

UC DAVIS HEALTH Anchor Institution Mission for Community Health

The UC Davis Health Anchor Institution Mission Overview

In 2020, UC Davis Health launched the Anchor Institution Mission (AIM) for Community Health in which UCDH commits to better leveraging its business operation and standing as the second largest employer in Sacramento County to advance the economic security and opportunity in surrounding under-resourced communities, ultimately improving health equity and the socioeconomic well-being of these communities. Health Equity means everyone has a fair and just opportunity to be as healthy as possible. This requires addressing the social determinants of health and removing obstacles to health such as poverty, discrimination, and their consequences, including lack of access to good jobs with fair pay, quality education and housing, safe environments, and health care. In collaboration with community partners, UC Davis Health will implement these anchor strategies:

1. Hire locally -- Hire and develop local talent
2. Purchase locally -- Purchase more goods and services from local vendors
3. Invest Locally -- Invest into projects in vulnerable communities
4. Volunteer locally -- Engage employees in volunteering in local neighborhoods

The UC Davis Health Campus seeks collaboration, community partnerships, and demonstrable successes in assisting in inclusive economic development and inclusive social outreach for both the locally affected neighborhoods near the campus and for the Sacramento region. The delivery strategy for this effort is to integrate campus outreach for a whole-campus approach rather than a project-by-project approach.

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Community Health Needs Assessment: Rationale for the AIM Initiative

The context for launching AIM are the long-standing health inequities and life expectancy gaps in Sacramento neighborhoods. Many of these health gaps are highlighted in the [2019 Community Health Needs Assessment \(CHNA\) of Sacramento County](#) conducted every three years on behalf of UC Davis Health. The CHNA highlights the need to focus on the social determinants of health in our role as an anchor institution. Of the ten most significant health needs identified in the CHNA, nearly half are related to social and economic determinants of health:

1. Access to quality primary health care services
2. Access to mental/behavioral/substance-abuse services
3. Access to basic needs such as housing, jobs, and food
4. System navigation
5. Injury and disease prevention and management
6. Safe and violence-free environment
7. Access to active living and healthy eating
8. Access to meeting functional needs (transportation and physical mobility)
9. Cultural competency
10. Access to specialty and extended care

Anchor Institution Mission (AIM) Communities:

The CHNA identifies 19 zip codes in the UC Davis Health catchment area designated as “Communities of Concern.” Based on geographic distance to the UC Davis Medical Center campus, AIM initially focused on five of these CHNA communities of concern. With further input, AIM expanded its focus to 10 geographic areas, designated as “AIM Communities,” defined by the following zip codes: 95817, 95820, 95824, 95828, 95811, 95814, 95815, 95822, 95823, 95838. They are grouped into two designations: AIM neighborhoods which are geographically proximal to 3 Anchor Institutions, and Communities of Interest. Both of which are defined below:

1. AIM Neighborhoods: 95817, 95820, 95824, 95828

The neighbors in these zip codes were the first identified by a Sacramento Coalition of Anchor Institutions (UC Davis, CSUS- Sacramento, and Los Rios Community Colleges- Sacramento City College Campus) as priority communities based on the **following 2 criteria**:

- a. **Proximity** to UC Davis *and* its anchor coalition partners: they are most significantly impacted by activities originating from the three institutions due to their close proximity yet have not historically benefit from economic development.
- b. **CHNA Community of Concern**: AIM Neighborhood communities must also be identified as a Community Health Needs Assessment (CHNA) 2019 “Community of Concern.” Communities of Concern are geographic areas defined by zip codes that
 - i. were previously identified as a Community of Concern in the 2016 CHNA,
 - ii. intersected a census tract with a high Community Health Vulnerability Index, and
 - iii. had high mortality rates compared to others in the region.



Designation of AIM neighborhoods within the AIM Communities group enables UCDH to 1) better align with Anchor Coalition efforts for collective impact and 2) guide AIM investments to address needs of communities likely to be most affected by UCDH’s development projects.

2. AIM Communities of Interest: 95811, 95814, 95815, 95822, 95823, 95838.

These are CHNA 2019 Communities of Concern that are within an average 20 min commute to UC Davis Health--we note that longer commute times are associate with poorer health. (Helonen, Pulakka, et. al 2020). Discussions with internal stakeholders (including the Aggie Square Team) and with external stakeholders point to the benefits of expanding workforce and procurement efforts beyond the AIM Neighborhood Communities into other local communities, which resulted in the identification of AIM Communities of Interest. Given the potential changes in needs and resources in communities in the Sacramento region, additional zip codes may be added in the future.

Zip Code and Neighborhood	Total Population	% Minority	Median Age	Median Income	% Poverty	% Un-employed	% Un-insured	% No HS Graduation	% Living in High Housing Costs	% with Disability
95838 Del Paso Heights	37,286	74.5	28.9	\$40,815	29.5	12.1	15.1	26.8	50.2	11.8
95817 Oak Park	13,918	53.5	34.1	\$38,889	30.7	8.5	13.0	16.2	45.8	17.9
95820 Oak Park, Tahoe Park	35,869	70.5	33.6	\$42,948	27.4	11.8	16.2	25.8	41.9	15.6
95824 South Sacramento	30,225	85.4	30.7	\$29,747	40.0	16.8	20.4	36.1	54.1	14.3
95828 South Oak Park, South Sacramento	60,884	81.7	34.7	\$45,710	22.6	14.6	13.7	26.5	46.5	14.3
95811 Downtown Sacramento	6,711	48.4	33.3	\$38,538	32.7	9.0	11.1	13.0	39.0	19.1
95814 Downtown Sacramento	10,487	48.7	35.1	\$31,409	32.2	9.8	11.2	16.0	43.7	18.3
95815 North Sacramento	25,206	69.0	33.0	\$29,870	38.4	17.9	16.5	28.9	55.3	14.9
95822 South Sacramento	44,724	74.1	37.2	\$47,405	21.6	11.8	12.7	19.3	40.4	16.2
95823 South Sacramento	76,478	85.5	30.7	\$39,294	27.7	14.2	12.2	25.4	50.1	14.4
Sacramento	1,479,300	53.5	35.7	\$57,509	17.9	10.2	10.4	13.2	39.7	12.7
California	38,654,206	61.6	36.0	\$63,783	15.8	8.7	12.6	17.9	42.9	10.6

Current AIM Efforts at UCDH

UC Davis Health is committed to addressing the social determinants of health in our surrounding neighborhoods through our AIM strategies. These strategies are implemented in close partnership with community collaborators that include CBOs, local government offices, and community advocates that include:

- Internal partnerships: Aggie Square; CTSC; HR; Supply Chain Management; UCDMC Procurement; Government and Community Relations; Public Scholarship and Engagement.
- External Partnerships: City of Sacramento (District 5); Food Literacy Center; Opening Door Inc; NeighborWorks; Healthy Food for All Collaborative; Los Rios College District; UCSF; People Working Together; Center for Fathers and Families; SETA; Sacramento County Health Center; Wholesome Wave.

Hire Locally: This workforce development strategy is led by Human Resources (HR) in collaboration with the Office for Health Equity, Diversity, and Inclusion (OHEDI). It improves community well-being by providing “outside-in” and “inside-up” opportunities to local workforce including workforce readiness, job training, employment and career advancement. Our goal is for UC Davis Health (Sacramento campus encompassing the School of Medicine, School of Nursing, and the Medical Center) to employ 20% of our workforce from AIM Communities over the next ten years. Current efforts include:

Health Equity Academy – Leaders for Tomorrow’s Health (HEALTH): HEALTH is a free “mini medical school” taught by faculty, medical students, residents, and community partners over six full-day sessions at UC Davis Health. The program targets socioeconomically disadvantaged high school students in Sacramento to increase the access and future interest of populations that are underrepresented in medicine. Since 2018, a total of 198 high school students (156 disadvantaged, 26 Black/African American, and 99 Latinx) have participated.

UC Davis Summer Mathematics and Science Honors Academy (SMASH) is a free, three-year summer residential college preparatory program for high school students from low-income or historically underrepresented backgrounds, or who will be the first in their family to attend college. This rigorous academy inspires and prepares students from the surrounding region to be college-competitive in science, technology, engineering, and math fields.

The UC Davis – Sacramento Charter High School Science of Cancer Partnership is a year-long classroom-based program and summer research internship designed for students from Oak Park, the historically African American community adjoining the UC Davis Health campus. Most of the participants are disadvantaged and historically underrepresented in medicine. The program curriculum is designed to encourage them to enter college, graduate school, and medical school, and to inspire them to become future scientists, physician-scientists, and physicians. Administrators within the Department of Biochemistry and Molecular Medicine coordinate sessions delivered by UC Davis cancer scientists. (Due to the pandemic, this program was not offered in 2020-21, but is anticipated to resume.)

Clinical Research Coordinator Career Pathway: The Clinical & Translational Science Center in partnership with Los Rios College District has established a pipeline program for the Clinical Research Coordinator career pathway. This is a paid training and internship program that has enrolled 7 students in 2021. The program was also piloted with employees as a professional development opportunity. Over the next 2 years, we will expand this partnership with Los Rios to other key career pathways in administration, IT, and medical assistant. These positions have been identified as high turnover or high-vacancy positions that are entry-level and offer opportunity for career growth. Similar to this program, there will be a two-tiered approach to workforce development programs, considering both development and opportunity for external local community members and also internal career development for underrepresented and disadvantaged employees.

Local Nursing Student Placements: UCDH Center for Professional Practice of Nursing coordinates a robust nursing student placement program that prioritizes local educational partners: CSUS,

Sacramento City College, and Samuel Merritt when it comes to clinical placements of their nursing students in the hospital. In 2021 this program placed a total of 2608 nursing students. 1284 placements for pre-licensure RN programs, the majority of which went to our local education institutions.

The Summer Health Institute for Nursing Exploration and Success (SHINES) program which exposes local high school students (or recently graduated adults) to the nursing profession. The program, a collaboration between UC Davis Health and the City of Sacramento will help students become informed to make professional and academic decisions about whether nursing is a right fit for them, what nursing pathways would suit their needs, and how to become successful in their academic aspirations. The program is set to begin in summer of 2022 as a collaboration.

Focused Outreach: Human Resources (HR) has initiated a robust community outreach strategy in AIM neighborhoods. In Fiscal Year (FY) 2020-2021, HR conducted 30 outreach events, and 18 (60%) targeting prospective applicants in underserved communities in Sacramento. As a result, UC Davis Health engaged with approximately 3,000 prospective applicants. In the first six months of FY 2021-2022, HR conducted 25 outreach events, with 19 (76%) targeting prospective applicants in underserved communities in Sacramento. This increased focus is a result of collaboration with the AIM and Aggie Square teams. UC Davis Health is forecasted to surpass the 3,000 engagements this fiscal year.

- To increase reach into local communities, HR has expanded its collaboration with Community Based Organizations such as La Familia, Sacramento Urban League and Asian Resources Inc as well as other local agencies such the Employment Development Department and Sacramento Employment and Training Agency (to name a few).
- HR is also committed to increasing transparency and access to the UCDH application process for our community by conducting online job talks and workshops on how to search and apply for jobs at UCDH.

Partnership with City of Sacramento, Office of Innovation and Economic Development to conduct workforce asset mapping and develop a survey tool that will help assess the workforce and wrap-around service needs of local communities.

Procure Locally: This strategy is led by Supply Chain Management. Procurement is the process of acquiring all of the goods, services, and work that are vital to an organization. The procurement process involves identifying needs, strategically vetting and selecting vendors, negotiating contracts and payment terms, and purchasing goods, services and work. Over the last year, OHEDI has been meeting with Supply Chain Management leadership to establish metrics and align supply chain needs with institutional goals to support diverse, local businesses. These efforts include:

Annual Small and Diverse Supplier Expo: Supply Chain Management, in partnership with the Office for Health Equity, Diversity, and Inclusion, UCDCM Purchasing, and the Sacramento Diverse Chambers is planning a 2nd [Annual Small and Diverse Supplier Expo](#) in April 2022, where local, diverse, and small businesses receive guidance and details about becoming an approved vendor with UC Davis and UCDH.

Local and Diverse Business Procurement Resources: Supply Chain Management has created a robust website and [database](#) to search small and diverse suppliers. The website incorporates directories for each of the Sacramento Diverse Chambers of Commerce. These types of resources will facilitate institutionalization of local and inclusive purchasing.

Sacramento Diverse Chambers Partnership: We have strengthened our partnership with the Sacramento Diverse Chambers, including the Sacramento Black Chamber, the Sacramento Hispanic Chamber, the Sacramento Rainbow Chamber, the Sacramento Asian Chamber and the Sacramento Metro Chamber through regular meetings and alignment of events. UCDH has formal sponsorship agreements in place with the Sacramento Black and Rainbow Chambers.

UCD Sponsored Small Business Professional Development: In 2022 UCDH will extend professional development and training opportunities to our diverse chamber partners and support small and diverse business capacity building efforts through workshops such as “How to become a certified small business” and “How to find opportunities for working with UC Davis.”

Leverage UCOP Policies: In addition to efforts from our Supply Chain Management Office, the Small Business First mandate for University of California, Office of the President (UCOP) further solidifies our commitment. The UCOP Small Business First is a ‘set-aside’ program that requires UC contracts and procurement between \$10,000 and \$250,000 be award to certified Small Businesses, Microbusinesses and Disabled Veteran Business Enterprises, wherever possible. The Small Business First program is also consistent with UC’s ongoing commitment to sustainable procurement practices where the UC Sustainable Policy establishes an annual goal of awarding 25% Economically and Socially Responsible (EaSR) total addressable spend to small and diverse owned businesses. EaSR spend includes small, disadvantaged, women-owned, minority- owned, and veteran owned business enterprises.

Local Food Procurement: UCDH’s Food and Nutrition Services has surpassed the 25% Economically and Socially Responsible (EaSR) Spend goals by focusing on local and sustainable food procurement within 100 miles of the Sacramento campus. The unit increased EaSR spend from 16.5% in 2016 to 40% by 2019. The program has invest \$1 million in the region and improved nutrition and food quality while reducing their carbon footprint. Aside from the financial benefit UCDH provides for our “community” by purchasing much of our foods from within 100 miles, our food program also provides clean and “less processed” food access and education to our patients, visitors and staff.

Invest Locally: Community impact investment is the process of investing financial resources to address structural resource gaps that negatively impact the social determinants of health in under-resourced or marginalized communities. UCDH is approaching this strategy in a number of ways including directly funding non-profits in our AIM zip codes. With a number of surrounding neighborhoods to UC Davis Health considered as “food deserts,” food security is a particular area of focus within this strategy. In 2020, at the peak of COVID-19, OHEDI funded local Community Based Organizations (Opening Doors Inc, NeighborWorks, and Center for Fathers and Families) to support food security programs in vulnerable communities these CBOs served. These small grants offered a safety net to struggling CBOs and allowed them to carry out critical services. Over 2000 individuals and more than 500 families in low income households and 22 small businesses benefited from these funds. OHEDI has also been working closely with the Sacramento County Primary Health Center to support a pilot food prescription program that gives needy families a gift card to purchase fresh fruits and

vegetables. Additional impact investment can be found in the [UCDH Community Benefits Report](#). Moving forward, UCDH will leverage collective experience from past place-based programs such as Enterprise Zones, current civic programs such as Opportunity Zones Program, and Health Anchor Institution Network best practices to advance this strategy.

Volunteer Locally: This strategy aims to improve institutional engagement, strengthen connections, and improve trust with local communities. UC Davis Health has robust volunteer mechanisms for students, faculty, and staff. UCDH helps to support 12 student-run clinics, each developed to support the health of specific underserved communities in the Sacramento region, particularly within the AIM communities. Our Employee Resource Groups also sponsor volunteer events to support local underserved communities that include health outreach, fund-raisers, mentorship events, and scholarships.

UCOP UC Facilities Manual – Constructive Services – Methods of Contractor Selection

<https://www.ucop.edu/construction-services/facilities-manual/volume-5/vol-5-chapter-1.html> UCOP

Small Business First Program

<https://www.ucop.edu/procurement-services/for-ucstaff/small-business-first/index.html>

<https://www.ucop.edu/procurement-services/for-ucstaff/small-business-first/sb-first-quick-reference-guide.pdf> UCOP

Sustainable Practices and Guideline

<https://policy.ucop.edu/doc/3100155/SustainablePractices>

<https://www.ucop.edu/procurement-services/for-ucstaff/sustainable-procurement/sustainableprocurementguidelines.pdf>