

Letter from the Visioning Committee Chair

March 6, 2000

Dear Friends:

In April 1999, David A. Jones, Chairman of Humana, invited the health-related community of Greater Louisville to discuss forming an alliance to foster growth and prosperity for existing, relocating, and start-up health-related companies in our community. The invitation was well received and the consensus of the leaders at the April meeting was to go forward with a visioning process. In September of 1999, a visioning committee was convened to determine the best methods of creating and sustaining a health-related network.

The Visioning Committee has worked diligently toward the evolution of this idea. We have developed a proposed mission and vision, strategies, and initial actions essential for creating a successful network.

The Visioning Committee is recommending the formation of the Greater Louisville Health Enterprises Network. This entity will be dedicated to overseeing the achievement of the original goal of fostering growth and prosperity for existing, relocating, and start-up health-related companies in our community. With your support and enthusiasm, we can begin on our chartered path to creating a strong and prosperous health-related community in Greater Louisville.

On behalf of the entire Visioning Committee, I would like to thank you for the opportunity to be a part of such an important initiative. Please find attached a Visioning Report that details our work over the past few months and our recommendations for the future. Please do not hesitate to contact me should you have any questions or require further information.

Sincerely,  
Kevin E. Lofton  
Chair, Visioning Committee  
Chief Operating Officer  
Catholic Health Initiatives

## **Introduction**

Healthcare/Biomedicine is one of two niche strategies identified in the Greater Louisville Inc. 1997 Visioning Report. In this report it was stated that the metro area must build on its existing biomedical strengths if it is to become a vital center of biomedical research and innovation.

The 1997 Visioning Report suggests that Greater Louisville will become a recognized leader in biomedicine and health care services as the following initiatives are implemented:

- Enhancing the biomedical research base at the University of Louisville
- Creating a Louisville Medical Center Development Corporation to capitalize on economic development and enhanced research and development opportunities
- Developing a health-services business park adjacent to the Louisville Medical Center

It is important that Greater Louisville work towards enhancing and promoting economic growth opportunities in the medical and health-related sectors, and to support the University of Louisville in its efforts to become a nationally recognized medical center.

A key element to implementing these initiatives, and building on the area's strengths in health-related enterprises and education is the creation of a network of key decision-makers and business leaders focused on the health industry and its associated sectors.

Thanks to the leadership of Mayor David Armstrong and Jefferson County Judge/Executive Rebecca Jackson, and funding by city and county governments, there is an active Business Networks Program managed by Greater Louisville Inc. that fosters and facilitates these types of networks.

In April, 1999, David A. Jones, Chairman of Humana, hosted a meeting of health-related business leaders, and elected and community officials. This meeting presented an overview of the work and success Nashville has had in creating educational, entrepreneurial, and networking ventures through its Nashville Health Care Council. The purpose of this presentation was to initiate a community discussion focused on the possibility of creating a similar health-related business network for our community.

Following this meeting, a number of business and community leaders who attended the meeting and expressed interest were contacted by Greater Louisville Inc. to discuss the potential for a network of health-related business leaders, and the opportunities it could offer future health-related enterprises. The response was extremely positive and led to the creation of a Visioning Committee.

The Visioning Committee, formed in September 1999, and chaired by Kevin Lofton, chief operating officer of Catholic Health Initiatives, was empowered to develop a plan outlining the creation of a health enterprises network and its operating structure.

The following pages state the mission and vision statements for the Greater Louisville Health Enterprises Network. Furthermore, the committee developed an initial set of strategies, that if implemented, will propel the Greater Louisville health-related economy forward. This document is your invitation to join this exciting and transformational network.

## **Mission Statement**

The mission of the Greater Louisville Health Enterprises Network is to champion and foster the growth of the region's health-related economy.

## **Vision**

The vision of the Greater Louisville Health Enterprises Network is for this region to be globally recognized as a "location of choice" for health-related businesses, researchers, educators, capital sources and health care consumers.

## **Strategies and Objectives**

In accordance with the mission and vision statements, the Visioning Committee worked together to establish a group of strategies and objectives. The group then prioritized these strategies and objectives into short term and long term action plans. Major emphasis is being placed on creating a dynamic, inclusive organization that captures the attention of the health-related community as well as the community at large. The role of the Greater Louisville Health Enterprises Network is to support the good work of other entities in their various health-related initiatives. By having a strong organization, we can be a strong advocate.

### **Strategy:**

To Establish Knowledge Networking Capabilities for Health-Related Enterprises

Part of making Greater Louisville a "location of choice" for the health-related industry involves creating a community where colleagues can share information and ideas. The visioning committee feels that it is the responsibility of the Greater Louisville Health Enterprises Network to ensure the development of a community rich with intellectual exchange.

### **Objectives**

- To encourage cooperation among health related companies;
- To establish a monthly social networking activity;
- To establish a periodic forum for nationally recognized speakers;
- To develop an awareness of and representation regarding legislative issues on local, state, and national levels; and
- To have the active involvement of the top management of 80% of the

health-related companies in the Greater Louisville region.

**Strategy:**

To Collect and Disseminate Data on the Health-Related Economy

The Greater Louisville Health Enterprises Network will be a steward of a new and stronger health-related economy in the Greater Louisville region. To achieve this goal, the group must understand the current state of Louisville's health-related economy and recommend ways to build on current strengths while working to eliminate current weaknesses.

**Objectives**

- To complete a study on health-related clusters in the region and create corresponding strategies;
- To create barometers to measure the progress of the development of the region's health-related economy; and
- To publish and regularly update a resource directory for entrepreneurs seeking to create health-related businesses in the region.

**Strategy:**

To Develop a Promotional/Marketing Plan that Aligns the Region with the Greater Louisville Health Enterprises Visioning Statement

In order to achieve the mission of "championing and fostering the growth of the region's health-related economy", the region must be marketed nationally and globally as a healthcare center.

**Objectives**

- To consistently measure and communicate the progress of the development of the region's health-related economy;
- To attract health-related conventions to the Greater Louisville region;
- To develop a media strategy for highlighting local companies and the region itself; and
- To develop two communication vehicles to "tell our story" both locally and globally.

**Strategy:**

To Improve Access to Capital

One problem facing health-related companies throughout the country is that capital is inaccessible through traditional institutions. The Greater Louisville Health Enterprises Network recognizes that significant need for funding exists in the Greater Louisville region, and will strive to ensure that young and potentially strong companies have access to adequate financial resources.

## **Objectives**

- To educate banks as to the capital needs of the health-related industry, and to involve them in a process of building the overall credit capacity of the region;
- To attract \$250 million in additional private/venture capital investment in Greater Louisville health-related businesses;
- To encourage and facilitate the development of joint ventures; and
- To formalize local angel networks.

### **Strategy:**

To Increase and Improve Human Capital Available to Health-Related Companies

Currently, a shortage of highly skilled workers exists in the health care industry. In order to achieve the vision of being a "location of choice," the Louisville community must invest in human capital, increasing not only the number of health-related workers in the community, but also the quality of the skill sets available in that workforce. In order to compete in an increasingly technical industry, the health-related workforce must be able to support and integrate these changes with ease and confidence.

## **Objectives**

- To develop graduate-level internships for students in health-related fields;
- To develop a school system of choice;
- To develop a Metropolitan College equivalent for health-related workers; and
- To establish a formal workforce training program to raise the level of skill and professionalism of health-related workers.

### **Strategy:**

To Create a World-Class Infrastructure for Health-Related Enterprises

In order to fully develop Greater Louisville as a center for health-related businesses, an infrastructure of support must be developed in the community. Achieving the vision of "being a globally recognized location of choice" must be a community-wide effort from the purchase of land to the development of a mentoring program for young businesses and leaders.

## **Objectives**

- To develop a formal mentoring program for growing health-related businesses and leaders;
- To attract major federal contracts, grants, and labs;
- To acquire 20-30 acres adjoining the medical center to develop for biomedical health care businesses;

- To attract a Nobel Laureate;
- To place in the top ten of National Institutes of Health research funding;
- To build on the excellence of our clinical trials; and
- To create an incubator to assist new companies with technology transfer.

## **Statement of Organization**

As stated previously, having a strong organization that can be sustained long term to pursue these strategies is of major importance. In order to ensure the necessary levels of commitment and organization, the group designed the following statement of organization that outlines the organization principles of the Greater Louisville Health Enterprises Network.

## **Board of Directors**

It is expected that the Network's Board of Directors will be made up of approximately 25 members and six voting ex-officio members. Chief executive officers of the leading health industry organizations in the Greater Louisville Area will make up a majority of the initial Board. The Board will also include representatives from entrepreneurial companies and other categories of members. The Board of Directors will bring together the area's most influential and respected health industry leaders representing a cross-section of the health-related economy. The six voting ex-officio members will be the Mayor of the City of Louisville, the Jefferson County Judge/Executive, President of Greater Louisville Inc., the Executive Director of the Louisville Medical Center Development Center Corp. , the Governor of Kentucky and the Chairman of the Greater Louisville Health Enterprises Network Visioning Committee.

## **Legal Structure**

It is anticipated that the Network will be organized as a Kentucky non-stock, nonprofit corporation. Under this scenario, it will apply for and receive an exemption from federal income tax under IRC §501(c)(6) as a business league. This classification will allow the Network to engage in lobbying activities. Dues payments to the Network should be tax deductible by its members as ordinary and necessary business expenses. The Network will be affiliated with Greater Louisville Inc. and launched under the auspices of Greater Louisville Inc.'s Business Networks initiative, funded by the City of Louisville and Jefferson County. Membership in Greater Louisville Inc. will favorably reflect the level of membership dues paid to the Network.

## **Membership**

Membership in the Network will be open to businesses, nonprofit organizations, government agencies, and other private and public entities operating in the region involved directly or indirectly in the health-related economy, including, but not limited to:

- Accounting Firms
- Advertising & Marketing Firms
- Ambulatory Care Centers
- Architectural Firms
- Assisted Living Facilities
- Billing Services
- Biotechnology Companies
- Clinical Research Organizations
- Clinical Testing & Laboratory Services
- Commercial Banks
- Consulting Firms
- Contract Management Firms
- Convention & Meeting Planning Services
- Diagnostic/Imaging Services
- Educational Services for Ancillary Professions
- Health Care Consulting Firms
- Health Care Staffing Services
- Health Care Professionals
- Health Insurers
- Home Health Care Agencies
- Hospitals
- Information Technology Services
- Insurance Services
- Investment Banking Services
- Law Firms
- Long Term Care Facilities
- Managed Care Companies
- Media and Publishing Companies
- Medical Device Manufacturers
- Medical Product Producers
- Medical Schools Consulting Firms
- Nursing Schools
- Pharmaceutical Companies
- Physicians, Dentists & Other Group Practices
- Rehabilitation Services
- Venture Capital Firms

Annual dues will be charged to all members, with various dues levels and member classes based on the members' revenues and other factors. The goal of the membership dues is to

create an inclusive organization that can be sustained over the long term.

Membership will be entity-based, i.e., for companies, professional service corporations, groups, sole proprietorships or agencies. Each entity's membership will come with individual representative memberships for key employees and principals of the entity's choosing. The number of representatives will vary based on the class of membership. Associate individual memberships will be available to professionals not associated with an entity that would otherwise be qualified for membership. Members will be allowed to send their representatives to Network events at a reduced program charge. The Board of Directors may create other types of memberships as necessary to achieve the Network's mission.

## **Staff**

The Network will ultimately have its own staff consisting of an Executive Director and such other staff support as needed to pursue its mission. In its initial phase, the Network will receive staff services from Greater Louisville Inc. through the Business Networks initiative funded by the City of Louisville and Jefferson County.

## **Major Program Activities**

The major program activities of the Network will be carried out through Committees appointed by the Board of Directors with assistance from the staff. It is expected that Board members will appoint appropriate individuals within their organizations or industry segments to the various committees and that the committees will contain interested individuals from all available sources. The Committees will mirror the particular strategies articulated by the Visioning Committee's Strategies Subcommittee and will pursue those strategies, reporting progress to the Board of Directors on a periodic basis. These are the committees proposed for the launch phase of the Network. The Board of Directors may change these committees as new needs arise and may appoint other committees or task forces as necessary.

## **Economic Research and Data Collection**

This Committee will be composed of planning and information technology personnel from major members, and other appropriate individuals. It will:

- Initiate and complete a study of health-related enterprises in the region and produce a roster of all business, educational, and governmental organizations contributing to the region's health care economy to be available, on an updated basis, as a data source for all members and other interested persons.

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- Create and report regularly on economic barometers to measure progress development of the region's health industry economy.
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## **Marketing and Communications**

This Committee will develop a promotional and marketing plan that positions the region to be globally recognized as a "location of choice" for health-related businesses, researchers, educators, capital sources, and health care consumers, as noted in the Network's Vision Statement. The Committee will move toward this vision by:

- Creating a speaker's bureau to make presentations to community groups, visiting groups, and others.

- Generate articles on the region's health care economy for the Courier Journal, Business First, Kentucky Medical News, and other media outlets in the region and, ultimately, nationally.
- Create a newsletter for the Network for all members and other constituents.
- Ultimately develop a Network web site to disseminate information on the region's health care activities internationally.

### **Speakers and Events Committee**

This Committee will attract a nationally known speaker at least once a year for a major event to be organized and promoted by the Network which will be attended by all members of the Board of Directors, the senior officers of each member organization, the regional political leadership, and other interested executives and individuals.

### **Member Invitation**

The Greater Louisville Health Enterprises Network represents top-level decision-makers within health-related enterprises. Please complete this membership information form to ensure quality communications with you and your organization.

Corporate Membership: \$145.00

(Includes 3 Company representatives. \$35.00 per additional member.)

(Please Print)

Primary Contact \_\_\_\_\_

Title: \_\_\_\_\_

Organization: \_\_\_\_\_

Name of Asst./Contact: \_\_\_\_\_

Address: \_\_\_\_\_

Suite \_\_\_\_\_

City: \_\_\_\_\_ State \_\_\_\_\_

Zip: \_\_\_\_\_

Phone: \_\_\_\_\_

Fax: \_\_\_\_\_ Email: \_\_\_\_\_

List the representatives you are registering for membership.

CEO \_\_\_\_\_

Human Resources: \_\_\_\_\_

Operations \_\_\_\_\_

Media Relations \_\_\_\_\_

Finance \_\_\_\_\_

Other \_\_\_\_\_

Information Technology \_\_\_\_\_

Other \_\_\_\_\_

Medical Research \_\_\_\_\_

Other \_\_\_\_\_

Please Fax or Mail to:

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