

MAY 15–16, 2024

2024 Anchor Economy Conference

*The Liberty View at Independence Visitor Center,
Philadelphia, PA*



About the Federal Reserve Bank of Philadelphia

The [Federal Reserve Bank of Philadelphia](#) helps formulate and implement monetary policy; supervises state member banks, bank holding companies, and savings and loan holding companies; and provides financial services to depository institutions and the federal government. It is one of the 12 regional Reserve Banks that, together with the Board of Governors in Washington, D.C., make up the Federal Reserve System. The Federal Reserve Bank of Philadelphia serves eastern and central Pennsylvania, southern New Jersey, and Delaware.

In 2022, the Philadelphia Fed launched the [Anchor Economy Initiative](#) to examine the economic impacts of hospitals and institutions of higher education in regions across the nation. The [Anchor Economy Dashboard](#) provides measures of economic impact of hospitals and higher education institutions for the years 2004 and 2019 for 524 regions (394 metropolitan regions and 130 nonmetropolitan regions) that compose the United States. Included in the economic impact analysis are measures for employment, income, and gross domestic product (GDP) attributable to higher education institutions and hospitals.

About the Healthcare Anchor Network

The [Healthcare Anchor Network \(HAN\)](#) is a growing national collaboration of over 70 leading healthcare systems building more inclusive and sustainable local economies that have adopted the “anchor mission” to leverage their substantial economic resources to benefit those experiencing the greatest inequities through targeted local, inclusive hiring; purchasing from local, minority, owned businesses; and place-based impact investing.

With millions of community members experiencing avoidable negative health impacts, HAN exists to scale up anchor mission strategies to help build communities where all can be healthy and thrive. The long-term goal is to reach a critical mass of health systems adopting as an institutional priority to improve community health and well-being by leveraging all their assets for equitable, local economic impact.



Agenda

Wednesday, May 15

1:30 p.m. Registration and Networking

2:00 p.m. Welcome and Opening Remarks

Deborah Diamond, Director, Anchor Economy Initiative, Federal Reserve Bank of Philadelphia
John Vu, Vice President of Strategy, Community Health, Kaiser Permanente

2:15 p.m. The Evolution of Anchor Expression: History and Future Opportunities

This session will explore the history of the anchor mission, its evolution across sectors, and what leaders hope to see next.

David Zuckerman, Founder and President, Healthcare Anchor Network

Rita A. Hodges, Associate Director, The Barbara and Edward Netter Center for Community Partnerships, University of Pennsylvania

Moderated by: John Vu, Vice President of Strategy, Community Health, Kaiser Permanente

2:45 p.m. Meet-and-Greet Activity

3:35 p.m. Break

3:45 p.m. Impacts, Equity, and Innovation: How Eds and Meds Drive Economic Outcomes

In this discussion, panelists explore the impacts, intended and unintended, of anchors in place.

J.H. Cullum Clark, Director, Bush Institute-SMU Economic Growth Initiative, George W. Bush Presidential Center

Donald Planey, Economic Geographer and Economic Development Scholar, University of North Carolina, Chapel Hill

Tony Sorrentino, Assistant Vice President, Office of the Executive Vice President, University of Pennsylvania

Moderated by: Sibusisiwe Malaba, Chief Strategy and Impact Officer, Newark Alliance

5:00 p.m. Reception

Agenda

Thursday, May 16

8:30 a.m. Continental Breakfast and Registration

9:30 a.m. Welcome

David Zuckerman, Founder and President, Healthcare Anchor Network

Opening Plenary: Davarian L. Baldwin

Baldwin will discuss his book *In the Shadow of the Ivory Tower*.

Davarian L. Baldwin, The Paul E. Raether Distinguished Professor of American Studies and Founding Director of the Smart Cities Research Lab, Trinity College

Deborah Diamond, Director, Anchor Economy Initiative, Federal Reserve Bank of Philadelphia

10:20 a.m. Break

10:30 a.m. Anchor Reliance in Regions: Research and Practice

This session will present new research from the Philadelphia Fed's Anchor Economy Initiative examining anchor reliance across the nation and discuss the practical ways this research can help inform how anchor institutions support and strengthen the cities and communities they serve.

Patrick Harker, President and CEO, Federal Reserve Bank of Philadelphia

Ron Daniels, President, Johns Hopkins University

Moderated by: Elinor Haider, Senior Director, Philadelphia Program, The Pew Charitable Trusts

11:45 a.m. Lunch

12:35 p.m. Impact in Place: Anchor Collaborative Efforts and Goals

Panelists will discuss their anchor collaborative partnerships.

Ayesha Jaco, Executive Director, West Side United

Christopher Nolan, Director, Community Benefit and Anchor Initiatives, BJC HealthCare

Nathalie Rosado Ortiz, System Manager of Anchor Mission and Community Engagement, RUSH University System for Health

Stefani Weeden-Smith, Director, St. Louis Anchor Action Network

Moderated by: Dr. Keith Leaphart, Enterprise Vice President and Humana Chief Health Equity and Community Impact Officer, Jefferson

Agenda

Thursday, May 16 *(continued)*

1:50 p.m. From Ideas to Action: Introducing the Anchor Collaborative Playbook

The Anchor Collaborative Playbook captures the success factors of sustainable anchor collaboratives and offers a flexible framework to get started. Learn more in this interactive session led by the Healthcare Anchor Network.

Kate Gallagher, Project Manager of Place-Based Investing and Policy Initiatives,
Healthcare Anchor Network

Melissa Richmond, Senior Program Manager, Research, Healthcare Anchor Network

2:50 p.m. Break

3:00 p.m. Looking Ahead: Exploring Public Policy Support for Deepening Anchor Strategies

In this facilitated workshop, participants will discuss and work to begin creating a singular call to action around the public policy supports required to support anchor institutions and collaboratives and create community wealth and well-being for all.

Led by: Omar Blaik, CEO and Founder, U3 Advisors

4:00 p.m. Closing Remarks

John Fry, President, Drexel University

David Zuckerman, Founder and President, Healthcare Anchor Network

Biographies

Davarian L. Baldwin

The Paul E. Raether Distinguished Professor of American Studies and Founding Director of the Smart Cities Research Lab
Trinity College

Davarian L. Baldwin is an internationally recognized scholar, author, and public advocate. He is the Paul E. Raether Distinguished Professor of American Studies and Founding Director of the Smart Cities Research Lab at Trinity College in Hartford, CT. His academic and political commitments have focused on global cities and particularly the diverse and marginalized communities that struggle to maintain sustainable lives in urban locales. Baldwin is the award-winning author of several books, most recently, *In The Shadow of the Ivory Tower: How Universities Are Plundering Our Cities*, and he served as the consultant and text author for *The World of the Harlem Renaissance: A Jigsaw Puzzle* (2022). His commentaries and opinions have been featured in numerous outlets, including NBC News, the BBC, Hulu, *USA Today*, *The Washington Post*, and *Time*. Baldwin was named a 2022 Freedom Scholar by the Marguerite Casey Foundation for his work.

Omar Blaik

CEO, Philadelphia Office
U3 Advisors

As an immigrant, first as a Lebanese citizen in Egypt and later as an Arab American, Omar Blaik thrives in the spaces that bridge communities and cultures. In 2006, he founded U3 Ventures LLC with the vision that anchor institutions hold the key to sustainable community and economic development for their cities. He engages leaders in the higher education, government, and nonprofit sectors, and his work spans neighborhoods across the United States, including those in Detroit, Chicago, Maryland, and Memphis, Tennessee. Previously, Blaik was the senior vice president of facilities and real estate at the University of Pennsylvania from 1996 to 2006. Under his management, Penn embarked on more than \$2.0 billion in new construction and \$700 million of real estate development projects, transforming both the campus and the surrounding community. He is a founding member of the University Development and Innovation Council at the Urban Land Institute (ULI). During his tenure, Penn received multiple awards, including the ULI Global Award of Excellence, the first for a university. He also won this award in 2013 for Midtown Detroit Inc. His writing has been published nationally, and he often speaks on topic of anchor institutions and community and economic development.

J.H. Cullum Clark

Director, Bush Institute-SMU Economic Growth Initiative
George W. Bush Presidential Center

The Bush Institute-SMU Economic Growth Initiative is a partnership of the George W. Bush Institute and SMU formed in 2018 to advance policies that promote domestic economic growth and strengthen the nation's global competitiveness. As director, J.H. Cullum Clark leads the institute's work on domestic economic policy and economic growth, focusing on creating prosperous, high-opportunity regions, cities, towns, and neighborhoods. He is also an adjunct professor of economics at SMU. Clark has studied and spoken about macroeconomic policy, economic development, workforce development, housing, technology commercialization, and the role of anchor institutions in local economies. He coauthored *The Texas Triangle: An Emerging Power in the Global Economy*. Previously, Clark spent 25 years in the investment industry. He was also a staff member of the U.S. Senate Select Committee on Intelligence. Clark has a Ph.D. in economics from SMU, a master's in political science from Harvard University, and a bachelor's degree in history from Yale University.

Ron Daniels

President

Johns Hopkins University

Ron Daniels is the 14th president of Johns Hopkins University, a position he has held since 2009. At Hopkins, he has strengthened interdisciplinary collaboration in research and education, enhanced student access, deepened engagement with the city of Baltimore, and supported economic and social innovation. A law and economics scholar, he is the coauthor of eight books and dozens of scholarly articles on the intersections of law, economics, development, and public policy. His most recent book, *What Universities Owe Democracy*, takes up the challenges facing democracy and argues for the indispensable role that universities play in sustaining democratic societies at this critical moment in history. He previously served as provost at the University of Pennsylvania and dean and James M. Tory Professor of Law at the University of Toronto.

Deborah Diamond

Director, Anchor Economy Initiative

Federal Reserve Bank of Philadelphia

Deborah Diamond leads the Anchor Economy Initiative at the Philadelphia Fed to study the economic significance of anchor institutions in regions across the country. This includes developing the Anchor Economy Dashboard, an interactive tool that aggregates the economic impact of hospitals and institutions of higher education in 524 multicounty U.S. regions. The dashboard includes data on employment, income, and gross value added, as well as a reliance index which demonstrates how dependent regional economies are on these institutions. Previously, Diamond led Campus Philly, an economic development nonprofit that pioneered a national model for engaging and retaining recent graduates in the cities where they studied. Through this work, she has gained insight into the needs of diverse employers and universities in sustaining local economies. She has a doctorate in political science from the University of Chicago, followed by a Mellon postdoctoral fellowship in the Society of Fellows at Columbia University. She has taught at Bryn Mawr College, from which she has an undergraduate degree.

John Fry

President

Drexel University

John Fry was appointed Drexel University's 14th president in 2010. Under his leadership, Drexel has set a national example for the execution of public-private partnerships and has become a powerful force for economic development in the Greater Philadelphia area. He has championed major neighborhood revitalization initiatives, including the creation of a multifaceted university extension center in Mantua — the Dornsife Center for Neighborhood Partnerships — extensive economic development efforts, and significant partnerships to support local neighborhood schools. He negotiated a groundbreaking affiliation with the Academy of Natural Sciences of Philadelphia, launched the Charles D. Close School of Entrepreneurship to foster entrepreneurial learning, and forged a series of academic and research partnerships to enhance Drexel's global connections. Drexel has seen a significant increase in fundraising and growing philanthropic partnerships. As part of Drexel's role as anchor institution, Fry announced the creation of a subsidiary enterprise, now under Drexel Applied Innovation, to help faculty and students partner with the private sector to build businesses around their inventions. Those relationships will be at the heart of Schuylkill Yards, a \$3.5 billion mixed-use development on university real estate adjacent to Philadelphia's Amtrak 30th Street Station. Previously, Fry was president of Franklin & Marshall College, executive vice president of the University of Pennsylvania, and a management consultant for the higher education and nonprofit sectors. Fry serves on the boards of the Federal Reserve Bank of Philadelphia, Advanced Functional Fabrics of America, the Kresge Foundation, the Wistar Institute, Lafayette College, and the Philadelphia Orchestra Association. He also chaired the Chamber of Commerce for Greater Philadelphia. Fry has a master's degree from New York University's Stern School of Business and a bachelor's degree from Lafayette College.

Kate Gallagher

Project Manager of Place-Based Investing and Policy Initiatives
Healthcare Anchor Network

Kate Gallagher joined the Healthcare Anchor Network as a project manager of place-based investing and policy initiatives in 2023. In this capacity, she collaborates with HAN members across the country to promote and advance implementation of anchor mission principles. Her work focuses on leveraging impact investing and policy advocacy to address root causes of health disparities and advance health equity in communities. Before joining HAN, Gallagher worked as an economic development practitioner in San Diego County, where she led projects and programs designed to address economic inequities in the region. She also worked as a research assistant in academia, synthesizing evidence on various health equity topics. Gallagher has a master's in public health policy from Tulane University and a bachelor's degree in business management economics from the University of California, Santa Cruz.

Elinor Haider

Senior Director, Philadelphia Programs
The Pew Charitable Trusts

Elinor Haider oversees Pew's Philadelphia research and policy work. In this role, she leads Pew's efforts to partner with Philadelphia's policymakers and civic stakeholders to address barriers to economic mobility and learn from national experts about solutions that have been effective at improving government performance and accountability in peer cities. Haider also leads Pew's support for the Pew Center for Arts & Heritage and civic grantmaking to increase community access to vibrant arts and cultural experiences as well as Pew's work aimed at strengthening religious tolerance in the United States. Before joining Pew, Haider served as vice president of market development for the environmental company Veolia North America, leading policy development and oversight for Veolia's regulatory and sustainability departments. She previously served as deputy commerce director for former Philadelphia Mayor Michael A. Nutter and vice president of financing at the Philadelphia Industrial Development Corporation. Haider has master's degrees in real estate finance and international economics from the University of Pennsylvania's Wharton School and Johns Hopkins University's School of Advanced International Studies, respectively, and a bachelor's degree in Latin American studies from Georgetown University.

Patrick T. Harker

President and CEO
Federal Reserve Bank of Philadelphia

Patrick T. Harker is the president and CEO of the Federal Reserve Bank of Philadelphia. In this role, Harker participates on the Federal Open Market Committee, which formulates the nation's monetary policy. Before taking office at the Philadelphia Fed, Harker was the 26th president of the University of Delaware. He was also a professor of business administration at the university's Alfred Lerner College of Business and Economics and a professor of civil and environmental engineering at the College of Engineering. Before joining the University of Delaware in 2007, Harker was dean and Reliance Professor of Management and Private Enterprise at the Wharton School of the University of Pennsylvania. Before being appointed dean in 2000, Harker was the Wharton School's interim dean and deputy dean, as well as the chair of its Operations and Information Management Department. He has published/edited nine books and more than 100 professional articles. Harker is a board member of both the Chamber of Commerce for Greater Philadelphia and its Select Greater Philadelphia Council. He is also a board member at the Science Center in Philadelphia. Harker has a Ph.D. in civil and urban engineering, a master of arts in economics, a master of science in engineering and a bachelor of science in civil engineering, all from the University of Pennsylvania.

Rita A. Hodges

Associate Director, The Barbara and Edward Netter Center for Community Partnerships
University of Pennsylvania

The Barbara and Edward Netter Center for Community Partnerships at the University of Pennsylvania develops and helps implement democratic, mutually transformative, place-based partnerships between Penn and West Philadelphia. As associate director, Rita Hodges manages development and alumni activities and advances its regional, national, and global outreach. She also oversees administrative operations and communications. Hodges serves as executive secretary of the International Consortium for Higher Education, Civic Responsibility and Democracy, which is part of the Global Cooperation for the Democratic Mission of Higher Education with the Council of Europe, the Organization of American States, and the International Association of Universities. Her scholarship focuses on the democratic engagement of colleges and universities with their local communities as anchor institutions. Hodges has coauthored many articles and chapters on university-community partnerships, as well as two books. She serves on the steering committee of the Philadelphia Higher Education Network for Neighborhood Development. She is also the editor of the Netter Center's Universities and Community Schools journal. Hodges has a bachelor's degree in psychology and a master's in education from the University of Pennsylvania. In May, she will receive her doctorate from Penn's Graduate School of Education.

Ayesha Jaco

Executive Director
West Side United

Ayesha Jaco is a lifelong resident of Chicago's West Side, and she has dedicated her career to improving the health and economic vitality of the community. Jaco is the executive director of West Side United (WSU), a collaborative founded by Ascension, Cook County Health, Lurie Children's RUSH, Sinai Chicago, and UI Health. She leads programs and partnerships with cross-sector organizations that focus on addressing the 14-year life expectancy gap between Black and brown residents on Chicago's West Side and Chicago's Loop. Under her leadership, WSU has cocreated strategies that support social drivers of health, including a small business grant program that has awarded \$2.5 million to more than 175 West Side businesses. Her team has coordinated \$10 million in funds for social impact investments to increase access to capital for West Side communities, including 600 low-interest loans by community development financial institution partners to support affordable housing and other community projects. WSU also partnered in the Garfield Park Rite to Wellness Collaborative, a recipient of the 2022 Pritzker Traubert Foundation's \$10 Million Chicago Prize for the development of the Sankofa Wellness Village. Funds will support a health and arts center for residents, a business incubator, and a community grocer initiative.

Dr. Keith Leaphart, DO, MBA

Enterprise Vice President and Humana Chief Health Equity and Community Impact Officer
Jefferson

Dr. Keith Leaphart is a physician, entrepreneur, and philanthropist who currently serves as Enterprise Vice President and Humana Chief Health Equity and Community Impact Officer at Jefferson. In this capacity, Dr. Leaphart leads initiatives to enhance community impact and address health equity throughout the region. He collaborates with internal and external stakeholders to implement inclusive policies, practices, and training strategies. In addition, he oversees the Jefferson Collaborative for Health Equity, which fosters partnerships to reduce health disparities. Previously, Dr. Leaphart chaired the board of directors for the Lenfest Foundation, directing the distribution of over \$300 million over ten years to organizations in the region addressing the social determinants of health. In 2013, he was honored with the Vision for Philadelphia award. In 2018, Dr. Leaphart launched Philanthropi, a platform designed to increase awareness for lifelong philanthropy. He also dedicated 16 years to serving as a physician at Bryn Mawr Rehabilitation Hospital. He has a doctor of osteopathic medicine degree from Philadelphia College of Osteopathic Medicine, and he completed his residency in physical medicine and rehabilitation at Thomas Jefferson University Hospital in 2007. He has a master's in business administration from St. Joseph's University.

Sibusisiwe Malaba

Chief Strategy and Impact Officer

Newark Alliance

In her role as chief strategy and impact officer, Sibusisiwe Malaba focuses on integrating racial equity best practices and advancing policy measures across Newark Alliance programs and partnerships. She joined the Newark Alliance in 2019 as part of her National Urban Fellowship placement in the Office of Corporate Social Responsibility at Prudential Financial. As a graduate fellow, Malaba analyzed Newark anchor institutions through her research capstone on Newark anchor partnerships, which received Baruch College's 2019 Rutledge Award for Outstanding Academic Capstone Achievement. Previously, she was the executive director of the Massachusetts Black and Latino Legislative Caucus (MBLLC), where she focused on defining, highlighting, and analyzing issues affecting people of color in Massachusetts. Under her leadership, the MBLLC secured several policy victories in the state budget and advanced criminal justice reform, cannabis regulation, equal pay, and racial justice legislation. Malaba also held roles in the Massachusetts legislature, electoral campaigns, and educational nonprofits. Sibusisiwe is a graduate of Tufts University and Baruch College.

Christopher Nolan

Director, Community Benefit and Anchor Initiatives

BJC HealthCare

Christopher Nolan is the director of community benefit and anchor initiatives at BJC HealthCare, part of the BJC Health System, which spans 24 hospitals across Missouri, Illinois, and Kansas. BJC operates as BJC HealthCare in the eastern region and Saint Luke's Health System in the western region. Nolan leads a team focused on improving the health and well-being of residents in the greater St. Louis region. He is responsible for community benefit efforts for the eastern region, including the Community Health Needs Assessment (CHNA), Community Health Implementation Plan, and Community Benefits Report. Nolan also leads BJC's anchor initiatives, including ensuring local and diverse procurement, investing, hiring, and volunteering. He represents BJC on the St. Louis Anchor Action Network, the Regional CHNA Collaborative, and the national Healthcare Anchor Network. Previously, Nolan held roles with the Rush University System for Health in Chicago and Lutheran Medical Center (now NYU Langone – Brooklyn) in New York. He is a fellow of the American College of Healthcare Executives; serves as the secretary of the Board for DOORWAYS, an organization that provides services for people living with HIV; and is a member of the Missouri Chamber of Commerce and Industry's Leadership Missouri Class of 2023. Nolan has master's and bachelor's degrees from New York University.

Donald Planey

Economic Geographer and Economic Development Scholar

University of North Carolina, Chapel Hill

Donald Planey is an economic geographer and economic development scholar at the University of North Carolina, Chapel Hill Department of City and Regional Planning. His research concerns the role of anchor institutions in the development of regional occupational clusters and the role of local institutions in improving labor force development. He has single-author and team-based peer-reviewed scholarly research in the *Annals of the American Association of Geographers*; the *Journal of Planning Education and Research*; *Territory, Politics, Governance*; the *Milbank Quarterly*; and *Space and Polity*.

Tony Sorrentino

Assistant Vice President, Office of the Executive Vice President
University of Pennsylvania

Tony Sorrentino serves in a senior staff position to the University of Pennsylvania's chief business and administration officer. He leads strategic planning, marketing, communications, and public affairs strategy across a diverse portfolio of university departments. He is on the advisory council of the Anchor Institution Task Force, part of the think tank of the HUD + Higher Education Network, a fellow at the Penn Institute for Urban Research, and on the Board of Directors of Visit Philadelphia. A 24-year veteran of Penn, Sorrentino previously worked in Philadelphia's arts and culture sector. He was director of marketing and communications for the Greater Philadelphia Cultural Alliance, where he developed the Campaign for Culture that brought increased investment and engagement to Philadelphia's arts sector. He was also public relations director for the Franklin Institute. Sorrentino has a master's in city planning from Penn's Weitzman School of Design and a bachelor's degree from La Salle University, and he regularly publishes and presents on universities as anchor institutions.

Melissa Richmond

Senior Program Manager, Research
Healthcare Anchor Network

Melissa Richmond joined the Healthcare Anchor Network in 2023 as a senior program manager to support the organization in its research functions and content development. Throughout her career, Melissa has worked closely with nonprofits, foundations, and the public sector to advance positive social change across a range of issue areas, including economic security, family support, education, and early childhood. She spent the last 16 years at the OMNI Institute, where she led and oversaw teams to design and implement high-quality research and evaluation projects, ranging from formative evaluations to experimental studies. Earlier in her career, Melissa served as key personnel on a grant from the National Institute of Mental Health examining longitudinal associations between the quality of family relationships and children's well-being. She has published findings in scientific journals such as *Child Youth Care Forum*, the *Journal of Occupational Health Psychology*, *Research on Social Work Practice*, *Substance Abuse*, and the *Journal of Family Psychology*. Melissa has a doctorate in developmental psychology from the University of Denver with an emphasis on quantitative methods.

Nathalie Rosado Ortiz

System Manager of Anchor Mission and Community Engagement
RUSH University System for Health

Nathalie Rosado Ortiz is the system manager of anchor mission and community engagement at Rush University System for Health. In this role, she leads the implementation of Rush's four-part anchor mission strategy, which includes local purchasing, local hiring, impact investing, and employee engagement and development. Previously, Rosado Ortiz was the director of Chicago Anchors for a Strong Economy (CASE), an initiative launched by the office of former mayor Rahm Emmanuel and housed at World Business Chicago, the city of Chicago's public-private economic development agency. At CASE, she worked with hospital systems, government agencies, and corporations to help them develop local purchasing and workforce development strategies that leveraged their economic power to catalyze inclusive economic growth in Chicago's neighborhoods. Rosado Ortiz began her work in community and economic development at the Women's Business Development Center in Chicago, where she assisted local businesses as they sought access to contracts and affordable capital. She has a bachelor's degree in history from the University of Notre Dame.

John Vu

Vice President of Strategy, Community Health
Kaiser Permanente

John Vu is the national vice president of strategy for Community Health at Kaiser Permanente, responsible for the development and implementation of key strategies to ensure Kaiser Permanente's commitment to improving the health of communities, focused on upstream determinants of health. He leads development of initiatives related to climate change and sustainability, ESG, broad systems level change to improve health, and thought leadership for community health. Vu has been with Kaiser Permanente for over 20 years, having previously been a director in national strategic planning. He has been a fellow in America's Health Insurance Plan's Executive Leadership Program and was named a Diversity MBA Top 100 Under 50 Diverse Executive Leader in 2013. He graduated from executive leadership programs at Harvard Business School and the Kellogg School of Management at Northwestern University.

Stefani Weeden-Smith

Director
St. Louis Anchor Action Network

Stefani Weeden-Smith has 20 years of professional experience as a community engagement strategist, serving in a variety of roles, from providing direct service to leadership in several organizations. She is currently the director of the St. Louis Anchor Action Network. Before this role, she directed the strategy for the Gephardt Institute for Civic and Community Engagement at Washington University in St. Louis as the assistant director of community engagement. These efforts included creating programs, coalitions, and partnerships for the students, staff, and faculty with St. Louis community partners. She also served as program director at NCCJ St. Louis (Equity and Inclusion Organization) and as interim executive director at Teen Pregnancy Prevention Partnerships, directing programs that created spaces for dialogues across differences.

David Zuckerman

Founder and President
Healthcare Anchor Network

David Zuckerman founded the Healthcare Anchor Network in 2017 and currently serves as its president. He is a national thought leader on the role of health systems as anchor institutions in building community wealth and inclusive economic development. Zuckerman David is the co-author of several reports that have helped propel forward the anchor mission movement, including the *Hospitals Aligned for Healthy Communities* toolkit series. He is also the author of *Hospitals Building Healthier Communities: Embracing the Anchor Mission* and a contributor to *Can Hospitals Heal America's Communities*. He is the lead author of a National Academy of Medicine discussion paper, *Building a Culture of Health at the Federal Level* and a contributor to *2020 Surgeon General's Report on Community Health and Economic Prosperity*. Zuckerman has been invited to speak at events hosted by the World Health Organization, the American Hospital Association, the Association of Academic Health Centers, the National Academy of Medicine, and others. Previously, he served on the board of trustees for the Consumer Health Foundation from 2016 to 2021, including as treasurer. In this role, he led the expansion of their place-based impact investing strategy.