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# Economic Development for Health Care Leaders



1) Understand what economic development (ED) is and why it is important for health care leadership to be aware of ED initiatives.

2) Identify success stories where health care leadership have played an active role in local or regional ED initiatives and understand the implications for the local health care sector.

# SESSION GOALS

# Today's Agenda

- Brief overview of CEARH
- What is economic development?
- Health care leaders as contributors to economic development
- Best practices
- Useful resources

# What CEARH does

- **Responds to pressing issues facing rural communities** that are identified through the Federal Office of Rural Health Policy, the Center's advisory council, and other partners.
- **Creates timely, relevant, and useful research-based tools** that health care leaders, elected officials, economic development professionals, and community leaders can use to sustain their rural health economy.
- **Provides face-to-face and online trainings and workshops**, as well as widely disseminates resources nationally through its advisory council, rural health conferences, and rural health online repositories.



# Population Health, Social Determinants of Health, and Economic Development

What do they all have in common?

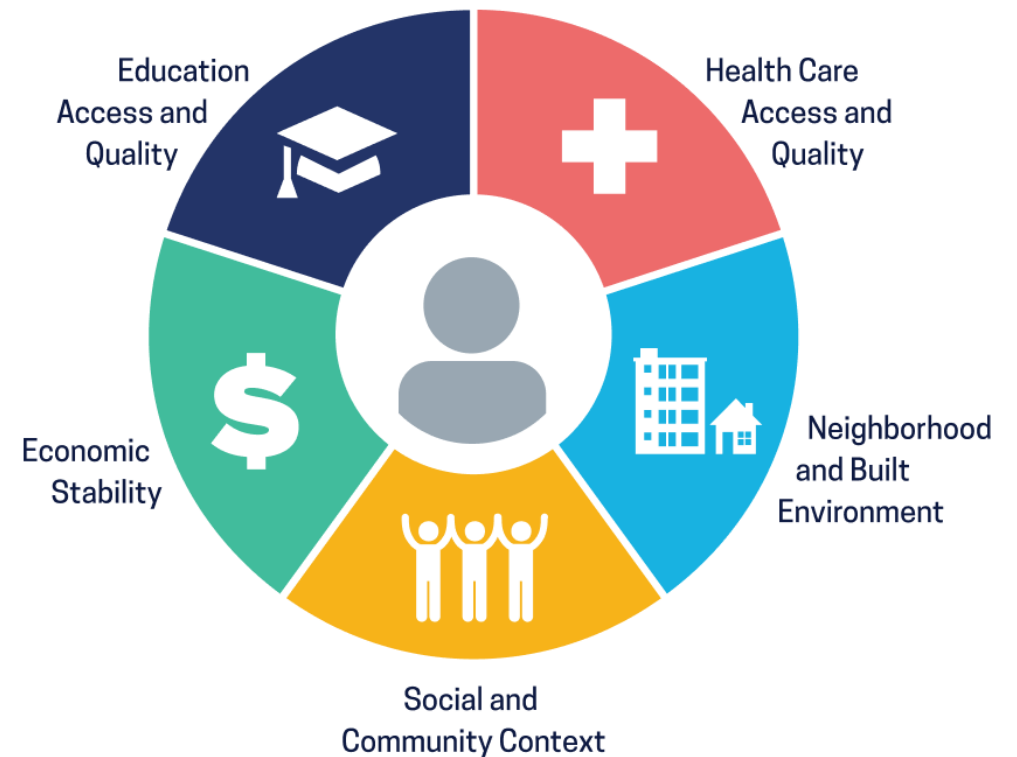
# Social Determinants of Health

- According to the Robert Wood Johnson Foundation, 60% of premature deaths are related to environmental conditions, social circumstances, and behavioral patterns; just 10% are the result of inadequate healthcare access.
- 98% of hospital CEOs agree that hospitals should investigate and implement population health management strategies.
- Hospitals are increasingly acting on the growing evidence base suggesting that interventions to improve a community's social and economic health can significantly impact community members' physical and mental health.

# Social Determinants of Health

- Social determinants of health (SDOH) are the conditions in the environments where people are born, live, learn, **work**, play, worship, and age that affect a wide range of health, functioning, and quality-of-life outcomes and risks.

## Social Determinants of Health





# Economic Development

*A Quick Overview*



# Definition of Economic Development

Economic Development is the creation of wealth from which community benefits are realized. It is more than creating jobs, it's an investment in growing the local economy and enhancing the prosperity and quality of life for all residents.

Economic Development includes a broad-range of activities to attract, create, and retain jobs, and to foster a resilient, pro-growth tax base and an inclusive economy. The practice of economic development comprises of a collaborative effort involving industry, government and myriad community stakeholders.

# Starting from a Solid Foundation



- Workforce development
- Healthcare
- Public policy
- Physical infrastructure

- Sufficient housing
- Adequate transportation systems
- Broadband access
- Water & energy

# Economic Development: Which Strategies are You Pursuing?

- Industrial recruitment & attraction
- Business retention & expansion
- Small business development
- Entrepreneurship/business incubators
- Micro-enterprise development
- Downtown revitalization
- Workforce development & training
- Economic gardening
- Economic/occupational clusters
- Information technology infrastructure
- Building on local assets (tourism, recreation, physical and/or cultural amenities)
- Attracting creative & educated people
- Value-added agricultural enterprises
- Others?



# Economic Development

*The Players*

# Who cares about economic development?

## The Obvious Stakeholders

- State Government
- Local Government
- Regional Planning Districts
- Local Economic Development Organizations
- Workforce Agencies
- Transportation Agencies
- Utilities

# Who are economic developers?

Economic developers have a code of ethics, profession-specific education and training, and a professional certification. With varying backgrounds and specializations, economic developers frequently provide both leadership in policy-making, as well as administering policies, programs and projects in support of economic development.

# Who cares about economic development?

## The Less Obvious Stakeholders

- Existing industry
- Housing developers
- Chambers of commerce
- Downtowns
- Service-based industry (i.e. health care)

# A match made in heaven

- Economic development organizations (EDOs) want to ensure the availability of convenient, quality healthcare within their community because it is attractive to employers.
- Healthcare is routinely one of the top five relocation requirements that established employers have.
- Hospitals benefit from having a plethora of strong local employers providing healthcare coverage to their employees because it helps to strengthen their available payer mix, and therefore their bottom line.
- Hospitals executives that not only sit on the boards of their local EDOs, but they are chairing those organization's capital campaigns. This allows the hospital to have a strong voice in the development of the strategic initiatives that will impact their hospital in so many ways, and it also helps to lend a lot of credibility and, potentially, financial support to the EDOs' campaigns.





# Health Care Leaders & Economic Development

**What is your role?**

# First and foremost...Always a good reminder

- Often the 1<sup>st</sup> or 2<sup>nd</sup> largest employer in the community
- Contribute to export base
- Provide access to emergency care
- Provide access to specialty care
- Contribute to the tax base (reduction in income, sales, and property taxes)
- Extremely important for attracting and retaining industry
- Extremely important for attracting and retaining residents

# Different Degrees of Participation in ED

Actively participate in marketing, BRE, or entrepreneurship efforts  
Investing/patient capital  
Local sourcing  
Lead housing/workforce strategies  
Lead infrastructure investment (broadband)

Serve on the Board of the Industrial Development Authority or other EDO  
Create new payment relationships with industry  
Dedicate community benefits to new efforts

Serve as a leader (or participate) in Rotary, Lions Club, Chamber, etc.  
Provide onsite clinics and screenings for industry  
Invite ED to hospital board



Health Care Leaders  
& Economic Development  
**Some Best Practices**

# Urban Examples

- In Rochester, Minnesota, Mayo Clinic invested \$7 million to establish First Homes, a community land trust. The trust has created 875 units of high-quality affordable housing and encouraged over \$360 million of private investment in downtown Rochester.
- In Boston, Massachusetts, Partners Healthcare has integrated community health improvement with workforce development, providing job training and a pathway to entry- and mid-level employment (approximately 90% placement rate) for over 400 community members.
- Since 1990, San Francisco-based Dignity Health (formerly Catholic Healthcare) has provided \$133 million in below-market interest rate loans and \$47 million in grants to nonprofits improving health and quality of life in its service area.

# Be front and center on marketing efforts



440 Hopkinsville Street

Greenville, KY 42345

Phone:270-338-8000

[www.mchky.org](http://www.mchky.org)

## *Owensboro Health Muhlenberg Community Hospital*

Since its beginning in 1938, Muhlenberg Community Hospital (MCH) has been committed to the well-being of Muhlenberg County citizens and their neighbors in immediate surrounding areas. Its stated goal is to provide local access to quality healthcare without having to travel far. MCH is the second largest employer in the county with over 400 personnel, approximately 70 staff physicians and a payroll in excess of 14 and a half million dollars per year.

MCH serves as a large contributor toward the welfare of the county in many ways. The facility has continually expanded from offering limited services such as medical-surgical, maternity, laboratory and radiology at its inception to its current full service including; physical therapy, occupational therapy, cardiopulmonary rehabilitation, emergency services, home health, sports medicine, sleep lab and pediatrics. It proactively assesses the community and surrounding areas to identify the needs of the those it serves assuring that residents don't have to travel far from home for quality healthcare.



## Community Profile

### STATE AND LOCAL PROPERTY TAXES

**2018 TAX RATES**  
(per \$10,000.00 of assessment)

	REAL	PERSONAL
State	12.20	
County	11.30	13.10
Library	8.60	8.60
Extension	4.20	8.37
Electricity	54.40	54.40
Cloverport Ind. Schools	71.60	71.60
Soil Conservation	1.00	0.00
Health	3.10	3.10

### CITY TAX RATES

	REAL	PERSONAL
	42.30	36.20
	36.00	36.00
	47.20	72.60

### COMMUNICATION

**Newspaper**..... weekly circulation on Wednesdays  
**The Herald News** ..... 270-756-2109  
**Radio Station**..... WXBC 104.3 FM  
 270-756-1043  
 www.wxbc1043.com

### Broadband Internet Access and Telephone Service

**Telephone Company**  
 ..... 270-422-2121  
 ..... 270-580-4466

### Cell Service

Bluegrass Cellular, Gentry's General Store ..... 270-580-4442

### EDUCATION

**County Public Schools** ..... 270-756-3000  
 86 Airport Rd, .....  
 Average District Student/Teacher Ratio ..... 17 to 1  
**Cloverport Independent School District** ..... 270-788-3910  
 .....  
 Average Student/Teacher Ratio ..... 13 to 1  
**County Area Technology Center** .... 270-756-2138  
 1915 Highway 60, Harned, KY 40143

### Private Schools

Bethel Christian Academy  
 Pleasantview Baptist  
 Hilltop Christian Academy  
 St. Romuald Interparochial School

### LABOR FORCE

Civilian Labor Force ..... 8,300  
 Per Capita Income ..... \$19,984  
 Median Household Income ..... \$43,390  
 Average Weekly Wage ..... \$584  
 Average Travel Time to Work ..... 28.6 minutes

### RECREATION

Golf Courses ..... 1 Private (9-hole)  
 Baseball Fields ..... 4  
 Numerous campgrounds near Rough River Lake

### UTILITIES

#### Electricity

Meade County Rural Electric Cooperative Corporation  
 1351 KY-79, Brandenburg, KY 40108  
 270-422-2162

#### Big Rivers Electric Corporation

201 3rd Street, Henderson, KY 42420  
 270-827-2561

#### Water

#### Municipal Utilities, Veolia Water

220 S Main St, Hardinsburg, KY 40143  
 270-788-3329 or 270-756-2213

Capacity ..... 2,000,000 gallons per day  
 Use ..... 1,536,097 gallons per day  
 Excess ..... 463,903 gallons per day  
 Treatment Process ..... Reverse Osmosis

#### Waste Water

#### Municipal Utilities, Veolia Water

220 S Main St, Hardinsburg, KY 40143  
 270-788-3329 or 270-756-2213

Capacity ..... 732,000 gallons per day  
 Average Flow ..... 468,000 gallons per day  
 Excess ..... 264,000 gallons per day

#### Natural Gas

#### Atmos Energy

3275 Highland Pointe Dr, Owensboro, KY 42303  
 270-685-8069

#### Valley Gas, Inc

401 S 1st St, Irvington, KY 40146  
 270-547-2455

#### Trash Collection

#### County Solid Waste

208 S Main St, Hardinsburg, KY 40143  
 270-580-4780

### HEALTH CARE

#### Local Medical Personnel

Dentists ..... 4  
 Primary Care Physicians ..... 5  
 Mental Health Providers ..... 2  
 Chiropractors ..... 3  
 Optometrists ..... 1  
 Gyms ..... 3

#### Hospital

Location	Beds
.....h, Inc	25

#### Rural Critical Access Hospital

3 Clinics  
 Medical Staff - 4 physicians, 50 registered nurses,  
 6 licensed practical nurses, 5 nurse practitioners,

#### Other Medical Facilities

Patel Medical Center  
 St. Camillus Urgent Care  
 Hardinsburg Nursing and Rehabilitation  
 Breckinridge County Health Department

### TRANSPORTATION

#### Air

Louisville Muhammed Ali International Airport  
 (66 miles northeast)

.....ty Airport, Hardinsburg, KY

#### Highways

Major Roads ..... Hwy 60, 86, 259  
 County Roads ..... 690 miles

#### Railroad

Rail access in Irvington and Cloverport

#### Dock

Cloverport has dock access at the Ohio River

# Rural Wisconsin Health Cooperative

- The Rural Wisconsin Health Cooperative (RWHC) and many of its networked 43 nonprofit rural community hospitals are expanding their focus to include rural community economic development.
- RWHC and rural hospital health leaders in Wisconsin have begun work to:
  - Increase rural hospital engagement and leadership with local multisector CED,
  - Increase the effectiveness of rural hospital engagement and leadership with CED,
  - Increase a rural health perspective in statewide CED and
  - Increase a statewide CED perspective in rural health.





# A statewide approach...

## The Continuum of Care: Childcare and Healthcare

November 2, 2021



Learn about:

- Rural childcare issues and solutions
- The impact childcare has on health outcomes
- Why healthcare organizations should engage in solving childcare challenges
- Partnering with local economic development practitioners to solve childcare challenges
- Partnering with healthcare institutions to solve childcare challenge

### HANDOUTS

- [Childcare in Economic Development \(PDF\)](#)
- [Childcare and Our Health \(PDF\)](#)

## Healthcare Partnerships for Downtown Success

Sept 2, 2021



2020 highlighted for many that health is integral to economic well-being. Extending partnerships with healthcare institutions beyond the pandemic and integrating cross-sector approaches to development into your toolkit can result in healthier, more economically vibrant communities. Join WEDC and RWHC to learn about how healthcare providers have partnered with communities in downtown development across Wisconsin.

### HANDOUTS

- [Healthcare Partnerships for Downtown Success - Slides \(PDF\)](#)

## Rural Infrastructure Intersections: Healthcare and Broadband

Aug 17, 2021



Learn about:

- Rural broadband issues and solutions
- Why healthcare organizations should engage in broadband work
- How health and broadband relate
- How to partner with local economic development practitioners to solve broadband challenges
- How to partner with healthcare institutions to solve local broadband challenges

### HANDOUTS

- [Deller and Conroy RWHC Broadband Workshop \(PDF\)](#)
- [Broadband PHI Presentation \(PDF\)](#)

## Housing + Hospitals in Rural Wisconsin

May 25, 2021



Learn about:

- What housing issues are facing rural Wisconsin
- How to engage the community around housing issues
- What has worked to combat housing issues in rural Wisconsin
- How housing impacts health outcomes
- How housing impacts healthcare, including financially

### HANDOUTS

- [Deller RWHC Housing Workshop \(PDF\)](#)
- [Housing + Hospitals in Rural Wisconsin \(PDF\)](#)

Source: <http://www.rwhc.com/Services/Professional-Services/Community-Economic-Development/Presentations>

Check out these other examples

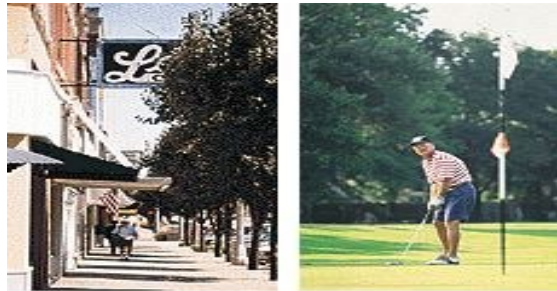


# Why healthcare? Why rural?

- In addition to providing medical care rural health services also...
  - Have a substantial economic impact- oftentimes the 2<sup>nd</sup> largest employer following public schools
  - Attract retirees, families, industry, and the list goes on
  - An important quality of life variable



# Health Services Foster Rural Development



# Useful Resources

Democracy Collaborative: <https://hospitaltoolkits.org>

CEARH Data Website: <http://cearh.ca.uky.edu/resources>

RHIhub: <https://www.ruralhealthinfo.org/econtool/about>

Rural Wisconsin Health Cooperative:

<http://www.rwhc.com/Services/Professional-Services/Community-Economic-Development/Presentations>



**NOSORH**

National Organization of  
**State Offices of Rural Health**

**THANK  
YOU!**

**cearh.ca.uky.edu**

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link is on home page



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**CEARH**

Center for Economic Analysis of Rural Health