



National Organization of
State Offices of Rural Health



Power of Partnerships: Catalyzing Community Health Investments in Rural Places

NOSORH Rural Health Capital Resources
Stakeholder Gathering Summary
Rockville, MD
June 10-11, 2024

nosorh.org

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Executive Summary

Participants and Purpose

The National Organization of State Offices of Rural Health (NOSORH) convened over 60 stakeholders nationwide to engage in a strategy design process focused on increasing access to capital for rural health. The theme for the meeting was The Power of Partnerships: Catalyzing Community Health Investments in Rural Places. Stakeholders represented community development finance, rural development, federal agencies, healthcare organizations, State Offices of Rural Health, philanthropy, nonprofit organizations, and local communities. Over the past three years, with funding from the Federal Office of Rural Health Policy, NOSORH has convened a growing number of organizations with the shared interest of increasing access to capital for rural health and rural community well-being. A complete list of participants can be found at the end of this document.

During the two-day meeting, participants addressed critical questions regarding building capacity for capital investments in rural health. The goal of the meeting was to work together to develop a shared action agenda with steps that can be taken to build partnerships, programs, and policies that will increase pre-development support and flow of capital to address critical healthcare needs and the conditions that drive health and well-being in rural America.

Participants heard from thought leaders at the national, state and local level, including Patrice Kunesh (USHHS Administration for Native Americans and Native American Affairs Administration for Children and Families), Robin Hacke (Center for Community Development), Tony Pipa (Brookings Institution), Erica Bell (Federal Reserve Bank of Richmond), Graham Adams (SC Office of Rural Health), Alana Knudson (NORC), Kelsey Conley-Thomas (USDA Economic Research Service), Diane Hall (CDC Office of Rural Health), Kellie Kubena (USDA Rural Health Liaison), Erin Kelley and Kjestine Woods (LISC), Ruth Thomas-Squance (Build Healthy Places Network), Emily Yu (Newman's Own Foundation) and Allen Smart (PhilanthropywoRx). Stakeholders worked through a series of strategy sessions, resulting in a game plan for further action. The following strategy recommendations were deemed to have a high potential.

Recommended Strategies

- Support and increase multi-sector, collaborative partnership efforts to increase access to capital for investments that improve the health and well-being of rural communities.
- Focus on equity in investment and community health, building on communities' history, culture, and stories, and resulting in place-based solutions and power structures.
- Utilize local catalysts to develop projects that attract investment. Seek out, train, and support the people and organizations that provide the “glue” for multi-sector work and the creation of ecosystems for capital absorption at the local level.
- Build capital funds specifically suited to investments in rural health services and facilities that integrate with USDA and other capital resources.
- Develop partnerships with those who provide the research and data critical to understanding and evaluating investment priorities to support an understanding of which investments are impacting rural health and well-being.
- Provide technical assistance and training delivered by multi-sector partners to increase communication, understanding, and skills for attracting and utilizing capital resources for rural health needs and community well-being.

Actions recommended for the Rural Health Capital Resources Council to pursue in partnership with members and key stakeholders included:

- Provide and support a structured forum for rural health capital resources stakeholders to gather, share information, develop strategic plans, and work collaboratively on projects, policies, and programs.
- Build on best practices and Council member experience to focus on capacity building for community catalysts and strategies for increasing multi-sector “glue” in rural communities.
- Convene a group of key Council stakeholders to develop a roadmap and recommendations for focused rural health capital resource investment.
- Provide multi-sector, collaborative training and technical assistance from Council members, staff, and consultants to build the capacity of rural health and community development organizations to increase access to capital for rural health and community well-being.

Presentations and meeting materials can be found by clicking on the 2024 Council Meetings on the [Rural Health Capital Resources Council Project page](#) of the [NOSORH website](#).

Agenda

Day 1	Monday, June 10
11:00 am	Registration Check-In and Lunch Boxed lunches provided
11:30 am – 12:00 pm	Welcome, Introductions, and Overview <i>Kristin Juliar</i> , Consultant, National Organization of State Offices of Rural Health <i>Tom Morris</i> , Associate Administrator for Rural Health Policy in the Health Resources and Services Administration (HRSA), US Dept. of Health & Human Services <i>Tammy Norville</i> , CEO, National Organization of State Offices of Rural Health <i>Robert Duehmig</i> , Director, Oregon Office of Rural Health
Noon – 12:30 pm	Session One: A Conversation About Rural Health in Native Communities <i>Patrice H. Kunesh</i> , Descendant of the Hunkpapa Band of Lakota & Standing Rock Sioux Tribe; Commissioner, Administration for Native Americans and Deputy Assistant Secretary for Native American Affairs Administration for Children and Families, US Dept. of Health & Human Services
12:30 – 12:40 pm	Group discussion of speaker concepts
12:40 – 1:10 pm	Session Two: New Policy Discourse for Equitable Rural Development <i>Tony Pipa</i> , Senior Fellow, Center for Sustainable Development, Brookings Institution
1:10 – 1:40 pm	Session Three: Strengthening Community Investment Ecosystems <i>Robin Hacke</i> , Executive Director and Cofounder, Center for Community Investment
1:40 – 2:00 pm	Group discussion of speaker concepts
2:00 pm	Networking Break
2:30 – 2:50 pm	Strategy Session 1: Key Questions – Idea Sprint
2:50 – 3:20 pm	Session 4: Scaling Solutions and Transforming Rural Health Capital <i>Erika W. Bell</i> , Community Development Regional Manager, Federal Reserve Bank of Richmond <i>Graham Adams</i> , CEO, South Carolina Office of Rural Health
3:20 – 4:00 pm	Strategy Session 2: Key Questions – Idea Sprint
4:30 pm	Meet and Greet Join the group for fellowship, beverages, and appetizers! <i>Hilton Washington D.C./Rockville, 1750 Rockville Pike, Rockville, MD</i>
Day 2	Tuesday, June 11
8:30 am	Networking Breakfast

8:45 – 9:00 am	Welcome and Day 1 Recap <i>Kristin Juliar, Consultant, National Organization of State Offices of Rural Health</i>
9:00 – 9:45 am	Session Five: Catalyzing Research for Rural Prosperity and Healthy Communities <i>Alana Knudson, Senior Fellow, Public Health Department at NORC and Director of NORC’s Walsh Center for Rural Health Analysis</i> <i>Kelsey L. Conley-Thomas, Agricultural Economist, Rural Economy Branch, USDA Economic Research Service</i> <i>Diane M. Hall, Director, Office of Rural Health, National Center for State, Tribal, Local, and Territorial Public Health Infrastructure and Workforce Centers, Center for Disease Control (CDC)</i>
9:45 – 10:10 am	Strategy Session 3: Key Questions – Idea Sprint
10:10 – 10:25 am	Break
10:25 – 10:55 am	Session Six: Building Capacity for Capital Investment <i>Kellie M. Kubena, USDA Rural Health Liaison, USDA Rural Development Innovation Center</i> <i>Erin Kelley, Director, and Kjestine Woods, Program Officer, Health Initiatives, National Programs, Local Initiatives Support Corporation (LISC)</i>
10:55 – 11:25 am	Strategy Session 4: Key Questions – Idea Sprint
11:25 – 11:45 am	Group Reflection and Open Discussion
11:45 am – 12:45 pm	Networking Lunch Boxed lunches provided
12:45 – 1:15 pm	Session Seven: Frameworks for Action <i>Ruth Thomas-Squance, Co-Executive Director, Build Healthy Places Network</i> <i>Emily Yu, Chief Partnerships and Program Officer, Newman’s Own Foundation</i>
1:15 – 2:00 pm	Strategy Session 5: Developing Our Game Plan Table sessions on housing, building community ecosystems for investment, research, expanding capital sources dedicated to rural health, community catalysts, and other nominated table sessions
2:00 – 2:30 pm	Key Takeaways and Open Discussion with the Group <i>Kristin Juliar, Consultant, National Organization of State Offices of Rural Health</i> <i>Allen Smart, Founder, PhilanthropywoRx</i>
2:30 – 2:40 pm	Gratitude and Adjournment <i>Tammy Norville, CEO, National Organization of State Offices of Rural Health</i>

Themes and Topics

Glue

Catalyst
Connect
Convene
Community
Conversation
Local
Planning
Organization

Leadership & Equity

Community
Culture
Civic
Place
Trust
Stories
Power

Partnership/Partners

Multi-Sector
Philanthropy/Foundations
Collaboration
Funders
Health/Rural Health
SORHs
Economic
Collective

Technical Assistance

Education
Train
Experts
Projects
Staff
Tools

Research

Assessment/CHNA
Data

Impact Investment

Leverage
Capital
Community development
Place based
Anchor
Grants
Housing
Infrastructure
Workforce
Success
Scale
Opportunity
Programs
Capital Absorption Ecosystems
Capital Stacks

Registrants

Registrants for the NOSORH Rural Health Capital Resources Stakeholder Gathering, HRSA, in Rockville, MD, on June 10-11, 2024.

<i>First Name</i>	<i>Last Name</i>	<i>Organization/Affiliation</i>
Ana	Abel	HHS/OCCHE
Graham	Adams	South Carolina Office of Rural Health
Alina	Baciu	National Academies of Sciences, Engineering, and Medicine
John	Barnas	Michigan Center for Rural Health
Erika	Bell	Federal Reserve Bank of Richmond
Jamie	Bercaw	Mindful Philanthropy
Brandon	Boyle	Community Health Center Capital Fund
Sally	Buck	National Rural Health Resource Center
Tahleah	Chappel	Federal Office of Rural Health Policy
Kelsey	Conley-Thomas	USDA Economic Research Service
Kathleen	Conners de Laguna	Federal Office of Rural Health Policy
Lisa	Davis	Pennsylvania Office of Rural Health
Jonathan	Douglas	West Health Institute
Robert	Duehmgig	Oregon Office of Rural Health
Michael	Fallahkhair	HHS/ HRSA/ FORHP - Federal Office of Rural Health Policy
John	Gale	Maine Rural Health Research Center, U. of Southern Maine
Kate	Gallagher	Healthcare Anchor Network
Darci	Graves	Centers for Medicare & Medicaid Office of Minority Health
Jennifer	Ha	Health Resources and Services Administration
Brian	Haapala	Stroudwater Capital Partners
Robin	Hacke	Center for Community Investment
Diane	Hall	Centers for Disease Control

Jed	Hansen	Nebraska Rural Health Association
Sarah	Hepner	Federal Office of Rural Health Policy
Alixandria	James	Health Resources and Services Administration
Dave	Johnson	Fletcher Group
Sheena	Johnson	Health Resources and Services Administration
Kristin	Juliar	National Organization of State Offices of Rural Health (NOSORH)
Erin	Kelley	Local Initiatives Support Corporation (LISC)
Alana	Knudson	NORC Walsh Center for Rural Health Analysis
Kellie	Kubena	USDA Rural Development
Patrice	Kunesh	Administration for Children and Families/HHS
Kirby	Lecy	MA DPH -Division of Community Health Planning and Engagement
Kristi	Martinsen	Federal Office of Rural Health Policy

Karen	Madden	Center for Health Care Policy and Resource Development, New York State Department of Health
Kristi	Martinsen	Federal Office of Rural Health Policy
Michelle	Miller	Philanthropy Missouri
Michelle	Mills	Colorado Rural Health Center
Andrew	Mink	Smithsonian Institute
Mary	Moran	Appalachian Regional Commission
Tom	Morris	HHS/ HRSA/ FORHP - Federal Office of Rural Health Policy
Rachel	Moscato	Federal Office of Rural Health Policy
Jeff	Nagy	Michigan Center for Rural Health
Tammy	Norville	National Organization of State Offices of Rural Health (NOSORH)
Beth	O'Connor	Virginia Rural Health Association
Sarah	O'Donnell	HRSA/FORHP/RSID
Alexa	Ofori	Health Resources and Services Administration
John	Pender	USDA Economic Research Service
Kelly	Peterson	Montana Office of Rural Health
Anthony	Pipa	Brookings Institution
Michelle	Rathman	Impact! Communications, Inc. / The Rural Impact Podcast & Publishing
Ela	Rausch	Otto Rausch Consulting/NOSORH
Joseph	Reategui	MITRE Corporation
Oksanna	Samey	Federal Office of Rural Health Policy
Kristine	Sande	Rural Health Information Hub
Laura	Seifert	Federal Office of Rural Health Policy
Allen	Smart	PhilanthropywoRx
Suzanne	Snyder	Federal Office of Rural Health Policy
Tamara	Telles	Association of Schools and Programs of Public Health/USDA
Ruth	Thomas-Squance	Build Healthy Places Network
Kathryn	Umali	Federal Office of Rural Health Policy/Community-Based Division
Jacy	Warrell	Rural Health Association of Tennessee
Lauren	Wood	Appalachian Regional Commission
Kjestine	Woods	Local Initiatives Support Corporation (LISC)
Shannon	Wu	American Hospital Association
Sarah	Young	Federal Office of Rural Health Policy, HRSA
Emily	Yu	Newman's Own Foundation

Strategy Session Discussion Questions

A cross-cutting question across all Strategy Sessions: What can we do to support equity in terms of engagement, investment, project development, and health & prosperity?

Strategy Session #1

What can we do to strengthen our impact on investment in rural community well-being?

Prompt Questions

- *How do we support communities?*
- *How do we strengthen our national, regional, and community partnerships?*
- *How can we help communities absorb capital and get ready for investment?*
- *How can we support authentic community engagement and equitable investment?*

Strategy Session #2

How do we use the tools and concepts we've heard today to scale up investments that improve rural health? What bold ideas are needed to build capacity for rural communities to attract and manage strategic capital investments?

Prompt Questions

- *What can we do to put rural health at the center of strategies that build sustainable investment for rural revitalization?*
- *What can we do to broaden and strengthen our partnerships at the national, regional, and community levels?*
- *What non-monetary resources can we leverage?*

Strategy Session #3

How do we engage with the research community to catalyze partnerships and investments in rural capital?

Prompt Questions

- *What do we need to know to target investments and build the case for rural capital investments in health and community well-being? How can researchers engage in capacity and partnership-building efforts?*
- *How can we use data more effectively to make the case for funding rural projects and programs?*
- *What steps can we take to support the flow of information between decision-makers, community catalysts, and rural health researchers?*

Strategy Session #4

What are the key strategies over the next two years that will increase access to capital partnership projects, programs, and policies?

- Community catalysts
- Investment in rural community health and well-being

Prompt Questions

- *How can we strengthen our role in building community capacity as connectors, technical assistance providers, and policymakers?*
- *What are the building blocks for success that we see at the local level?*

Strategy Session #5

Topic-specific table sessions: housing, building community ecosystems for investment, research, expanding capital sources dedicated to rural health, community catalysts, and other nominated table sessions:

- 1 to 3 concrete ideas for collective strategic action
- Organizations and individuals who are key to success
- Steps and actions in the next 6 and 12 months

Prompt Questions

- *Are there specific commitments or contributions that your organization can offer?*
- *What would help your organization take the next step and move to action?*
- *What is holding us back?*