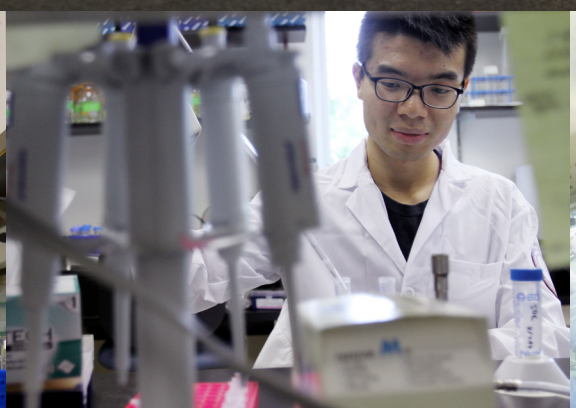
The Positive Impact of RURCBOG on the City of Camden

July 2017









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INTRODUCTION

The Rowan University/Rutgers-Camden Board of Governors (RURCBOG) is an innovative partnership between two world-class institutions that will create meaningful shared research and provide unique education and training opportunities. The Board of Governors has established a health sciences campus in downtown Camden. The programs operating out of this campus will serve as a significant economic engine for the State of New Jersey, and provide numerous benefits for the City of Camden and its residents. Work on RURCBOG's first building, the Joint Health Sciences Center (JHSC), is already underway in Camden, thanks to a $50 million investment made by the Christie Administration.

This report is the third in a series commissioned by the Board of Governors to articulate the potential benefits to the potential economic gains of its efforts at both a local and statewide level. Collectively, these reports demonstrate the promise of RURCBOG to positively transform the Camden and New Jersey economy and to be a good neighbor in the process. The first report outlined the importance of "eds and meds" as an economic engine for the City and State. The second report estimated the magnitude of this impact on the City and State economies and on their tax bases, and described why this impact matters for the City and State's overall economic competitiveness.

This third report now takes a closer look at how RURCBOG will benefit the residents of Camden. Benefits include the accruing of economic gains, employment and educational opportunities, and services and programs for local residents. RURCBOG is a not only a driver of economic competitiveness for the State as a whole, but also a beneficial presence in the immediate community in which it is located.

"The narrative is changing and Camden is writing the first chapter to its comeback story. New Jersey couldn't be more proud of the hard work happening in the City. You can see progress."

-Hon. Chris Christie,
Govenor of New Jersey

NATURE OF TOWN/GOWN RELATIONSHIPS

It is increasingly accepted that universities, health systems, and research entities are essential participants in any state's aim to compete for economic growth. Knowledge work and innovative work drive growth in today's modern economy. The extent to which the many layers of economic gains and social benefits produced by such institutions are enjoyed by local residents is dependent on the efforts of the institutions. Institutions must build strong relationships with the immediate community are needed to ensure that economic and social changes are felt by local residents.

Universities, health systems, and research entities are often referred to as "anchor institutions" reflecting that they are rooted in a particular location. They have a shared destiny with their host neighborhoods, and therefore a shared mission to work together towards an economically strong and socially vibrant community. Moreover, the growing importance of "place" means that even as municipalities are touting the presence of nearby anchor institutions when undertaking business attraction efforts, anchor institutions in turn must speak of the selling points of their host communities when recruiting students, faculty, and researchers. Town/gown relations can be fraught, but do not need to be because there are many touch points for collaboration and mutual gain. There is a great impetus for institutions and local communities to work together.

RURCBOG has taken up this impetus in ways that are resulting in meaningful gains for Camden's residents. The Board of Governor's mission is firmly grounded in a desire for local benefits as well as statewide impacts. This report will speak to the specific ways in which RURCBOG will ensure that economic opportunities represented by upfront construction and ongoing operations will benefit local residents. In addition, its campus will provide a range of needed resources and desired amenities for the surrounding community.

ECONOMIC OPPORTUNITY FROM CONSTRUCTION

Education and medical institutions have the greatest economic and social benefits on their host communities when they are rooted in their local neighborhoods. This includes job and educational opportunities for local residents, and revitalizations that remove blight and improve the quality of life in the community. The Board of Governors is intentional in undertaking this approach. It is striving to ensure that the development of the Joint Health Sciences Center, and the broader eds and meds corridor in Camden, creates jobs for community members and broader economic growth. The JHSC will be a crucial part of building a stronger and more vibrant Camden, one where the Center is part of the community.

One example of the Board of Governors' support of local residents through the creation of accessible job opportunities is the Construction Career Initiative. In partnership with developers in the City of Camden, the Board has committed resources to train local residents in a variety of trades. This training will give residents the skills required to obtain jobs in the construction industry. In 2017, 100 residents will receive training and be connected to positions on development projects throughout the city.

The Construction Career Initiative is part of the Board of Governors' commitment to growing the economy in Camden by ensuring that new employment opportunities are accessible to local residents. Through training, the Board is working to ensure that community members have the necessary skills to obtain jobs created through the development of the eds and meds corridor, and further development projects spurred by economic growth in the community. The Board will continue to forge partnerships with organizations through the City to ensure that local residents are an active and integral part of the renaissance taking place in downtown Camden.



"Camden is experiencing an extraordinary economic revival, with many construction projects underway and more planned for the future."

-Hon. Dana Redd, Mayor of Camden and Member of RURCBOG

Economic and Fiscal Impacts of Construction on the City of Camden and the State of New Jersey

	City of Camden	State of New Jersey
Direct Output ($M)	$66	$66
Indirect & Induced Output ($M)	$6	$56
Total Output ($M)	$72	$122
Total Employment (FTE)	580	840
Total Labor Income ($M)	$39	$56
Total Taxes ($M)		$3

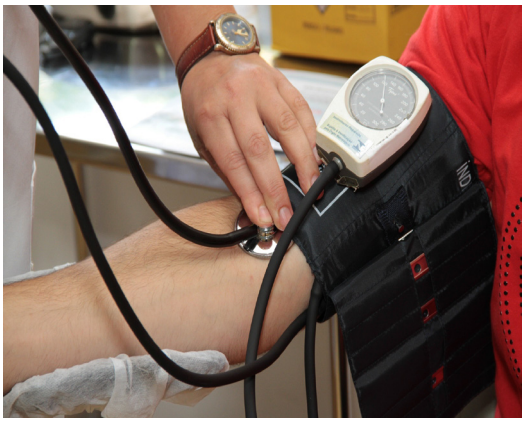
ECONOMIC OPPORTUNITY FROM OPERATIONS

The Joint Health Sciences Center will bring faculty, students, and staff into downtown Camden. The increased foot traffic from the educational, medical, and research activities on the campus will increase overall foot traffic in the area, generating support for existing businesses and encouraging new businesses to open in the surrounding area. Restaurants, cafes, and other retail will be welcomed additions and a core part of the area's revitalization.



The development of an eds and meds corridor in Camden will lead to an array of employment opportunities, including both entry-level and management positions that are open and accessible to Camden and southern New Jersey residents. The JHSC will create jobs in retail, food services, landscaping, and maintenance, both on the campus and for surrounding businesses.

In addition, RURCBOG will support existing programs that are strengthening the Camden's economic health. The Board of Governors will encourage partnerships with local organizations and entrepreneurs to strengthen the vibrancy of the city. One such partnership is with the Camden Special Services District Ambassador Program. The Ambassador Program undertakes environmental stewardship in Camden, providing cleaning and safety services in the downtown commercial corridor.



The Camden Special Services District (CSSD) was launched in 2005 with the aim of fostering economic development in downtown Camden. The Ambassador Program's focus on environmental stewardship is intended to support existing businesses and new investments by increasing the sense of safety in the area. By partnering with the CCSD, the Board of Governors will support local employment opportunities through the Ambassador program, and the broader economic benefits of reducing blight and increasing the quality of life downtown. The advancement of the eds and meds corridor will be done in partnership with investment in the community and its residents.





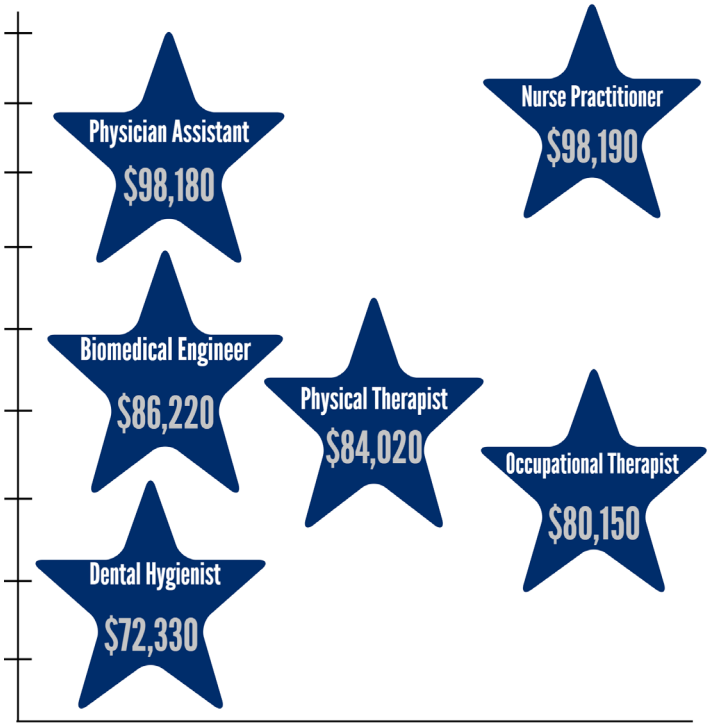
EDUCATION & EMPLOYMENT OPPORTUNITIES FOR LOCAL RESIDENTS

The City of Camden is already home to a robust network of higher education and health care institutions. They include the members of Camden's Higher Education and Healthcare Task Force, CAMcare, Camden County College, Cooper University Health Care, Loudes Health System, Rowan University, Rutgers-Camden, Virtua, Cooper Medical School of Rowan University, and Rowan University/ Rutgers-Camden Board of Governors. Together the nine institutions employ more than 40 percent of Camden's workforce and have a combined economic impact of more than $2 Billion in the city per year.

As part of the Task Force, the Board of Governors will work in concert with its partner institutions to fill in the significant gaps in Camden's existing health care workforce. These gaps will be filled through the development of comprehensive allied health certificate and degree programs. The Board of Governors and its partners throughout the city will put Camden residents at the forefront as they recruit, education, and train residents to become the future leaders and innovators in health care.

Their efforts will focus on ensuring that community members have the education and skills required to access careers in high demand throughout the hospital systems and outpatient offices in Camden and southern New Jersey, Medical Assistants, Patient Navigators, Physician Assistant's, Physical Therapists, and Nurse Practitioners. This work is part of the Board of Governors' larger efforts to ensure that Camden residents are an integral part of the city's economic revitalization and development as an eds and meds leader.

Median Salaries in Health Sciences Professions



"The formation of education and training programs dedicated to providing opportunity for Camden City residents is the single most important function of the Joint Board."

-Hon. Jack Collins, Chariman of RURCBOG



HEALTH & WELLNESS SERVICES FOR THE CAMDEN COMMUNITY

In addition to its efforts to ensure that Camden residents will have educational and employment opportunities at the JHSC, the Board of Governors is focused on improving the health of community members through patient-centered research and care. The JHSC will house allied health education and training programs, research labs, and simulation facilities. The Board of Governors will leverage these resources to bolster interdisciplinary learning that reflects the evolving healthcare landscape. These efforts include programs that are patientcentered and focused on a holistic approach to patient care.

The Board of Governors anticipates a variety of interdisciplinary programs and learning collaborations inhabiting the JHSC. Collaborations would include cross-disciplinary educational workshops, and the development of joint health curriculums through partnerships with educational institutions, hospital and medical facilities, and non-profits in Camden.

One example of these partnerships is the Medical Assistant Training Program. In collaboration with the New Jersey Education Association and Camden County College, the Board of Governors will continue to recruit, educate, and train graduating Camden high school students. After completing the program, residents will be placed as medical assistants in area hospitals. This work is part of The Board's efforts to ensure that local residents are part of the job growth created through the development of the eds and meds corridor in Camden.

In addition to direct training, the Board of Governors will support medical and legal programs that are accessible to community members. The Board has provided seed money for a Medical Legal Partnership which with foster collaborations between legal and medical providers in the city in order to provide free, open-door access legal services to southern New Jersey residents.

The Board of Governors has also proposed the establishment of a Center or Successful Aging. The Center will reinvigorate geriatric care in Camden by integrating ongoing and new research. These efforts include cognitive and falls assessments, behavioral health services, and an Alzheimer's focused Patient Navigation Program. In addition, the Board of Governors will allocate resources for data collection and research projects focused on Camden. The city-specific data will be related to the social determinants of health and will be used to inform policy-makers at the local, state, and federal levels.





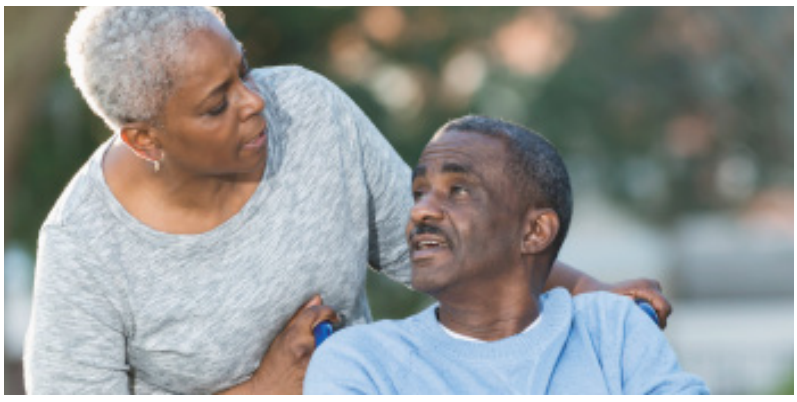


ALZHEIMER'S JOURNEY COORDINATORS

The vision for the Alzheimer's Journey Coordinator Certificate Program™ was born through a collaboration between two organizations: Otsuka America Pharmaceutical, Inc. and Rowan University/Rutgers-Camden Board of Governors (RURCBOG). Together, Otsuka and RURCBOG share a desire to transform Alzheimer's care not only by improving lives and increasing health outcomes, but also lowering costs, creating jobs, facilitating research, and attracting investment.

The Alzheimer's Journey Coordinator Certificate Program™ sets its roots in the model of Patient Navigation, a longstanding, widely-tested solution designed to train "Navigators" to help patients and families engage with the healthcare system, manage ongoing care, and access local resources. Patient Navigation was first developed by Dr. Harold P. Freeman, a surgical oncologist, to help women in Harlem gain better access to care and treatment for breast cancer. Dr. Freeman has worked closely with Otsuka and the company's initiative, The Global Council on Alzheimer's Disease (GCAD). Through GCAD, Otsuka has lead the development of an early framework for this project. As a first step, GCAD brought Dr. Freeman together with experts in Alzheimer's to draft a white paper that outlines Patient Navigation for Alzheimer's disease.

The core features of this approach were established in a GCAD white paper, "Alzheimer's Patient Navigation Model." The paper was subsequently published in two peer-reviewed academic journals, The Journal of Clinical Pathways (2016) and The Annals of Long- Term Care (2016), and also presented at the global conferences Alzheimer Europe (2016) and Alzheimer's Disease International (2017).





Why "Alzheimer's Journey Coordinators™ instead of "Patient Navigators"?

People, not patients: Our vision will not see people with Alzheimer's disease as "patients." It views them as people. The term "patient" is appropriate in a medical setting, but the Alzheimer's Journey Coordinator Certificate Program™ will look deliberately beyond the clinic walls and consider all aspects of a person's life.

Families and care teams: The term "journey" also suggests that this approach considers not just the person with Alzheimer's, but the family and care team. To improve health and reduce disparities, it is essential to take this broader perspective.

Building on excellent work: The term "coordinator" already has currency within medical establishments. Our goal is to create and launch a sustainable program. We hope to align it to current and excellent work underway in both Care Coordination and Patient Navigation.

Focus outside clinic walls: Alzheimer's Journey Coordinators™ take a set of responsibilities fully distinct from health care providers (HCP) and other practitioners. There is good work being done to integrate the HCP and practitioners into the "journey" of Alzheimer's, but this focus remains clinical. The Alzheimer's Journey Coordinator Certificate Program™ we outline stretches far outside the clinic and helps with issues of home safety, care coordination, travel and transit, legal and financial planning, and more.

IMPROVING LIVES, REDUCING HEALTH DISPARITIES, DRIVING GROWTH

Meanwhile, RURCBOG was in the process of developing an "Eds and Meds" program and curricular offerings to engage the Camden and southern New Jersey community in health sciences education and workforce development. This effort, combined with an outstanding need for community-based care and services for an aging population in Camden and southern New Jersey, has led to the framing of this first-of-its-kind Alzheimer's Journey Coordinator Certificate Program™. Together, RURCBOG, Otsuka, and others will collaborate to build towards a launch

of this concept in Camden, while also aiming to train local New Jersey residents to become Alzheimer's Journey Coordinators™. To kick off the Otsuka and RURCBOG collaboration, and to set the intellectual and pragmatic foundation for the Alzheimer's Journey Coordinator Certificate Program™ in Camden, the two organizations worked together to create an extensive literature review of patient navigation programs and models. This literature review gathered a wealth of research, across

disease areas and global geographies, that demonstrated patient navigation's ability to improve health outcomes, reduce health disparities, and lower costs for families and systems. This paper builds off these efforts and aims to achieve two goals: first, to make the case for why Alzheimer's Journey Coordinators™ can solve Camden's needs; and second, to raise the questions that we must answer to move from a vision to a reality. This paper includes a review of local healthcare needs, a case for why specially trained Coordinators can meet those needs, and a list of the potential economic benefits for the city and the region, including jobs, investment, and development. The paper also lays out some of the next steps required to develop and launch an Alzheimer's Journey Coordinators™ program



Who Can Be a Coordinator:

Coordinators will be community members who understand local needs and dynamics. While the program will be open to many types of applicants, it will seek to attract those with a background in healthcare and social work. Retirees, especially former nurses, social workers, and community health workers, may also be potential enrollees. Most important, however, is to abide by the insights in the academic literature that show that Coordinators are most effective when they are from the communities they serve. We embrace this idea fully as we move forward.

What a Coordinator Will Accomplish:

Coordinators will work towards key goals for effective Alzheimer's care, including: initiating and guiding conversations with the person with Alzheimer's and the family about the disease; ensuring a timely diagnosis, and explaining the implications of the diagnosis to patients and families; serving as a "curator" by gathering and explaining information and resources, especially from the local community; setting and managing expectations; identifying and advising on care options, both near- and longer term; and providing whatever support possible for families and caregivers.

Who a Coordinator Will Serve:

Coordinators' clients will be individuals with Alzheimer's and their care partners. In traditional approaches to Navigation, it is common for Coordinators to focus on family members. Yet we recognize that, more and more, it is incorrect to assume that an individual's care team will consist only of family members. Our approach takes a deliberately wider view. Further, Alzheimer's Journey Coordinators™ will begin to engage individuals between the pre-clinical and diagnosis stage of the disease, when effective interventions are especially critical.

LOCAL SUCCESS: MYTESHA AND RAKEEM'S STORY

Mytesha Powell and Rakeen Smith were both seniors at Camden High School when they enrolled in the first cohort of the Medical Assistant Training Program, which launched in October 2014. The high school sweethearts were both interested in pursuing careers in the medical field, and saw the program as an opportunity and crucial first step in that path. Mytesha recognized that the program would give her the skills and education needed to access a steady job in the medical field. Rakeem entered the program instead of enrolling in college directly after graduation because it would pay for his education.



During the program, Mythesa and Rakeem, alongside eight other Camden students in their cohort, were placed in part-time jobs in Camden and Cherry Hill medical offices. The paid, on-the job training is an integral component of the program. The exposure to numerous medical disciplines expanded Rakeem's interest in the health sciences, to include a wider range of career possibilities. Rakeem has reflected, "By learning different things your future goes different ways."

In addition to their internships, students undertake an intensive six-month course at Camden County College, covering a range of health sciences topics including Medical Terminology, Anatomy and Physiology, and Clinical Labs. Shortly after the coursework started, Mytesha became pregnant with her first child. She and Rakeem kept each other motivated during the demanding program. She recalls, "I wanted to quit so many times but Rakeem pushed me. If I was to quit what kind of life would our son have?"

Mytesha and Rakeem continued to work hard and dedicated themselves fully to passing their courses and ultimately the Medical Assistants Certification Exam. Their effort soon paid off. In March 2016, both Mytesha and Rakeem passed the Exam, changing not only their life trajectories, but also the life of their soon Rakeem Jr. (RJ), who was born shortly after Mytesha graduated the program.

Both now work at Cooper University Hospital, Rakeem as a Certified Medical Assistant (CMA) at the Urban Health Institute, where he has found the work and getting to know his co-workers and doctors to be very rewarding. Mytesha works as a Patient Services Representative in Pediatrics. Although Mytesha is not a practicing CMA, she is committed to the goals she has set for herself in the medical field. She is currently thinking about managing a medical office one day.

Recently Mytesha and Rakeem moved into their first apartment together with their son RJ. Both are looking to go back to school and are committed to advancing their careers. Rakeem would like to practice internal medicine or become a neurologist. Mytesha wants to earn her Associate's Degree and focus on raising her son. "One step at a time," she adds.

"I went from worrying about everything to worrying about nothing. I don't have to worry about bills or where I'm going to live."

- Mytesha Powell, Medical Assistant Training Program Graduate

THE JHSC: A COLLABORATIVE HUB

The Board of Governors work to spur innovation and growth as a hub in downtown Camden is exemplified in its approach to campus design.

In addition to the employment and education opportunities offered at the JHSC, the RURCBOG campus will itself be an amenity. The Center will contain a café that will serve as a collaborative hub for the students, faculty, staff, and local residents using the facility. The Board of Governors will employ a design approach utilized in other joint health sciences buildings, intended to foster spontaneous interactions between disciplines, and spur formal research collaborations.

The development of the JHSC will improve the overall aesthetic of downtown Camden, reducing blight and creating an improved quality of life for local residents. The RURCBOG campus will include a green space and the Board will undertake other beautification and maintenance efforts. This includes improved trash collecting and lighting in the area, as well as streetscaping beautification work.

"The Broadway corridor has played a significant role in Camden's economic history. The Joint Board is honored to be part of its revitalization efforts. We look forward to creating vibrant, inclusive spaces that will foster new and existing partnerships with local businesses and residents."

- Kris Kolluri, Esq., Chief Executive Officer of RURCBOG

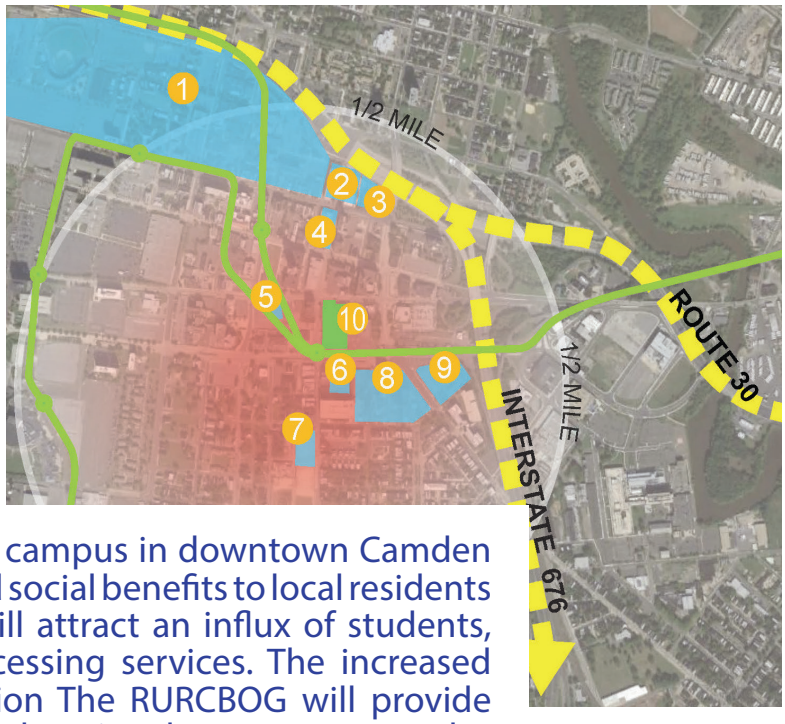






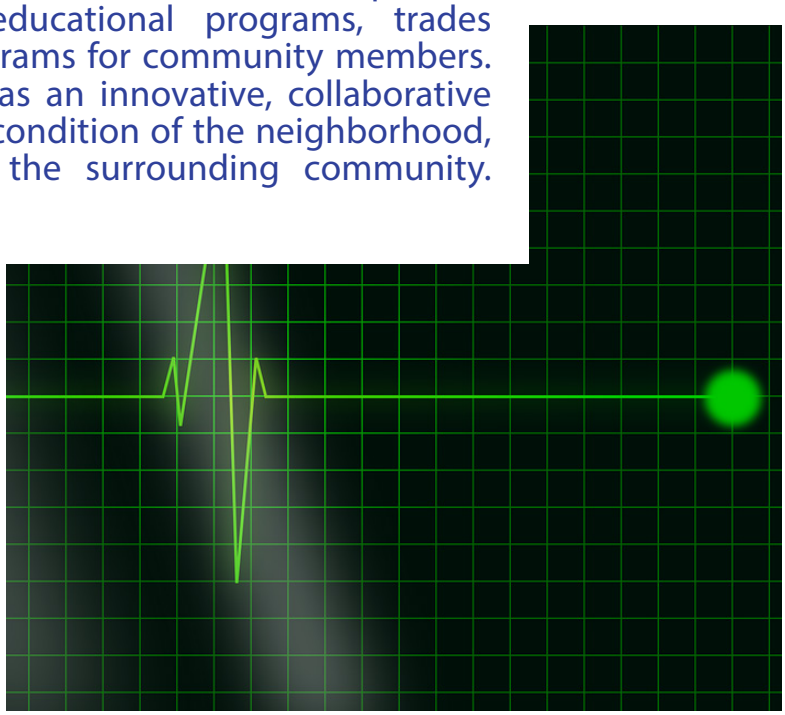
BENEFITS OF RURCBOG ON ITS HOST COMMUNITY





The Board of Governors and its campus in downtown Camden will provide major economic and social benefits to local residents and businesses. The campus will attract an influx of students, faculty, staff, and residents accessing services. The increased foot traffic will increase visitation The RURCBOG will provide employment opportunities, educational programs, trades training, and services and programs for community members. In addition, the JHSC will act as an innovative, collaborative hub in the city, improving the condition of the neighborhood, and providing amenities for the surrounding community.





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