



Center for  
Community  
Investment

**Resource Guide for Health Systems Investing Upstream  
July 2022**

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Stay in touch with our program opportunities and new resources.

**Investing Upstream for Community Health**

**[Why Pioneering Health Institutions are Investing Upstream to Improve Community Health](#)**

CCI shares what it has learned about what motivates health systems to invest in the social determinants of health in their communities.

**[Investing in Community Health: A Toolkit for Hospitals](#)**

CCI and the Catholic Health Association collaborated on this detailed guide to how hospitals can develop a community investment strategy to improve health and reduce health disparities in the communities they serve. This toolkit is designed to help health care organizations look at their resources in a different light, expand their efforts to support their communities, and maximize their impact on community health by harnessing the power of their investment capital. It will help them distinguish between financial contributions and investment strategies, understand the value of investment strategies for addressing the social determinants of health, and mobilize investment capital to improve community health.

**[Investing Upstream for Community Health Equity: Getting Started](#)**

A very brief introduction to the case for community investment, lessons for success, and the forms investment can take.

**[Healthcare Anchor Network Resources for the Anchor Mission](#)**

Individual guides for health systems to leveraging procurement, recruitment, and investment activities to benefit local communities.

**[Improving Community Health by Strengthening Community Investment: Roles for Hospitals and Health Systems](#)**

A detailed review of health system community investment practices, including a framework for how health systems can understand the opportunities and challenges in their communities, consider possible strategies, and develop an effective approach.

## **The Link Between Housing and Health**

### **[Housing and Health: An Overview of the Literature: Health Affairs Health policy brief, June 2018](#)**

There is strong evidence that housing stability, quality and safety, and affordability, as well as the physical and social characteristics of neighborhoods, affect health outcomes, and that interventions for low-income people can improve outcomes and decrease health care costs.

### **[Preserving Affordable Homes for Equitable, Healthy Communities, November 2020](#)**

CCI and [Stewards of Affordable Housing for the Future](#) provide a complete introduction to the importance, challenges, opportunities, and strategies for preserving affordable homes.

### **[Considerations for Affordable Housing and Healthcare Partnerships](#)**

Why is hospital investment in affordable housing critical in the aftermath of the COVID-19 pandemic? This brief by primary author Kelly J. Kelleher, MD, MPH uses Nationwide Children's Hospital's Healthy Homes as a case study.

## **Learning from Examples of Upstream Investment**

### **Videos:**

- **[Introduction to Health Systems and Community Investment](#)**  
Learn what it takes to activate a health institution's different departments to take up the important work of upstream investment.
- **[Mobilizing Health Institutions to Invest Upstream](#)**  
Discover how three health systems have been able to work across their institutions to advance affordable housing in their communities.
- **[Case Study: The South Side Renaissance Fund](#)**  
Hear how the Ohio Capital Finance Corporation, an affiliate of Ohio Capital Corporation for Housing, created the South Side Renaissance Fund which helped Healthy Homes and South Side Renaissance Homes to continue their mission of making a significant, positive difference in Columbus's South Side.
- **[Reflections on Partnering with the Community](#)**  
Hear how health systems can work with residents, local organizations, nonprofit developers, and foundations to figure out how to achieve community goals.

### **Cases and Articles:**

#### **[Accelerating Investments for Healthy Communities: UPMC Health Plan](#)**

How UPMC Health Plan navigated the challenges and opportunities of investing upstream in community health as the primary payer and provider in Pittsburgh.

### [Accelerating Investments for Healthy Communities: Nationwide Children’s Hospital](#)

How Nationwide Children’s Hospital’s upstream investment team transitioned its strategy as it expanded its program into a new neighborhood in Columbus, Ohio.

### [New Fund Transforms Pittsburgh’s Affordable Housing Market](#)

How UPMC Health Plan is investing to preserve and develop affordable homes.

### [Hospital System Helps Housing Partners Unlock Capital](#)

*Shelterforce* article looks at how a health system used its convening power – and its capital – to unlock financing for a critical project.

### [CommonSpirit Health Community Investment Program](#)

A description of a mature community investment program that includes a review of key strategies as well as helpful templates and forms.

### [Transformed Safety-Net Hospitals: A Novel Model for Improved Health Alongside Community Development](#)

A detailed look at how to use shuttered safety-net hospital facilities for mixed-use development that meets community needs.

### [Market on the Green Grocery Store](#)

Build Healthy Places Network’s case study on how Pro Medica created access to food in a food desert.

### [COVID-19, Structural Racism, and Community Investment: Notes Toward a Just Recovery](#)

We present principles to help ensure that recovery from recent crises can lead us to a more equitable future.

## **Blogs**

### [Strong Leadership for Successful Community Investment: Insights from Hospital CEOs](#)

A blog summarizing a roundtable discussion of upstream investment with the CEOs of Boston Medical Center, Nationwide Children’s Hospital, and the Robert Wood Johnson Foundation.

### **Four Insights from Our First Learning Lab with Hospitals**

CCI’s takeaways from working with health systems teams: [Part One](#) and [Part Two](#)

### [AIHC Stories: Crafting Shared Priorities Through Arts Engagement in San Bernardino](#)

### [Advancing the Social Determinants of Health as the Pathway to Recovery for Black People](#)

Romi Hall of NeighborWorks looks at the “why and how” of investing in the social determinants of health to reduce health inequities for Black people.