

Community Benefit 101



The Mission Imperative

October 15, 2019

Michael Rozier, SJ
Saint Louis University



Always at the service of the person



Why are we committed to building the right coalition for this work?

Why are we interested in correctly identifying the most important needs?



Why are we invested in telling our story well?

Why must we get the accounting right?

Why do we want to ensure we evaluate true impact?

Animating Question for Nonprofit Health Care



What are the needs in our community and how can we best respond to them?

~~What are the market opportunities and how can we capitalize on them?~~

~~What are our assets and how can we generate interest in them?~~



An Exercise in Core Identity

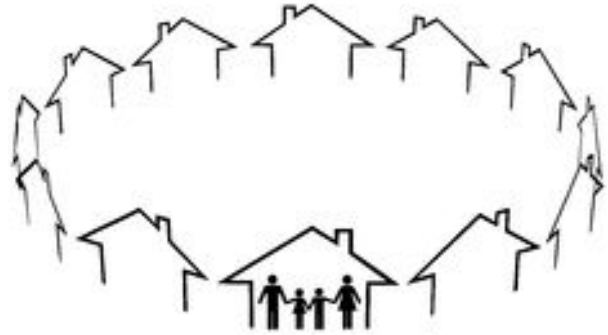


- From Ste. Genevieve, MO
- Employee of Saint Louis U
- Alum of Univ of Michigan
- Jesuit Priest
- Son / Brother / Uncle
- **Child of God**

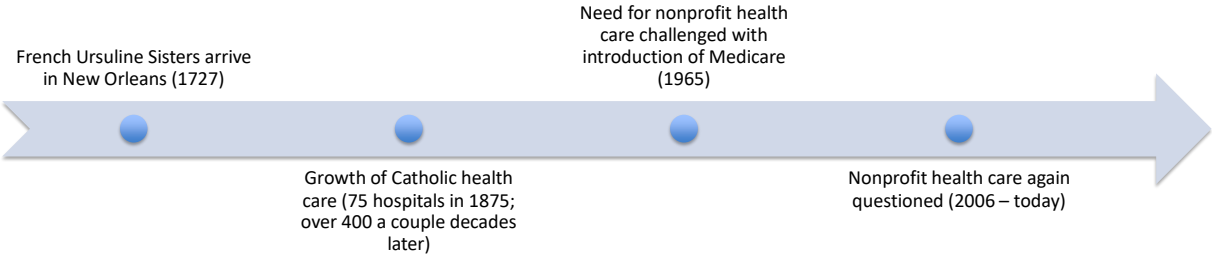
Community Benefit's Core Identity



- Compliance
- Public Relations
- Population Health
- **Dignity of Human Person & Common Good**
- *Reign of God*



Part of Our History; Essential for Our Future



Catholic Social Teaching



© Catholic Health Association of the United States

7

Catholic Social Teaching



“Unfortunately, what is thrown away is not only food and dispensable objects, but often human beings themselves, who are discarded as ‘unnecessary’.”

- Pope Francis' address to Diplomatic Corps (2014)

- » Foundational, universal principle; we are all tempted to introduce caveats
- » This is the real connection to ‘vulnerability’ or ‘marginalization’

© Catholic Health Association of the United States

8

Catholic Social Teaching



Common Good

“The sum of those conditions of social life which allow social groups and their individual members relatively thorough and ready access to their own fulfillment.”

- Gaudium et spes, 26 (1965)

- » We must not be afraid to hold things in balance – the individual and the community
- » In the United States, “opportunity” often has more currency than “common good”

Catholic Social Teaching



Option for the Poor

“God has a preferential option for the poor not because they are better than others, morally or religiously, but simply because they are poor and living in an inhuman situation that is contrary to God’s will.”

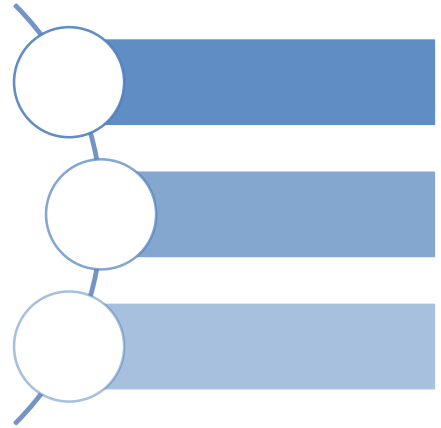
- Gustavo Gutierrez, *To Sing and To Liberate*

- » “Disease has a preferential option for the poor” (Paul Farmer)
- » This animates our concern for health disparities and focuses our efforts to include the voice of the poor in our work

Three Adjectives



- If you were to ask **community members** to describe your organization's Community Benefit activities with three adjectives, which three adjectives would you want them to use?
- If you were to ask your **executive leadership** to describe your organization's Community Benefit activities with three adjectives, which three adjectives would you want them to use?



Transformation of the world requires Transformation of the self



Humility

Patience

Solidarity

Trust

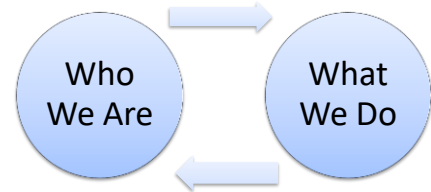


A Two-Fold Imperative



A suggestion that the mission imperative has two important aspects

- We can overemphasize doing
 - *We check all the right boxes*
 - *But we don't build relationships, don't change organizational culture, or aren't driven by the urgency to improve lives*
- We can overemphasize being
 - *We have the right intentions and disposition*
 - *But we don't prioritize well, don't evaluate progress, or don't tell our stories*



The Challenge is an Opportunity



- The Challenge: Community Benefit falls outside of the core business of most health care delivery organizations
 - Acute, episodic care of individuals who are sick
- The Opportunity: Community Benefit reminds the organization of its core mission
 - Improving and maintaining the health of the people in the community

Next Presentation



- [What Counts as Community Benefit](#)