance (CEAL), awarded \$15 million to **Johns Hopkins University\*** and other institutions to research barriers to getting vaccinated in underserved communities that have been disproportionately impacted by COVID-19. Dr. Cheryl Himmelfarb, vice dean of research in the School of Nursing at Johns Hopkins University, said the money will partly go to interviewing people to help her group address myths surrounding vaccination, and then inform regional health departments about

issues. "Partnering with both the community and the clinic, or the Baltimore City Health Department, we can get that information to them so that they know where they should be delivering vaccinations to be most effective," Himmelfarb explained.

- Dave Shumaker has published an article *Beyond Coping: Libraries Stepping Up to Meet Community Needs During the Pandemic* on the website of Information Today, Inc. The author argued that during the pandemic librarians began reaching out to their communities and expanding their services via the following ways: meeting new connectivity needs, facilitating social services, addressing inequality, confronting the infodemic, and etc.
- Katalin Kariko, 66, known to colleagues as Kati, has emerged as one of the heroes of Covid-19 vaccine development. Her work, with her close collaborator, Dr. Drew Weissman of **the University of Pennsylvania\***, laid the foundation for the stunningly successful vaccines made by Pfizer-BioNTech and Moderna.

## Economic and Social Recovery

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### □ Improve local entrepreneurship / career opportunities

*Some anchor institutions have established initiatives and programs to promote local entrepreneurship / employment in the post-pandemic era.*

- Today, libraries have become “second responders” to COVID-19, providing 24-hour free Wi-Fi hotspots, temporary shelter to people without homes, and 3D printers to make masks for health workers. These responses have brought new attention to the economic and city-building functions of public libraries. But many libraries have been advancing these goals for decades, and are able to make an impact now by applying lessons learned from pre-pandemic efforts. One example is **the New Haven Free Public Library** in Connecticut, which in 2016 embarked on a strategic mission to tackle the city’s intractable history of economic exclusion by creating a free, accessible, and inclusive entrepreneurial hub for residents.
- In February, twelve junior colleges in the Inland Empire and desert region — including **Victor Valley College (VVC)** and **Barstow Community College** —took a pledge to support local startups and entrepreneurs in their respective communities. The VVC Entrepreneurship Program is expected to begin course offerings in Fall 2021, and will “equip students with the necessary entrepreneurial mindset and practical skills to become successful in the ever-changing business environment,” according to Dr. Henry Young, VVC’s department chair for business administration and the academic senate president.
- The **London Recovery Board**, established by the Mayor of London in partnership with London Councils and featuring representatives of institutions from across the capital’s diverse public and private sectors, has recently orchestrated the signing of an “anchor institutions” charter. Signed 16 March 2021, the charter sets out a shared aspiration on the part of its signatories to collectively consider the direction of their resources, particularly in the areas of employment, training and procurement, towards addressing some of the capital’s key post-Covid challenges. The “anchor institutions” already signed up have large economic footprints across the capital, employing nearly half a million people.

- **Shawnee Community College** announced in late July, the college will be hosting two job fairs to help provide folks with an opportunity to connect with local cannabis grower aeriz. aeriz is the only aeroponic medical cannabis brand in both Arizona and Illinois, with a production facility located in Anna. The free event will begin with an orientation that outlines information about employment opportunities in the cannabis industry, expounding on the job description for entry-level positions, including growers, extractors, trimmers, delivery drivers, and several other open positions.
- **Coastal Bend College**, a community college serving five counties in the Coastal Bend region of Texas, announced in March initial results from a partnership with local independent school districts that are using virtual reality simulations to help students gain real-world experience and to explore and choose from a range of career and technical training options to pursue after high school. Built-in collaboration with immersive learning startup TRANSFR, the career exploration program is boosting the college and career readiness of students in the surrounding community.
- Many Central New York businesses are in critical need of workers. At the same time, some people are still struggling to find the right job for them. To help, **Onondaga Community College** hosted a job fair in mid-June at the SRC Arena, Syracuse, N.Y.. The turnout was slow and steady, but both the businesses and those looking for a job are in agreement that it's a win-win being able to connect in person.
- **Twelve health systems** signed a joint \$1 billion commitment to boost spending collectively on local, minority, women-owned and other small businesses and enterprises, most of which have been affected by the COVID-19 pandemic, on June 9. The organizations signed the "Impact Purchasing Commitment," designed by the Healthcare Anchor Network, in partnership with Health Care Without Harm and Practice Greenhealth. As part of the commitment, the health systems agreed to increase spending with minority and women-owned business enterprises as well as local and employee-owned, cooperatively owned and/or nonprofit-owned enterprises, by at least \$1 billion over five years, the commitment designers said. They also agreed to work with vendors to create hiring pipelines in disinvested communities, as well as adopt sustainable procurement goals.

□ **Provide mental health services**

*Universities and other anchor institutions have provided mental health services or resources to community members.*

- **Children's Hospital of Philadelphia (CHOP)** announced May 24, 2021 a collaboration to support children in West and Southwest Philadelphia experiencing grief and trauma, as part of its Healthier Together Initiative. Working with CHOP's Center for Violence Prevention, **the Netter Center for Community Partnerships at the University of Pennsylvania\* (the Netter Center)**, and the community-based provider Uplift Center for Grieving Children, the collaboration will include virtual peer support groups for kids and programming during and after school hours through two of the Netter Center's University-Assisted Community Schools, as well as monthly family empowerment workshops that will focus on understanding grief, building resilience, and social-emotional health. The collaboration will also provide training for the adults working directly with the kids — their parents, guardians, and teachers — to equip them to support the kids as they process their grief and trauma.

- **Arts & Wellness in Newark, NJ – The New Jersey Performing Arts Center (NJPAC)** is launching a new initiative to integrate the arts into healthcare procedures and interventions in order to promote mental and physical wellbeing as Newark residents continue to grapple with the COVID-19 pandemic. The launch follows a \$3 million-dollar donation from Horizon Blue Cross Blue Shield of New Jersey in support of programming around community health. Long a cultural pillar in Newark, the NJPAC has over the years received crucial support from philanthropy including the Cooperman Foundation, which gifted \$20 million in 2018 for the creation of a new center within the NJPAC. Coordinators believe that the Cooperman Family Education and Community Center will help further improve arts access in Newark neighborhoods. The new initiative is thus the product of a joint effort between Horizon, the NJPAC, and the Cooperman Foundation as well as the numerous individuals and arts organizations that will be involved in creation of the new programming.

□ **Provide technical or financial assistance for local businesses and organizations**

*Some anchor institutions have provided remote technical or financial assistance for local businesses and organizations.*

- New research published in May 2021 by **Universities UK (UUK)**, compiled by **the National Centre for Entrepreneurship in Education (NCEE)**, predicts that over the next five years universities in North East England will help bring sweeping economic benefits to the region. A campaign called #GettingResults is launched to put universities at the heart of the economic and social recovery - with a renewed commitment from universities to do even more to reach out to new partners locally and nationally and deliver even greater impact than currently estimated.
- **Newcastle Business School**, at Northumbria University, has worked with the Small Business Charter over the past year to provide a government-funded program for leaders of small businesses across the North of England to survive and thrive following the Covid-19 pandemic. Through this Small Business Leadership program, Northumbria supported more than 180 businesses across the North East and Cumbria. Based on its success, Northumbria has now been selected in the region to deliver a follow-up program called Help to Grow Management.
- The Enterprise Center in West Philadelphia has mobilized \$1 million to establish the Pro Disinfect Coalition aimed at securing professional certification for Black and brown janitorial and cleaning businesses, paving the way to more contracts in the midst of the COVID-19 pandemic. Anchor institutions in Philadelphia in 2019 expended \$25,334,986 in procuring janitorial services, but only a quarter of it went to minority-owned businesses in the industry. Thus, the Coalition seeks to engage these anchors in diversifying their local procurement. Cleaning enterprises owned by Black and brown people receive less business than their white-owned counterparts, exacerbating existing inequity in the Philadelphia small business landscape. In order to improve the situation, the Coalition is supplying grants and low- or no-interest loans to business-owners of color on the condition that wages are raised at least \$15 per hour. Anchor institutions are then connected to certified businesses. The Coalition has raised over \$500,000 and recruited more than 20 investors to date.



## Information Sharing

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### □ Provide opportunities and information on volunteering and donating

*Anchor institutions have helped to spread information on opportunities of volunteering and donating for staff and students.*

- A nonprofit software developer is offering free tools to help major metro nonprofit groups track the impact of the coronavirus pandemic on local charities and recruit volunteers to give their time virtually or in other “Covid-conscious” ways. The tools were developed by **Inspiring Service**, a nonprofit created three years ago to reverse declining rates of volunteerism in Cincinnati by connecting volunteer leaders with nonprofit boards. However, the arrival of Covid-19 changed the plan for the software. It is now being used to quantify, track, and highlight how the disruptions from the pandemic response have upended local charity fundraising and volunteer recruitment and to help get volunteers where they’re most needed.
- **Pitzer College** has established a COVID-19 Community Partner Support webpage that contains donating information to its community partners. The donating opportunities include Partner Mask Drive, which seeks donations and volunteers for a mass mask-making operation, COVID-19 Worker Care Fund, which is established to support day laborers in the IE, Prototypes Art Supplies and Book Drive, which provide art supplies and books for the women and children.

### □ Provide information about critical resources, services, and the importance of vaccination

*Anchor institutions have facilitated spreading information about critical resources, services and helped educate the importance of coronavirus testing and vaccination.*

- A coalition of 60 top hospitals and health care institutions have joined forces in a nationwide campaign to encourage adults to get vaccinated against COVID-19. Led by **Cleveland Clinic** and **Mayo Clinic**, the campaign “Get the Vaccine to Save Lives” is designed to reassure the public that vaccines are safe, effective and necessary to achieve herd immunity and return to normal activities. The campaign hopes to reach adults who are hesitant to receive a vaccine, including racial and minority ethnic groups and people living in rural communities.
- While the Florida Governor’s Office has suppressed state COVID data, over **50 hospitals** continue to participate in the COVID-19 Florida West Coast Regional Data Exchange aimed at compiling timely, local-level COVID statistics to help inform policy decisions within regional health systems. The partnership further exemplifies how hospitals are collaborating with one another for a coordinated response to the pandemic.
- **Harvard Global Health Institute, Brown University\* School of Public Health** and **The Rockefeller Foundation** launched a Covid-19 Testing Communications and Community Engagement Toolkit for cities, states and community partners. This evidence-based, free Toolkit helps educate about the importance of Covid-19 testing and aims to increase participation in asymptomatic testing.
- The Conversation: Between Us, About Us. is a new campaign to provide Black communities with credible information about the COVID-19 vaccines co-developed by **KFF (Kaiser Family Foundation)** and the **Black Coalition Against COVID**. Black doctors, nurses and researchers dispel misinformation and provide accessible facts in 50 FAQ videos that deliver

the information Black people are asking for about the COVID-19 vaccines.

- **Support and Services at Home (SASH)** is an organization that works with affordable-housing organizations across the state of Vermont to help older adults live independently. SASH staff reach out to individual residents to inform them about the vaccine and help them schedule and get to appointments. Staff has reached 90% of SASH participants in affordable-housing buildings in two communities, providing these residents information, helping them schedule appointments, and making sure they attend both appointments at an in-house vaccination clinic.
- **East Carolina University (ECU)** Brody School of Medicine and Vidant Health created an information website called COVID-19 and Eastern North Carolina to provide COVID-19 and vaccine distribution information for healthcare providers, health departments, and community members in the 41-county service area.

## Medical Services and Support to Community Residents

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### □ Community health and wellness programs and charitable contributions

*Many hospitals and other anchor institutions have established community health and wellness programs and made charitable contributions.*

- **University of Pittsburgh Medical Center (UPMC)** has released its Community Benefits Report, showing its continuing commitment to serve the needs of all regions throughout Pennsylvania, western New York and western Maryland where there are UPMC facilities. The UPMC Community Benefits Report details how in those regions UPMC provided \$1.7 billion in IRS-defined community benefits during Fiscal Year 2020, up by \$264 million from the previous year. The \$1.7 billion total includes: \$558 million for community health and wellness programs and charitable contributions; \$509 million to make care more accessible for the most vulnerable residents in local communities; and \$599 million for medical research and education.
- **University of California Health's (UCH)** academic health centers and faculty practices delivered nearly \$3.9 billion in community benefits during the 2019-2020 fiscal year. This figure includes a 25 percent increase in benefits from UCH academic health centers from the previous year as they served their communities during the COVID-19 pandemic – delivering care and supporting public health actions to protect people across the State. Examples of community benefits include free or discounted health services, unreimbursed costs for care to Medi-Cal recipients, health professions education, subsidized health services, research, and financial or in-kind support for non-profit community organizations. Specific programs from the UCH system and each academic medical center could be found here.
- **Health Care Access in Prince George's County, MD – CASA de Maryland** is joining with the Prince George's County NAACP, Maryland Citizens' Health Initiative, and 1199 SEIU to launch the Care for All Coalition with the goal of establishing a centralized primary care system for all residents. The initiative comes as a direct, coordinated response to the impact of the COVID-19 pandemic on health in local communities, particularly for Black and brown people. With 13% of residents uninsured, the county boasts the highest rate of uninsured people among all 24 counties in Maryland. Community organizations are uniquely positioned to

leverage resources in support of PG County residents. One of the primary objectives of the new coalition of community-centric organizations is to instigate policy action in the PG County Council, which has already earmarked \$5 million to fund a care expansion program over the next 3 years. The pandemic has exacerbated systemic issues that CASA and its partners believe requires solutions informed by the narratives shared by community members themselves.

#### □ **Connect community residents and provide direct food supplies**

*Anchor institutions have been connecting and supporting isolated community residents by distributing cards, letters and meals.*

- Thanks to the **Sonoma County Library's** Send Our Seniors Mail program, residents of more than a dozen assisted living and senior residential care homes across the county have been receiving handwritten mail from community members. The program also is reaching home-bound seniors through various social services, including partnerships with the Redwood Empire Food Bank and Meals on Wheels. Volunteers drop off meals, sometimes with a card or note sent from a community member.

#### □ **Facilitate broadband access and provide tech equipment and services**

*Some anchor institutions have improved community-based broadband access and provided tech equipment/services for those who need it for remote working/learning.*

- **The Missouri State Library**, in coordination with the Secretary of State's Office, has given nearly \$1 million in federal grants to libraries to expand their services during the pandemic. Many libraries around the state have used the funding to buy portable internet hotspot devices for customers to check out and are providing curbside service. They have expanded wireless internet access around their buildings for use 24 hours a day, instead of only during business hours. Many have also expanded their electronic services like e-books, downloadable videos and e-magazines.
- The Advocates for Healthy Living Initiative (AHLI), **Rutgers University–Newark's** Office of University-Community Partnerships (OUCP), and several community partners have joined forces to help close the digital divide that persists among Greater Newark senior citizens. Through the Senior Connect initiative, AHLI and its collaborators have procured 205 Fire 7 tablets that will be donated to senior citizens who participate in AHLI programs. An additional 25 Fire 7 tablets will be given to Rutgers-Newark student coaches as well as staff of Rutgers-Newark's Office of Information and Technology-Newark Computing Services (OIT) to provide instruction and supportive services to the senior citizens.
- At the beginning of this year, **CareFirst BlueCross BlueShield** expanded its *Better Together* campaign to support COVID-19 vaccination efforts among its own employees as well as employees of partner organizations. CareFirst is collaborating with CASA de Maryland, United Way of the National Capital Area, and West Virginia Health Right in the campaign that has raised nearly \$750,000 en route to the target \$1.7 million for vaccine education, advocacy, and access. The partnership is strategic in that these organizations have a firm standing in their communities, enabling them to extend access to people facing systemic barriers to vaccines or other health services. Beyond the fundraising, the campaign has also featured television ads as well as print, digital, out of home, and social media communications all

centering community health. Better Together augments the \$4.5 million that CareFirst has already distributed to organizations providing support and social services to people in communities throughout the DMV region.

## Multi-institutional Partnerships and Collaboration

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### □ Establish multi-institutional collaborative initiatives or projects

*Some multi-institutional collaborative initiatives or projects have been established.*

- In May 2021, a tactical urban design initiative Design for Distancing was launched as a partnership between the city of Baltimore, **the Neighborhood Design Center**, **the Baltimore Development Corporation**, and **John Hopkins\* Bloomberg School of Public Health**. Design for Distancing included two components. First, it sponsored a design competition seeking innovative ways to reconfigure public spaces to help small businesses reopen and adapt to physical distancing requirements. Second, it launched a pilot initiative to implement winning designs in Baltimore commercial districts and embed public health best practices within the city's urban landscape to support economic recovery at large.
- The Chicagoland COVID Collaborative, which is supported by a \$1.4 million NIH grant, includes co-principal investigators from **Loyola University\***, **Equal Hope**, **Northwestern University\***, **Rush University Medical Center**, **Sinai Urban Health Center** and **the University of Chicago\***. In addition to its goals of increasing vaccine uptake and engagement with health care providers for testing, treatment and trials, the collaborative also will leverage best practices in community-engaged research and implementation science to support and test various adaptive interventions to address structural barriers to health care services in Chicago and surrounding areas.
- In late July, **Northumbria and Newcastle Universities** announced an innovative new partnership called the Collaborative Newcastle Universities Agreement to support the economic and social recovery of the Newcastle region in the United Kingdom post-Covid. Through the new agreement, the aim is to bring together the collective 'power' of both organizations to support the health, wealth and wellbeing of people living in Newcastle and beyond. A larger partnership called Collaborative Newcastle was formally agreed in late December 2020 as an innovative new partnership working to improve the health, wealth and wellbeing of everyone in Newcastle. Through new ways of closer joint working between some of the City's largest organizations, Collaborative Newcastle aims to reduce inequality and provide better opportunities for all – children, families, adults and the elderly alike.

### □ Share experience and resources

*Various community foundations and other anchor institutions have shared experience and resources with each other.*

- Between August and November 2020, **the Health Foundation** in the UK hosted and facilitated eight virtual conversations about anchors and COVID-19. It aimed to gain insight from local anchor leaders about the opportunities, challenges and priorities they faced for anchor action in light of COVID-19 and its impact on pre-existing anchor work. To capture the

diversity of anchor approaches, the health foundation held conversations in a range of geographical locations and across institutions at varying maturities of anchor action. It focused on NHS organizations, which acted as local convening partners.

- To support efforts to build critical knowledge and understanding among institutions, AASCU (**American Association of State Colleges and Universities**) – a network of 299 public colleges and universities– and **Collaboratory** are launching the Re-Imagining Campus-Community Partnerships Initiative. Together, AASCU and Collaboratory will provide the tools and resources for institutions to: Build a community of practitioners to help define community engagement in the new landscape and share effective strategies and approaches; Use data to deepen work with community partners and identify the most effective community partnerships and models to address pressing issues in the community, etc.
- A compendium of community engagement responses to the COVID-19 pandemic was published on the journal of **Cambridge University** Press Public Health Emergency Collection. Community Engagement hub leaders met and discussed their CTSA's early responses regarding the COVID-19 pandemic. The 2-hour discussion was distilled into themes that were sent to the CE hub leaders with a request for written accounts describing actions taken to engage local partners, communities, and institutions. The written reports form the basis for the compendium.

## Vaccination

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### □ **Encourage/Mandate coronavirus vaccines for students and staffs**

*Some anchor institutions have encouraged or required students and/or staffs who return to campus/workplace in the fall to be vaccinated against the coronavirus.*

- The Chronicle of Higher Education has produced a map showing the locations of colleges that are requiring vaccines of at least some students or employees. Until late June, there are 540 such campuses identified. Institutions that have said their requirement hinges upon full approval of one or more vaccines by the U.S. Food and Drug Administration are included in the list as well.

### □ **Help to reduce vaccine hesitancy/administer vaccines in local communities**

*Some universities have organized students in reducing vaccine hesitancy or distributing and administering vaccines in local communities.*

- In July, **Quinnipiac University** started training students to work with local health departments to address vaccine hesitancy in communities across Connecticut. The Connecticut Public Health College Corps program is training about 110 students from across the state in topics including vaccine knowledge and communication strategies, motivations and persuasion in storytelling, and active listening before embedding them in four-week placements with local public health departments in nine cities. Students will receive a \$2,750 stipend for their participation in the program, which is being funded by the Connecticut Department of Public Health.
- With cases of COVID-19 again on the rise in portions of Illinois and across the United States, the Chicago Department of Public Health (CDPH) is partnering with **Rush University** Medical

Center and Esperanza Health Centers to redouble efforts on something that remains of critical importance: COVID-19 testing. Both the Medical Center and Esperanza Health Centers have a history of commitment to addressing health equity in the neighborhoods they serve. As vaccine hesitancy continues to be an issue in pockets of Chicago, CDPH, Rush and Esperanza are working to leverage trusted relationships to increase testing in these areas and support communities disproportionately affected by COVID-19.

- **Towson University\***, the biggest provider of healthcare workers in the state of Maryland, has organized 70 nursing students to administer vaccines at Helping Up Mission, a nonprofit in Baltimore City that provides outreach to people experiencing homelessness. The vaccine operation is a partnership between TU, Helping Up Mission, Greater Baltimore Medical Center (GBMC) and the Baltimore City Health Department. These ongoing vaccine clinic partnerships are not the first time that TU has leveraged its role as an anchor institution to benefit the state amid the pandemic: Twice last year, nursing students exited their program weeks early so they could get to work on the frontlines.
- The **University of Arkansas for Medical Sciences (UAMS)**, the state's only health sciences university, is hosting a free community COVID-19 vaccination clinic at the **Fayetteville Public Library** in late September and early October. "The safety of our community has always been important to Fayetteville Public Library, especially during the COVID-19 pandemic," said Willow Fitzgibbon, director of library services at Fayetteville Public Library.
- Since late June, **Hill Hospital of Sumter County** in Alabama has been taking vaccines to surrounding communities without doctors or clinics. The hospital has staff who live in these communities and commute, so community members already know and trust the people working at the vaccination clinics. The hospital advertises its vaccination clinics through newspapers; social media; and local leaders like pastors, teachers, county commissioners, and the city council. Vaccination clinics are held at churches, fire departments, and local businesses.

#### □ **Host community vaccine site**

*Some anchor institutions have established and hosted community vaccine sites.*

- Hundreds of New Yorkers from Harlem, Northern Manhattan, and Morningside Heights were vaccinated in Manhattanville over four weekends since early April at a **Columbia Community\* Pop-up Vaccination Site organized by Columbia University's Community Wellness Center and ColumbiaDoctors**. The events over the four weekends vaccinated 700 New Yorkers. The pop-up site was made possible through partnerships between Columbia University and multiple public and private health care providers.
- **Miami Dade College\*** North Campus opened Miami-Dade's first federal vaccination site in March. The federal site at MDC North Campus will administer 2,000 vaccines per day; the site will also operate two smaller, mobile satellite sites that will each conduct 500 vaccinations per day in underserved areas across the County. "This site will greatly expand the weekly volume of vaccines available in Miami-Dade as we work to ensure every single eligible resident has access," said Miami-Dade County Mayor Daniella Levine Cava.
- **The University of Wisconsin-Milwaukee\*** is hosting a community COVID-19 vaccination clinic in the Wisconsin Room of the UWM Student Union in partnership with Advocate Aurora

Health and the Milwaukee Health Department. The clinic at UWM is vaccinating individuals age 12 and older.

- In mid-December, **the University of Miami\*** opened its first vaccine site in a tent just outside UHealth Tower. At the time, only front-line health care workers, and very shortly after, people 65 and older, could be vaccinated in Florida. But as the state broadened its guidelines, the University expanded its vaccination sites. In late December, the University's COVID-19 Vaccine Taskforce added a second location at the Don Soffer Clinical Research Center on the Medical Campus for patients and employees, which was operating at the same time as the UHealth Tower site. Then, in late January, the task force moved its main vaccination tent to the Converge Miami site, which became the primary vaccination site.
- Community colleges across the state of Alabama are hosting vaccination clinics to encourage vaccines and expand access to them. The clinics are being held on **Alabama Community College System, or ACCS**, college campuses in partnership with the Alabama Department of Public Health, the Alabama Emergency Management Agency, hospitals and pharmacies. To date, 75 clinics have been held and 32 clinics are planned in the coming weeks.
- The Greenbrier County Health Department — with support from many community organizations and 50-60 weekly volunteers — administers a large-scale, weekly vaccination clinic at the State Fair of West Virginia with capacity to vaccinate 75 people per 1/2 hour. **The West Virginia School of Osteopathic Medicine Center for Rural and Community Health** assists the Health Department with information and data management linked to evolving vaccine response needs including: hotline and database management system for scheduling and coordinating vaccination appointments, onsite clinic information management, and online map data integration to assist with building routes to coordinate vaccinations for homebound people throughout the county.

## □ **Reduce Disparity in Covid-19 Vaccinations**

*Some anchor institutions have focused on eliminating racial, income, and other forms of disparities in Covid-19 vaccinations.*

- On April 19, 2021, **The Rockefeller Foundation** announces the launch of a historic \$20 million Equity-First Vaccination Initiative to improve the vaccination rate among communities of color, which have been disproportionately impacted by the Covid-19 pandemic. The Foundation will initially collaborate with five organizations to deploy equity-first, hyper-local public health interventions in five U.S. cities: Baltimore, Md.; Chicago, Ill.; Houston, Texas; Newark, N.J.; Oakland, Calif. During the second phase of the Initiative, the Foundation will collaborate with several national organizations to take lessons learned from the five cities and ensure that at least 70 million people of color are vaccinated by July 2021.
- **The Hampton University** Mobile Vaccination Unit provided free Pfizer vaccines and COVID-19 testing to three Norfolk housing communities in late May 2021. The mobile clinics could eliminate those barriers and give people the opportunity to get easily vaccinated, said Dr. Aviance Lewis, community engagement coordinator for vaccines at Hampton University.
- **The University of North Carolina** at Chapel Hill is working to support expansion of COVID-19 vaccination to primary care clinics in areas with low vaccination rates, thanks to a grant from the U.S. Centers for Disease Control and Prevention. The UNC Center for Health

Promotion and Disease Prevention, supported by a \$500,000 grant, will provide 18 primary care clinics in areas where vaccination is lowest with the coaching, data and community partnerships needed to get more people vaccinated, especially Black and Latino patients.

- In Maryland, **the COVID-19 Community Vaccination Program** is established to provide short-term funding to hospitals in order to allow for the optimization/expansion of their community-based vaccine dissemination strategies in areas with vaccine rates lower than the State average. Hospitals must volunteer for zip codes that have been identified by the Vaccination Equity Task Force (VETF) or Local Health Departments as disadvantaged, underserved, vulnerable, and/or hard-to-reach areas. The HSCRC (Health Services Cost Review Commission) has awarded \$12 million to 12 hospital systems in Maryland to expand hospitals' existing mobile and community-based vaccination programs and improve existing programs.
- To help vaccination efforts reach rural and underserved communities, **Prisma Health** in Greenville, South Carolina, has created mobile vaccination units. The vehicles, staffed with medical professionals, will be hosted in target areas chosen in collaboration with their community partners.

## Supports for Workplace / School Reopening

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### □ Help schools/students get prepared for in-person study

*Some anchor institutions are helping students to get prepared to in-person study or addressing local schools' readiness such as teachers' instructional capacity and mental health needs during this reopening stage.*

- A team of faculty and staff from Penn's Graduate School of Education and the Netter Center for Community Partnerships are among **the University of Pennsylvania**'s inaugural Projects for Progress prize recipients, with teams awarded up to \$100,000 each to support their initiatives, which all enhance and promote equity and inclusion in Philadelphia by addressing health care, education, and environmental justice, respectively. This "Bridging Gaps and Building Capacity: Student and Educator Supports for School Reopening in Learning Network 2" initiative will address elementary students' school readiness and teachers' instructional capacity and mental health needs by providing evidence-based programming and professional development at 1–2 summer learning sites in West Philadelphia, followed by network-wide professional learning supports throughout the 2021-22 academic year.
- The Pacific Alliance Against COVID-19 (PAAC), a consortium effort of **the University of Hawai'i\*** at Mānoa's John A. Burns School of Medicine (JABSOM), College of Social Sciences and College of Education, and the Accountable Healthcare Alliance of Rural O'ahu, believes that a community-based model can be developed for the safe and sustainable return of in-person K–12 classes statewide, and is inviting grade 6–12 teachers in Hawai'i public, private and charter schools to test its curriculum, provide feedback and receive a \$25 gift card for participation. Interested teachers can also become COVID-19 certified educators and earn up to \$200 after completing the modules and passing 10-question quizzes.



- On June 23<sup>rd</sup> 2021, Iowa Gov. Kim Reynolds, the Iowa Department of Education, and **the University of Iowa\*** announced a partnership aimed at expanding support for mental health, including training, resources and outreach, to educators and schools across the state. The new Iowa Center for School Mental Health will leverage the capacities of the Iowa Department of Education and the UI College of Education's Baker Teacher Leader Center. This partnership will expand training opportunities for student teachers and practicing teachers, provide professional development resources and services to support mental health needs in schools, and conduct research on the effective delivery of these services to students.
- Experts from the **University of Michigan\*** Medicine School C.S. Mott Children's Hospital answered parents' top questions during a live Q&A in February 2021. Pediatric experts discussed topics ranging from virus transmission risks and a possible vaccine for kids to spotting signs of depression in teens, screen time and supporting children during transitions.

## Long-Range Planning

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### □ Develop long-range strategies

*Some anchor institutions are beginning to develop long-range strategies, realizing that the public health, social, and economic challenges in the pandemic have lasting implications.*

- **East London NHS Foundation Trust (ELFT)** is incorporating Quality Improvement (QI) approaches to develop and test new social value metrics to ensure the money they spend delivers the greatest economic, social and environmental benefit for local communities. ELFT's social value priorities include: ensuring suppliers pay the Real Living Wage; creating employment opportunities for local people; strengthening local supply chains; and reducing environmental impact and increasing sustainability. Progress has been made by benchmarking and analyzing the current procurement process.
- Patternmakers, a research agency specializing in culture, creativity and community-based in Australia, hosted a podcast on May 21, 2021 about Transforming Anchor Institutions with Steven Wolff, Director of AMS Planning & Research, an organization committed to the value of arts, culture, and entertainment in communities. Steven pointed out that in the post-pandemic era, cultural anchor institutions will be more approachable to local communities, both physically and operationally, and will be appropriately resourced (financial resources, human resources, political resources, etc.) in every way to adapt and change without institutional threat.
- **The Rush University** Medical Center Framework has provided an example of health equity as a long-term system strategy. Rush's long-term commitment to a health equity strategy is manifest in the creation of a new Rush BMO Institute for Health Equity (RIHE), supported by a philanthropic gift from the BMO Financial Group. The RIHE will help coordinate the health system's health equity efforts, from educating and training the next generation of health care providers, to enhancing equity-guided community-based research, and to developing new models of community-based practice and engagement guided by the authentic voice of the community. The RIHE will incubate and accelerate strategies to eliminate health inequities.