

Health Reform and Community Benefit

Jeff Harness/January 16, 2014



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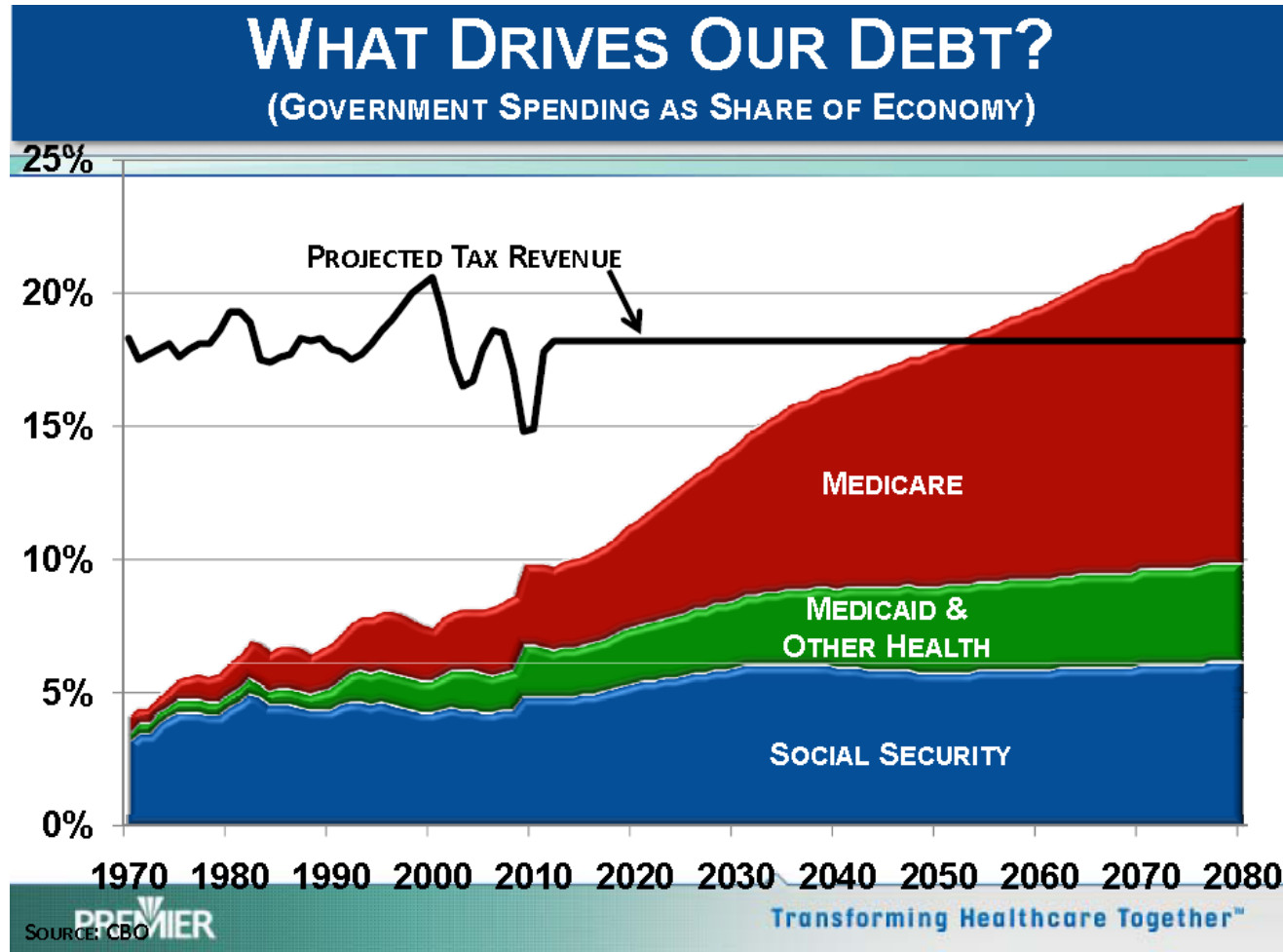
Understanding Community Benefit

So Many Big Questions....

- Why and how is health care changing?
- What is the role of non-profit hospitals?
- What is community benefit?
- What are the community benefits requirements of the ACA?
- How do I get involved?

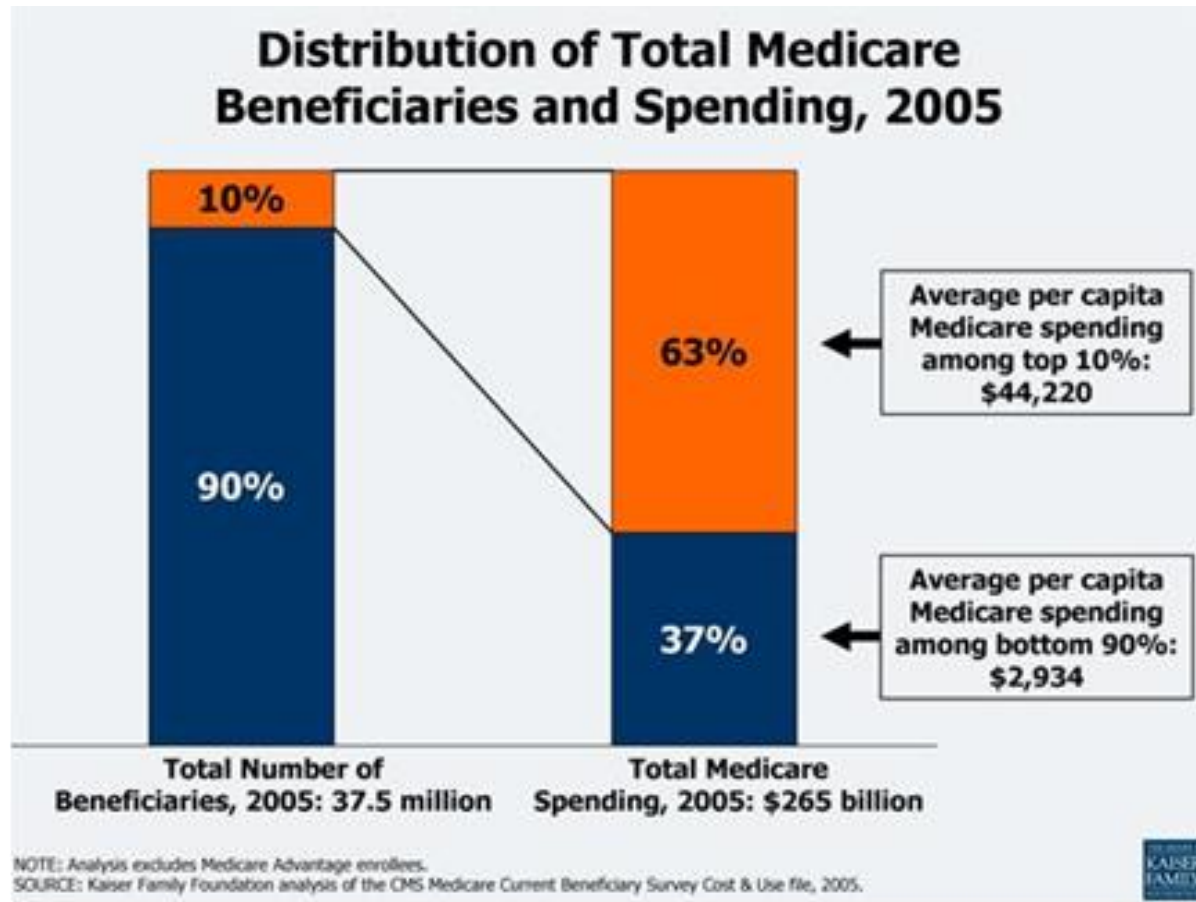


This Is Why the Status Quo Is Intolerable



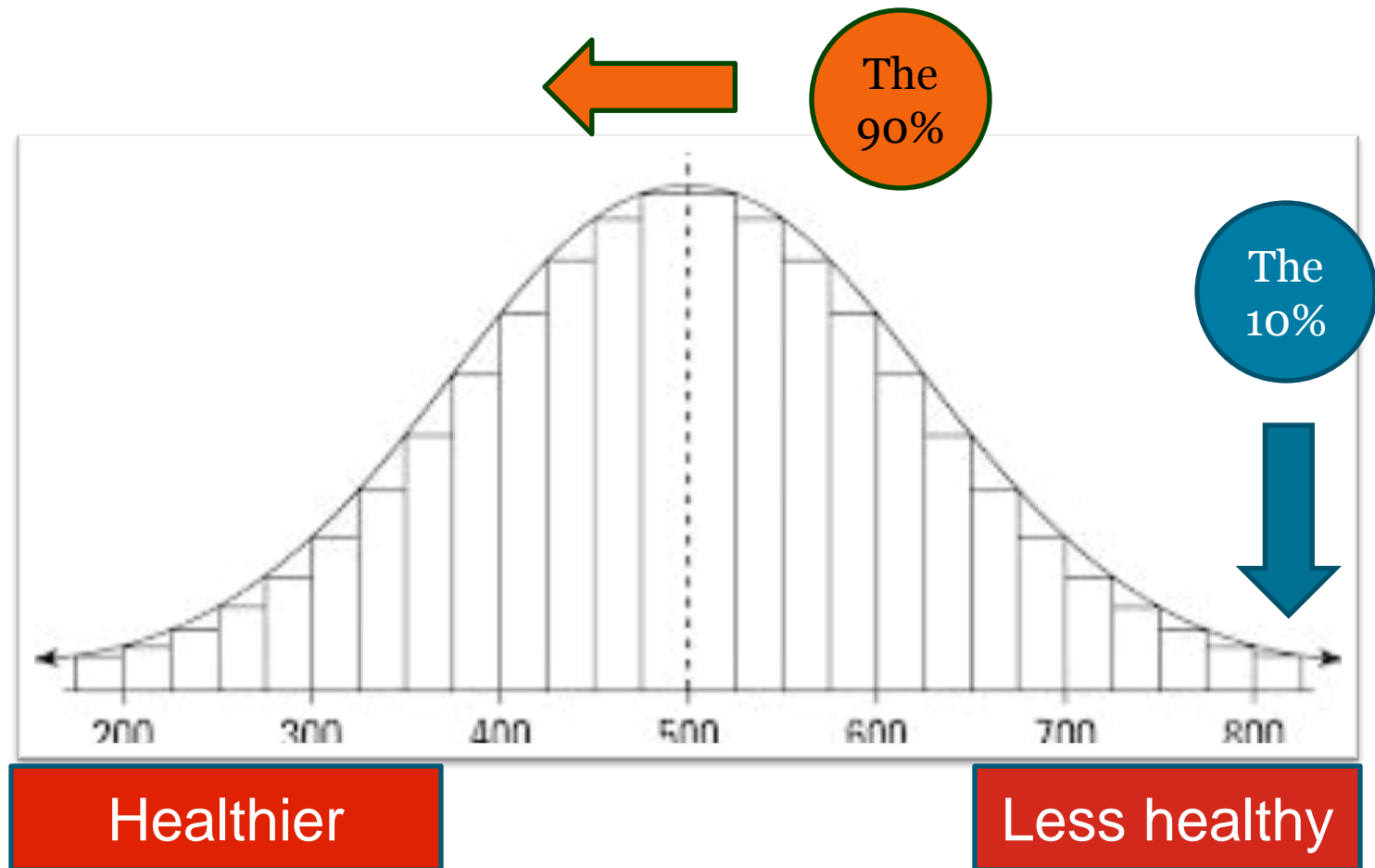
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This Is Why the Status Quo Is Intolerable



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Improving Population Health: *Focus on extremes or shift the curve?*



Improving Population Health: *Focus on the 10%*



- Reimbursement changes
- Focus on value (cost and quality) not volume
- Patient satisfaction
- Decrease readmissions
- Patient active in decision making
- Improved coordination and communication



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What Does a Transformed Health Care System Look Like?



- Medical resources not used efficiently

- Patients are discharged from the hospital and given instructions

- Focus on discrete activity

- Focus on individual patient

- Focus on revenue

- Only the sickest patients receive care in the hospital

- Regular contact with patients

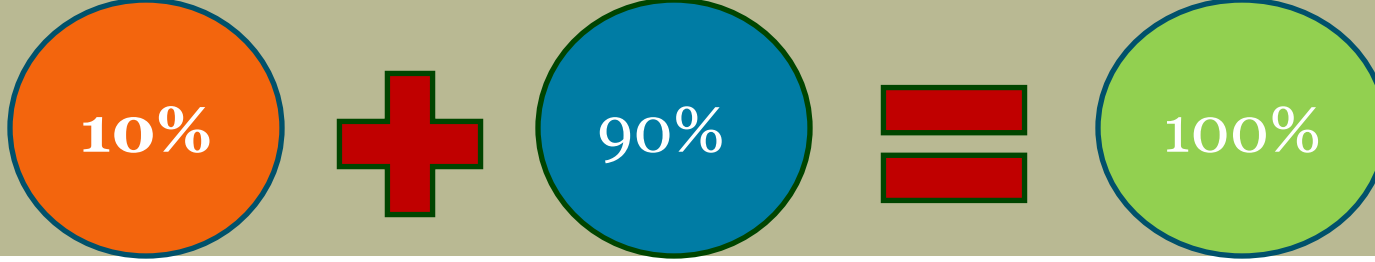
- Keeping patient as a customer

- Focus on whole patient

- Focus includes community

- Focus on cost



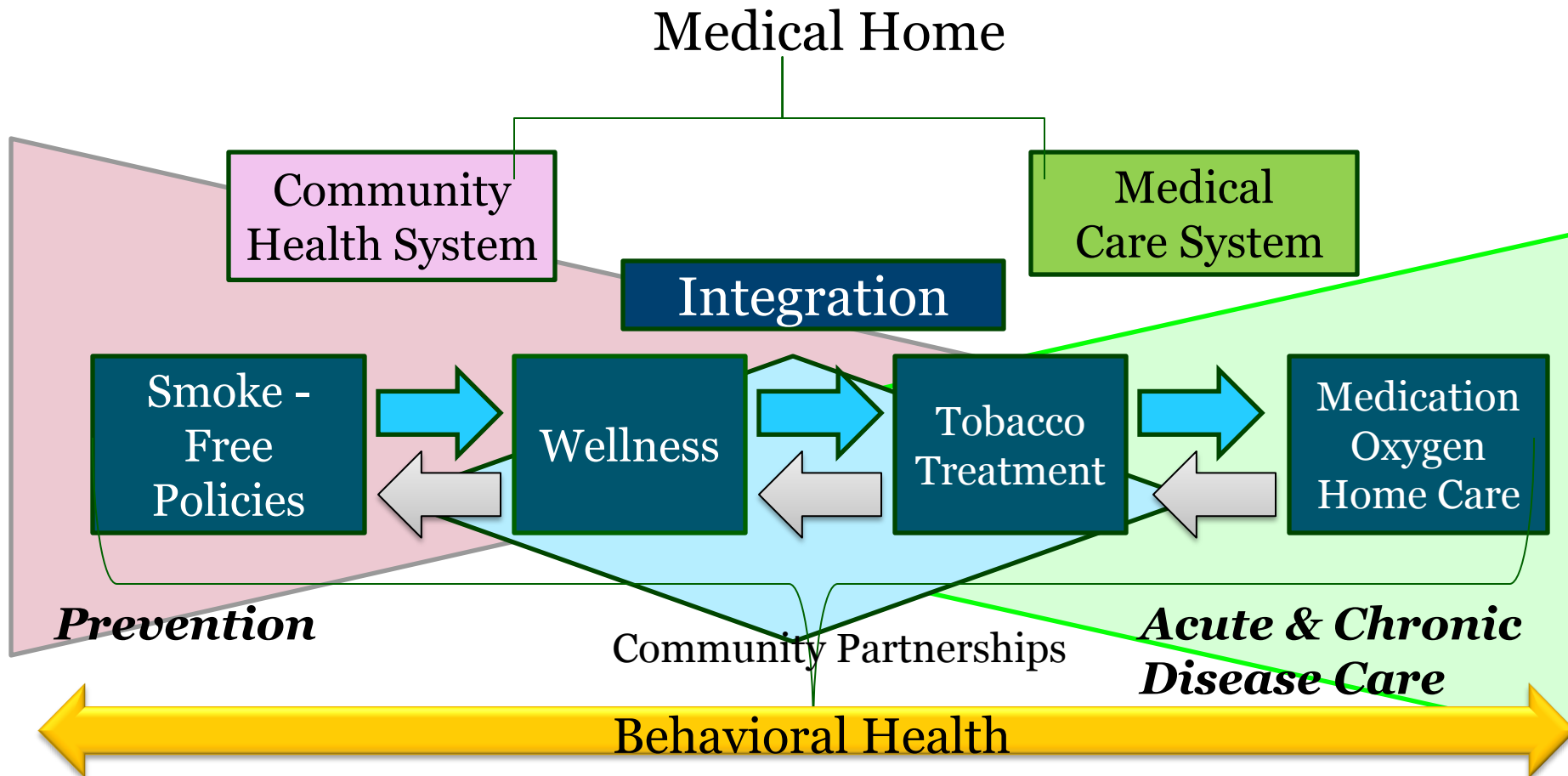


Healthy Environments
Policies, Systems, Culture
Partners, Coalitions



Integration Strategy: Bridge Public Health and Medical Care Systems

Example: COPD



Original Adapted by Y. Goldsberry, R. Fedrezzi, D. Bazos, and L. Ayers LaFave from CDC



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ACA and Community Benefit

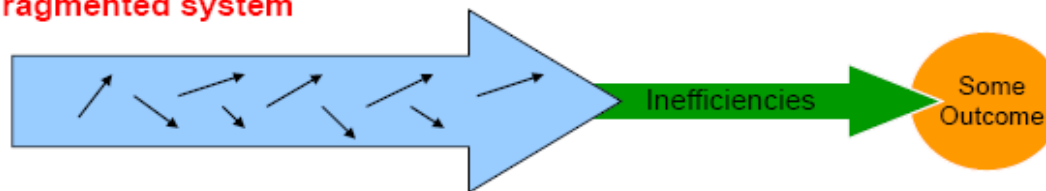
- Section 9007 of The Patient Protection and Affordable Care Act (ACA) revises the federal tax-exempt status requirements for nonprofit hospitals to ensure that hospitals' "community benefit" investments (a condition of their tax-exempt status) are transparent, concrete, measurable, and both responsive and accountable to identified community need.
- To this end, the ACA requires hospitals to conduct a "community health needs assessment" (CHNA) and to adopt an "Implementation Strategy."



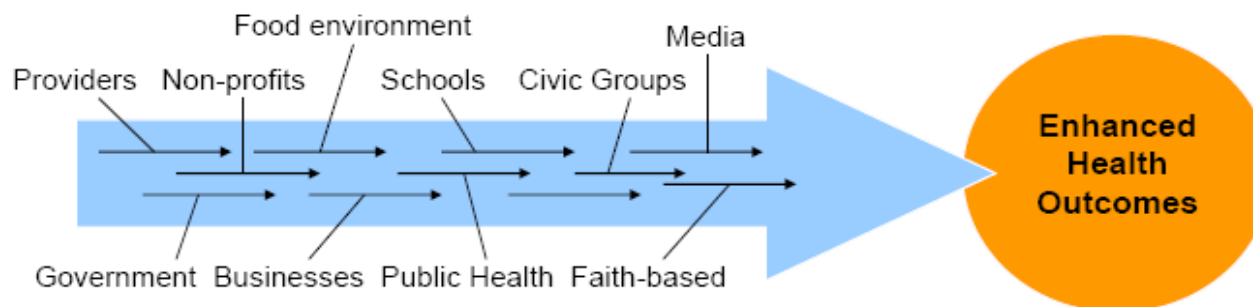
Fragmented to Integrated

Enhanced Health Outcomes with Alignment

Fragmented system



Integrated system



 **Cheshire Medical Center**
Dartmouth-Hitchcock Keene

Adapted from Paul Epstein Results that Matter Team


VISION2020



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Why Conduct a Health Assessment?

- Fit with strategy
- Compliance with regulations
 - Massachusetts Attorney General voluntary community benefit guidelines
 - IRS Form 990 Section H requirements
 - (community benefit)

Community Health Data

Community Health Assessment

Cooley Dickinson Hospital

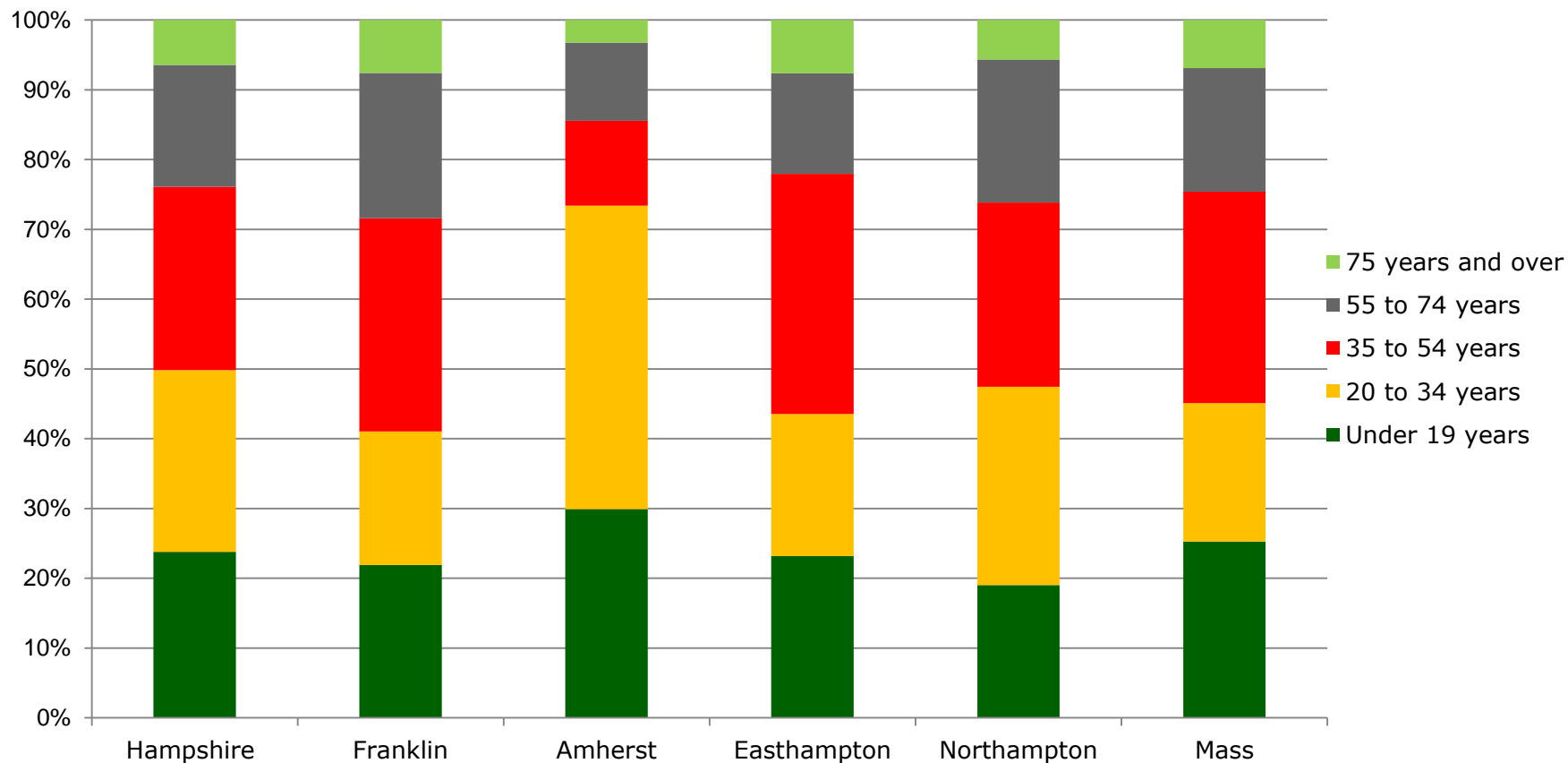
March 2011



- *Demographics*
- *Birth & Death data*
- *Chronic Diseases*
- *Substance Abuse*
- *Food and Fitness Environment*
- *Health Behaviors*
- *Health Care Access*

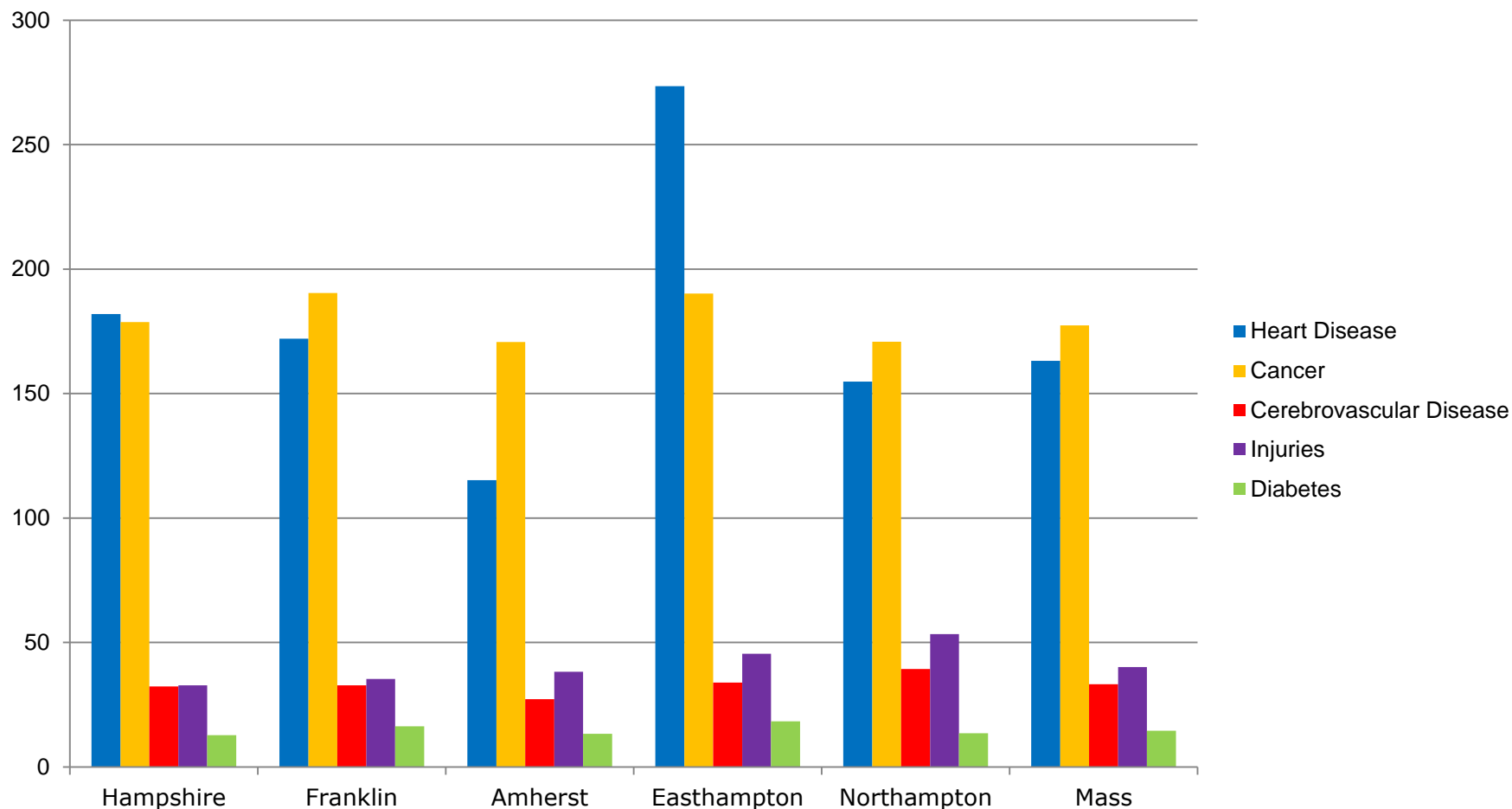


Population by Age, Towns, and Counties, 2008



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Leading Causes of Death, by Towns and Counties, 2008

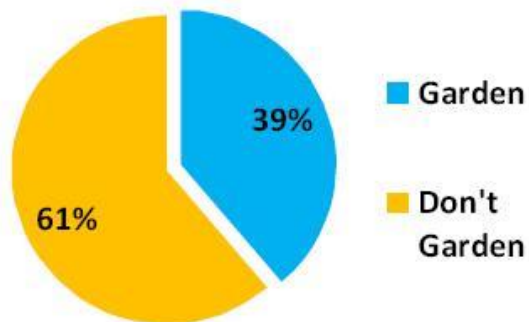


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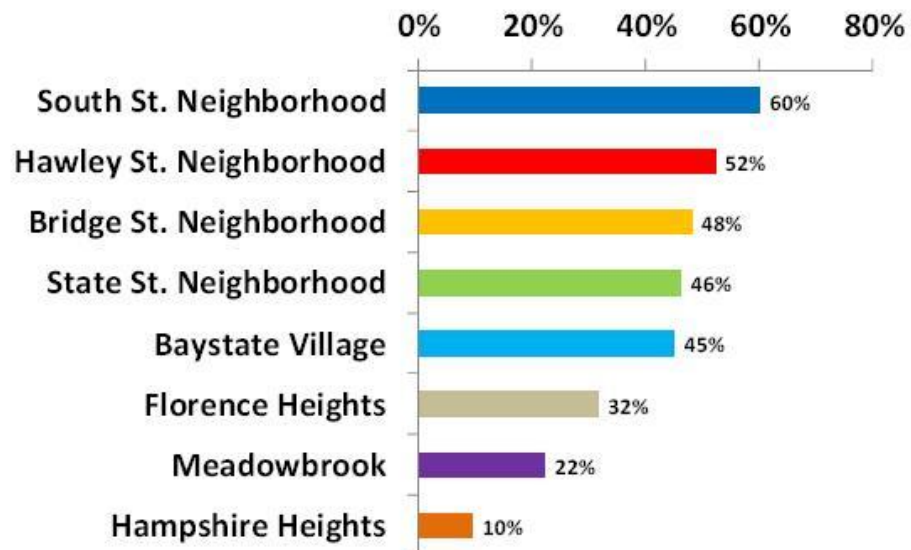
Community Survey Data

Do you garden?

All survey respondents



By neighborhood surveyed—
respondents who said “yes”



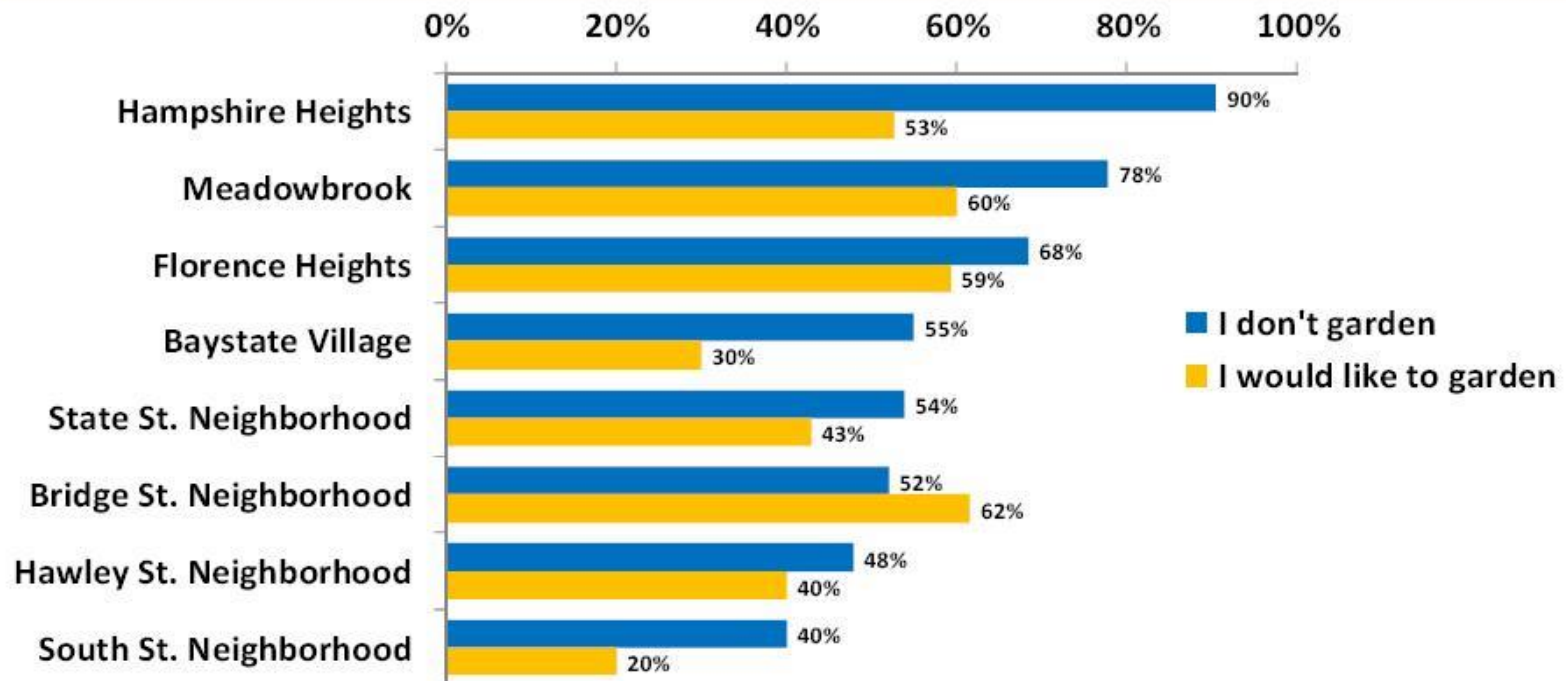
Source: Northampton Survey Project, 2010



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Community Survey Data

People who don't currently garden— but would like to



Source: Northampton Survey Project, 2010



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Involving the Community in Community Health Assessment

- Regional Health Survey
 - With other hospitals in the Pioneer Valley
- Focus groups (real people who use services)
- Key informant interviews
- Community forums (mix of residents and leaders)
 - Easthampton
 - Mental Health
 - Health Access



Community Forum Highlights

- All said transportation
- Easthampton
 - Health access; tobacco prevention and treatment
- Mental Health
 - Better coordination and communication; patient centered; bilingual/bicultural staff
- Health Access
 - Better coordination and communication; health center satellite in Amherst



Program Planning Criteria

- Based on evidence
- Based on local data
- Assessment of local needs/community engagement
- Includes community partners
- Patient-centered
- Cost-effective
- Measurable outcomes



Reporting

- Plan and budget approved by the hospital's board
- Plan made available to the public (website usually)
- Report prior fiscal year results:
 - Massachusetts Attorney General's website
 - IRS Form 990 Section H

What's Next?

- Pilot projects in 2014 based on health assessment
 - Announce grants and RFPs in December /January
- Develop a shared vision
- Create collective action to improve health
- Work through the big questions:
 - Who's involved? Who leads? Who pays?
 - How will we know we're improving things?

How to Get Involved in Community Benefit at Your Non-Profit Hospital

- Go to the hospital's website and review the health assessment and plan
- Go to the Massachusetts Attorney General's website and review community benefit reports
- Meet with the hospital's community benefits coordinator and discuss ways to get involved in projects
- Collaborate with the hospital on future health assessments
- Looks for ways to partner on projects