Building a Sustainable Infrastructure

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8:45 a.m. session
December 7, 2011

Community Benefit Framework
## Building a Sustainable Infrastructure

| Use mission and values to demonstrate commitment |
| Align governance, management, and operations |
| Establish policies for commitment and structure |

## Demonstrate Commitment to the Community

Community benefit activities are the link between mission and operations.

### Mission and Values

![Image of a chain]

Hospital Alliance of Tennessee
Mission Statements

- We provide cost effective, quality healthcare with compassion. (where's the community?)

- Akron General Health System’s (OH) mission is to improve the health and lives of our patients and community.

- To continuously improve the health and well-being of our entire community and to work in partnership with others who share the core values of Blount Memorial Hospital (TN).

Mission Statements

- The mission of Middlesex Health System (CT) is to improve the health of the people and communities we serve and to manage illness with skill and compassion.

- Mary Washington Healthcare’s (VA) mission is to improve the health of the people in the communities we serve.
‘Community’ in All the Right Places

- Mission statement
- Statement of vision and values
- Consumer information
- Annual report
- Agendas: Board and executive staff meetings
- Strategic plan

(continued)

- Board recruitment and orientation
- Hiring practices
- Staff and physician orientation
- Performance reviews
- CEO competency and responsibilities
- Inclusive practices for persons of all economic, racial and ethnic backgrounds
Align Governance, Management, and Operations

Community benefit activities are the link between mission and operations.

Commit Staff to Community Benefit Point Person
Qualifications:

- Key responsibility of one FTE
- Senior level or reports to senior level with access to CEO
- Planning and budgeting authority
- Collaborative work style with internal and external people
- Knowledge of public health
- Understands community benefit
Basic Structure and Relationships

Job Description - Vice President Community Benefit
University Health Systems of Eastern North Carolina

Summary of Responsibilities:

- Leads the board of trustees and hospital presidents in the creation of a **mission and guiding principles**.
- Leads the planning, implementation, and oversight of **processes and standards**.
- Leads the assessment and **identification of community need**.
- Develops system-side community benefit **plan and budget** that is linked with the overall system’s strategic goals.
- Develops solutions through **community partnerships** to improve the health status of the underserved, uninsured, other special populations and the broader community.

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Basic Structure and Relationships

Job Description - Director Community Health Program
Columbus Regional Hospital (IN)

SUMMARY

This position is responsible for creating and implementing the planning process, coordinating communications and staffing the Healthy Communities Initiative (HCI): facilitating connections between various components of the community system in order to stimulate collaborative, inclusive, systemic approaches to health related issues; identifying and facilitating opportunities to link HCI work to Columbus Regional Hospital (CRH) service line initiatives aimed at improving the health status of key populations; identifying and facilitating opportunities to link both HCI and CRH service line initiatives to the needs of the Columbus employer community; support internal initiatives that expand the holistic concept of healing in patient care; and promoting CRH staff involvement in community-based initiatives. Above is undertaken in order to improve the health status of communities in the Columbus Regional Hospital service area.
Job Description-Director Community Health Program (continued)
Columbus Regional Hospital (IN)

ESSENTIAL DUTIES AND RESPONSIBILITIES include the following. Other duties may be assigned.
1. Monitors and continually refines a plan for HCI that is based on unique health needs and resources available in service area communities.
2. Seeks broad based input and assists in the development of a healthy community vision for each of the communities served.
3. Coordinates a community health needs assessment process by utilizing existing information and collecting new data as needed.
4. Identifies opportunities to partner with local public health departments, schools, churches and other community organizations to develop, implement and support health-related activities.
5. Identifies opportunities to maximally utilize Columbus Regional hospital staff and resources to meet community health needs.
6. Identifies and communicates with stakeholder groups regarding the Healthy Communities Initiative.
7. Develops and maintains a core of volunteers to assist with Healthy Communities Initiative activities.
8. Facilitates community action teams which have been designated by the Healthy Communities Council.
9. Schedules and facilitates regular meetings with action team staff support.
10. Participates in Volunteers in Medicine Communication Group as a representative of Columbus Regional Hospital and Healthy Communities Initiative.
11. Speaks to church, service club and community organizations as a representative of Columbus Regional Hospital and the Healthy Communities Initiative.

Basic Structure and Relationships

Form an Internal Community Benefit Workgroup

Representatives
- Community benefit point person
- Finance
- Communications
- Planning and business development
- Quality assurance
- Patient financial services
- Advocacy/government relations
- (Board member)
- Who’s missing?
Responsibilities

- Define ‘community’
- Define ‘health’
- Ensure community health needs assessment
- Seek community input
- Develop community benefit plan
- Oversee program implementation and evaluation
- Oversee data collection
- Oversee community benefit reporting
Form an Internal Community Benefit Workgroup

- Adopts Community Benefit Policy
- Reviews Community Health Needs Assessment
- Adopts Community Benefit Plan
- Assures reporting and accountability mechanisms in place
- Provides reports to the community

Building Relationships with Board of Trustees

- Plus
  - Approves charity care policy
  - Approves billing and debt collection policy
  - Reviews mission statement
  - Documents all in minutes
Building Relationships with Board of Trustees

Mary Washington Healthcare
BOARD OF TRUSTEES
COMMUNITY BENEFIT OVERSIGHT COMMITTEE CHARTER

MISSION
The Community Benefit Oversight Committee ("CBOC"), a subcommittee of the Mary Washington Healthcare Board of Trustees, serves as a resource to the Board for the development and implementation of community benefit initiatives and strategies undertaken by Mary Washington Healthcare in support of its mission, vision, and values.

AUTHORITY
The Committee derives its authority from the Board. The Committee may take such actions as specifically delegated by the Board, all other actions shall require Board approval. The Community Benefit Oversight Committee shall report to the Executive Committee of the Board of Trustees.

COMPOSITION
The Community Benefit Committee shall include the following:
- At least one (1) Independent Trustee of the Mary Washington Healthcare Board
- At least one (1) Community Benefit Oversight Committee
- At least one (1) member of the Corporation who is not an Associate of the Corporation or an Associate’s Spouse
- At least one (1) Independent Trustee from the Mary Washington Hospital Foundation Board of Trustees
- At least one (1) Independent Trustee from the Children’s Hospital Foundation Board of Trustees
- The Chief Executive Officer of Mary Washington Healthcare or designee
- The Executive Vice President, Corporate Development & Community Affairs of Mary Washington Healthcare, or designee
- The Chief Financial Officer of Mary Washington Healthcare, or designee
- Representatives from the organization including clinical operations and corporate compliance; and
- Other members, including community representatives, as deemed appropriate.

The Chair of the Mary Washington Healthcare Board of Trustees shall assign committee membership and designate the Chair of the Community Benefit Oversight Committee with approval from the Mary Washington Healthcare Board.

Building Relationships with Board of Trustees

Committee Charters (approved by Board)
Mary Washington Healthcare (VA)

Required for:
- Board Community Benefit
  Oversight Committee
  (CBOC)
- Community Benefit Citizen Advisory Council
- Steering Committee
- Subcommittees

Components
- Mission
- Authority
- Composition
- Meetings
- Attendance
- Quorum
- Responsibilities
Provide continual community benefit education

- What it is
- Why it is important

Show relevance to the organization’s clinical and financial goals

Involve them: examples
- Participate in community benefit activities
- Serve on community provider boards
- Performance reviews
Building Relationships with Community

**Think Systemically**
- Other health care providers
- Public health organizations
- Community leaders
- Faith-based organizations
- Social services
- Business
- Schools
- Grassroots
- Public

**Build new and enhance current relationships**
Community benefit activities are the link between mission and operations.

INSTITUTIONALIZE COMMITMENT AND STRUCTURE

Procedural standards on:

- Guiding principles
- System expectations of facilities
- Data collection process
- Roles of committees and subcommittees
The PPACA* requires each tax-exempt hospital to adopt, implement and publicize a financial assistance policy.

The policy must include:

- eligibility criteria for such assistance, and whether it includes free or discounted care
- basis for calculating the amounts charged to patients
- method for applying for financial assistance
- collection actions that will be taken in the event of non-payment (including reporting to credit agencies)
- measures to widely publicize the policy within the hospital community

Strategies to:

- Orient to the community benefit commitment
- Create awareness of focus on vulnerable populations
- Offer time to participate in organization and community programs
- Institute support by senior management for involvement
- Recognize for participation

Employee and Physician Involvement Policy
Strategies to promote:

- Access to health care for all
- Adequate financing to care for uninsured and underinsured
- Policies that improve health in the community
- Policies that improve the quality of life
- Partnerships with community coalitions

Guidelines on:

- Responsiveness to health needs in your community
- Expected trend in community poverty rates, unemployment, insurance coverage
- Other providers in the community – how do you compare?
- Available revenues
- Regulatory requirements in your state
- Past efforts in charity care and other community benefit
- Value of tax exemption – barometer used by some
Community Benefit Components

- Take time to build the infrastructure
- Provide continuous community benefit education
- Institutionalize through policies and charters
- Engage the board and senior leaders at the beginning
- Actively engage the community