

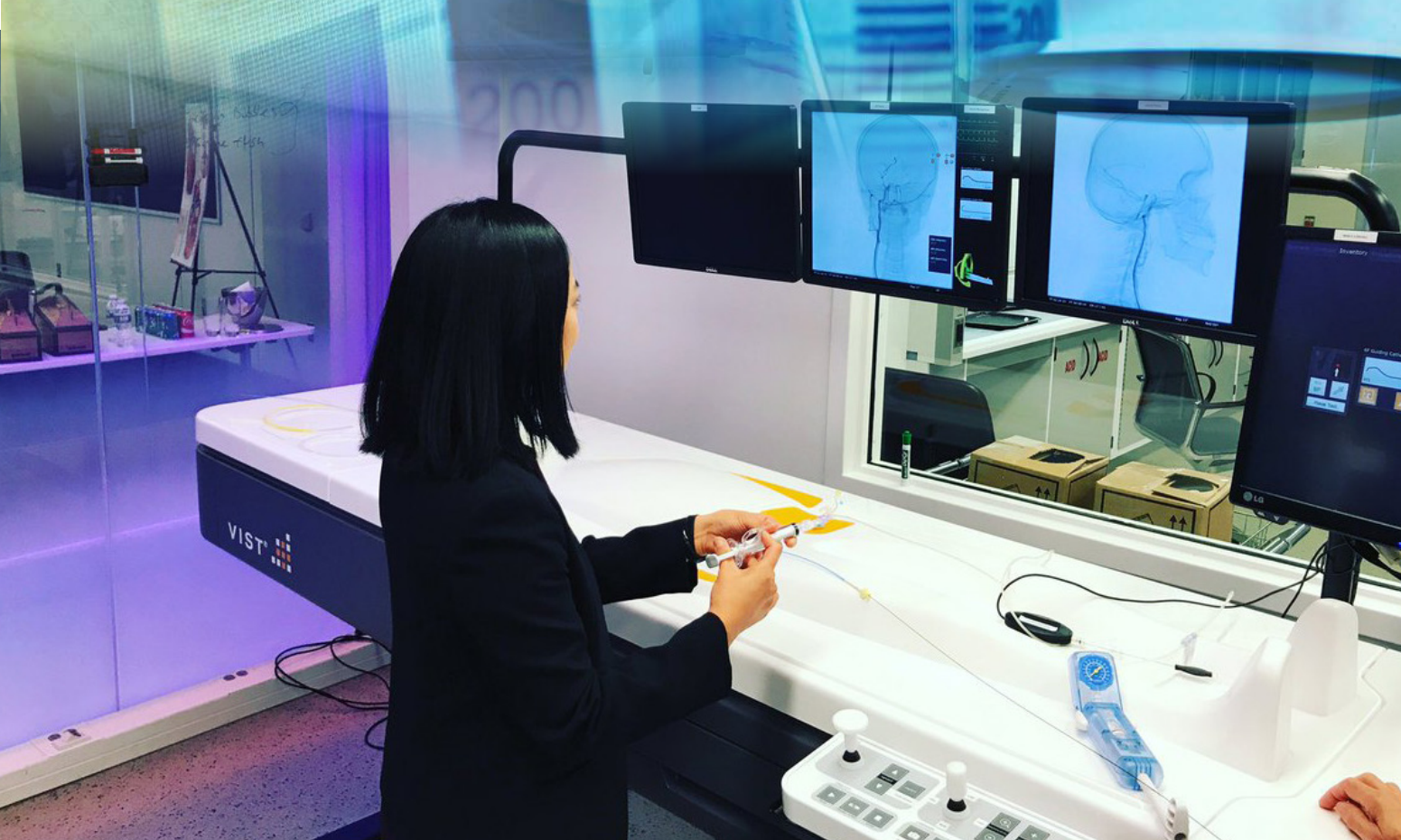


GREATER PHOENIX
CHAMBER OF COMMERCE

Buffalo Niagara Medical Campus

BENCHMARKING 2017 | JUNE 18-20 2017

CREATING a Dynamic Entrepreneurial Ecosystem
BUILDING a Talent Pipeline
FOSTERING Health and Wellness
MARKETING Regional Assets



BUFFALO: COLLABORATIVE APPROACH TO HEALTH CARE DRIVES ECONOMIC DEVELOPMENT

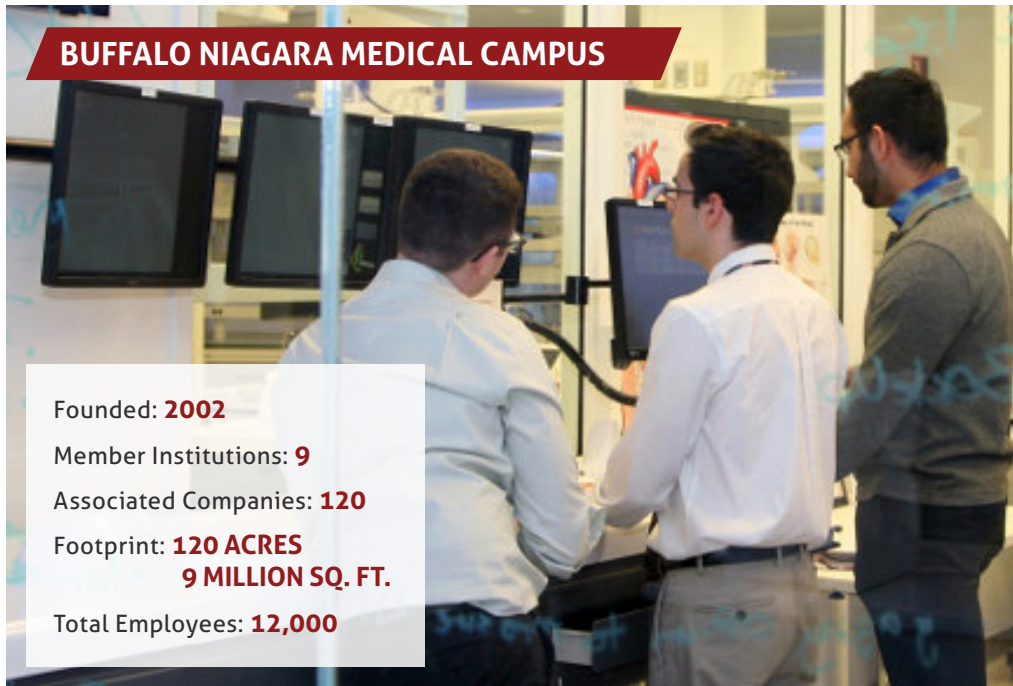
Phoenix Forward is focused on growing our economy from within, helping to support and strengthen existing businesses within our community. Health care continues to drive our economy, contributing more than \$8 billion each year. Growing the health care sector requires building a robust talent pipeline, creating a dynamic entrepreneurial ecosystem and promoting the Greater Phoenix region through collaboration.

With our recent Arizona health care sector research in mind, a delegation of 21 Greater Phoenix health care, business and political leaders spent two discovery-packed days in Buffalo, N.Y., exploring best practices. BNMC leadership shared how a group of driven leaders in Western New York developed the world-class BNMC, known for clinical care, research and education while furthering economic growth, igniting urban revitalization and building a strong, thriving community.

Leaders in Buffalo stressed the importance of fostering conversation and collaboration among its member institutions, partners and the community to take a proactive approach to revitalize a struggling economy.

In addition to learning how the seeds were planted and grown for this regional asset, leaders on the trip discussed how BNMC's collaborative health care model – featuring nine separate institutions and 120 associated businesses – keeps growing!

While the ecosystem supporting BNMC is certainly impressive, the greatest takeaway business and political leaders got from this trip is that we already have all many of the necessary pieces to form a cohesive, world class medical destination, we just don't promote them in a collaborative and cohesive way.



BUFFALO NIAGARA MEDICAL CAMPUS

Founded: **2002**
Member Institutions: **9**
Associated Companies: **120**
Footprint: **120 ACRES**
9 MILLION SQ. FT.
Total Employees: **12,000**

- Non-profit, highly collaborative organization known for clinical care, research, education and furthering economic growth, igniting urban revitalization and building a strong, thriving community in the Buffalo-Niagara region.
- BNMC serves as a single connection portal for patients, professionals, educators and businesses into the health care ecosystem in Buffalo-Niagara.

ACHIEVING SUCCESS IN BUFFALO:

- Buffalo business leaders sculpted their idea for BNMC by first identifying and engaging the leaders of existing local health care assets.
- A visionary leader with a big idea is critical for success; they have the ability to both attract funding and influence key decision makers.
- Leaders must have "skin in the game" to drive progress.
- A national network of medical campuses already exists, it is best to leverage their best practices.



GROWING THE PHOENIX HEALTH CARE SECTOR BY TELLING OUR STORY:

- Develop and promote a Greater Phoenix Region Health Care Asset map
- Promote the collaboration between our health care entities, especially in talent attraction strategies
- Build upon existing strengths and identify other support industries as we develop our story
- Identify our bioscience niche – we have a strong medical device sector and have companies like Intel that can be leveraged
- Identify who benefits from collaboration and request investment in moving the collective concept forward
- Market our superstars and secure third-party validation of our success

Moving Phoenix Forward in Talent, Entrepreneurism & Wellness

Of the top 25 employers in Greater Phoenix, three are health care provider organizations. Our region's health care provider sector contributes 60,000 jobs and \$8 billion to the local economy. Greater Phoenix is expected to add 45,000 health care jobs during the next 10 years, exceeding the growth of established hubs such as Philadelphia, Minneapolis, San Francisco and Seattle. Further, provider jobs skew toward high-skill, high-wage positions, which is a plus for our economy.



TALENT (WORKFORCE)

- Identify gaps in needed talent - which positions and competencies will provide the most leverage
- Invest in high school and college internship programs
- Recruit (and pay) faculty in high demand/shortage areas such as physician assistants and nursing



- Provide state-supported tuition breaks for students who receive degrees in shortage areas
- Develop a national marketing strategy to recruit top level health care talent
- Enhance private industry-university partnerships to fund buildings and seed entrepreneurship

ENTREPRENEURIAL ECOSYSTEM

- Identify and align entrepreneurial programs to avoid dilution
- Encourage investment from inside and out of Arizona
- Create a "mentor network" pairing skilled entrepreneurs with new innovators
- Supply Phoenix Biomedical campus with a 3D printer to provide simulation opportunities for medical treatment and develop new biomedical devices
- Leverage engineers to solve problems posed in the medical community
- Build better connectivity among our incubators and accelerators for better outcomes
- Expand marketing efforts of existing resources outside the economic development circles
- Develop a mature network of successful entrepreneurs. Tell our success stories better to attract and retain companies and innovators
- Drive more bioscience incubators and programs in Phoenix to keep our best and brightest from leaving

HEALTH & WELLNESS

- Expand Wellness AtoZ to promote the region as a healthy community
- Increase community and place-based programming
- Increase outreach to underserved communities to improve overall outcomes
- Create an increasingly sustainable and walkable city with programming (farmer's markets, free yoga, etc.)
- Improve transportation infrastructure to encourage public usage
- Develop a walkable connection between health care organizations' campuses





BUFFALO NIAGARA DELEGATION

Linda Hunt, CEO, *Dignity Health of Arizona*

Daniel Froetscher, Senior VP,
Transmission, Distribution & Customers, *APS*

Representative T.J. Shope,
LD-8, *Arizona House of Representatives*

Councilman Daniel Valenzuela,
District 5, *City of Phoenix*

Effie Carlson,
Area VP, Network Management, *CareCentrix*

Peggy Chase, CEO, *Terros Health*

Dr. Steven Gonzales,
President, *GateWay Community College*

Jim Harris, VP of Business Development, *TGen*

Christi Lundeen,
Chief Innovation Officer, *Mercy Care Plan*,
Mercy Maricopa Integrated Care

Christine Mackay, Community & Economic
Development Director, *City of Phoenix*

Grace O'Sullivan,
Director of Strategic Partnerships,
Arizona State University

Lynda Ransdell, Dean and Professor,
College of Health & Human Services, *NAU*

Doris Savron, Executive Dean, College of
Health Professions, *University of Phoenix*

Jeff Stelnik, Senior VP, Strategy, Sales &
Marketing, *BlueCross BlueShield of AZ*

Avein Tafoya, CEO, *Adelante Healthcare*

GPCC Staff

Todd Sanders, President & CEO

Mike Huckins, VP, Public Affairs

Jennifer Mellor, VP, Economic Development

Meghan Kielty, Premier Engagement Manager

Jocelyn McAlpin, Project Manager,
Economic Development

TRIP AT A GLANCE



- **Buffalo Niagara Medical Campus (BNMC):** Understanding the evolution of BNMC from organizational leaders.
- **Innovation Center:** Exploring how multiple incubators come together to drive entrepreneurship.
- **Wellness Tour:** Walking tour around campus highlighting BNMC mission to connect resources and "activate" spaces.
- **Jacobs Institute:** Learning how the Institute serves as a nexus between clinical care and research, facilitating connections between physicians, students, engineers, entrepreneurs and industry under one roof.
- **Frank Lloyd Wright Darwin Martin House Complex:** Tour and history followed by keynote speaker Congressman Brian Higgins, N.Y. 26th Congressional District, a strong supporter of BNMC and health care in New York.



- **Hauptman Woodward Medical Institute (HWI) & BioXFEL:** ASU teamed up with seven research universities to establish a science and technology center called BioXFEL to explore fundamental questions in biology at the molecular level at HWI.
- **Buffalo Niagara Partnership & Invest Buffalo:** Collaboration between government entities and regional economic development organizations helped pave the way for BNMC's growth and ongoing success as a regional asset.