Health Reform and Community Benefit

Jeff Harness/January 16, 2014
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

**WHAT DRIVES OUR DEBT?**
(Government Spending as Share of Economy)

- **Projected Tax Revenue**
- **Medicare**
- **Medicaid & Other Health**
- **Social Security**

*Source: CBO*
This Is Why the Status Quo Is Intolerable

Distribution of Total Medicare Beneficiaries and Spending, 2005

- Total Number of Beneficiaries, 2005: 37.5 million
- Total Medicare Spending, 2005: $265 billion

- 90% of beneficiaries account for 10% of spending: Average per capita Medicare spending among top 10%: $44,220
- 10% of beneficiaries account for 63% of spending
- 37% of beneficiaries account for 37% of spending: Average per capita Medicare spending among bottom 90%: $2,934

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

The 90%

The 10%

Healthier

Less healthy
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
### What Does a Transformed Health Care System Look Like?

<table>
<thead>
<tr>
<th>Medical resources not used efficiently</th>
<th>Only the sickest patients receive care in the hospital</th>
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<tbody>
<tr>
<td>Patients are discharged from the hospital and given instructions</td>
<td>Regular contact with patients</td>
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<tr>
<td>Focus on discrete activity</td>
<td>Keeping patient as a customer</td>
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<tr>
<td>Focus on individual patient</td>
<td>Focus on whole patient</td>
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<tr>
<td>Focus on revenue</td>
<td>Focus includes community</td>
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<td></td>
<td>Focus on cost</td>
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**Cooley Dickinson Hospital**

**Massachusetts General Hospital Affiliate**
Healthy Environments
Policies, Systems, Culture
Partners, Coalitions
Integration Strategy: Bridge Public Health and Medical Care Systems

Example: COPD

Medical Home

Community Health System

Integration

Medical Care System

Smoke-Free Policies

Wellness

Tobacco Treatment

Medication Oxygen Home Care

Community Partnerships

Prevention

Behavioral Health

Acute & Chronic Disease Care

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

Adapted from Paul Epstein Results that Matter Team

Cheshire Medical Center
Dartmouth-Hitchcock Keene
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 Assessment
Cooley Dickinson Hospital

- Demographics
- Birth & Death data
- Chronic Diseases
- Substance Abuse
- Food and Fitness Environment
- Health Behaviors
- Health Care Access
Population by Age, Towns, and Counties, 2008

- 75 years and over
- 55 to 74 years
- 35 to 54 years
- 20 to 34 years
- Under 19 years
Leading Causes of Death, by Towns and Counties, 2008

- Heart Disease
- Cancer
- Cerebrovascular Disease
- Injuries
- Deaths from Diabetes

Towns: Hampshire, Franklin, Amherst, Easthampton, Northampton, Massachusetts
Community Survey Data

Do you garden?

All survey respondents

- Garden: 39%
- Don't Garden: 61%

By neighborhood surveyed—respondents who said “yes”

- South St. Neighborhood: 60%
- Hawley St. Neighborhood: 52%
- Bridge St. Neighborhood: 48%
- State St. Neighborhood: 46%
- Baystate Village: 45%
- Florence Heights: 32%
- Meadowbrook: 22%
- Hampshire Heights: 10%

Source: Northampton Survey Project, 2010
Community Survey Data

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

Source: Northampton Survey Project, 2010
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