



Planning to Address Community Health Needs

October 15, 2019

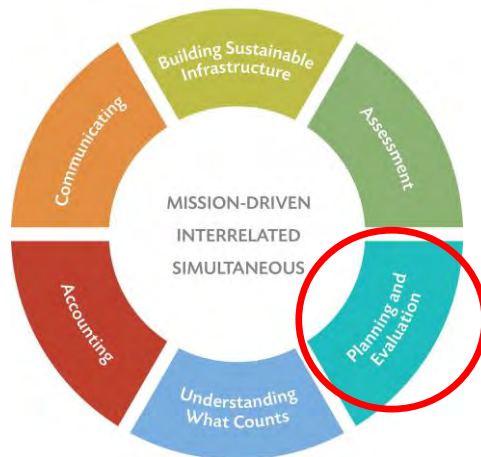
Michael Bilton
System Director II, Community Health/Community Benefit
CommonSpirit Health



Community Benefit Framework



Basic Components of the Community Benefit Framework



Our Plan to Discuss Planning



Resources and Guiding Principles

- Federal Requirements
- Implementation Strategy Process and Product
- Shared Learning Discussion

Resources



- *Assessing & Addressing Community Health Needs*
 - Section IV – Developing an Implementation Strategy
- *A Guide for Planning and Reporting Community Benefit*
 - Section 5.2 – Develop an Implementation Strategy
 - Appendix F – Program Planning Worksheet



Find online: <https://www.chausa.org/communitybenefit/resources/printed-resources>

Guiding Principles



- Plan based on prioritized community health needs, and community and hospital assets
- Identify gaps by examining current community benefit programs/services and CHNA priorities
- Give priority to vulnerable populations
- Integrate with other hospital and community plans
- Include upstream intervention strategies when possible (*root causes, social determinants*)

Guiding Principles (continued)



- Use public health approaches, resources and evidence-based interventions when available
- Understand federal (and any state) regulations regarding community benefit planning and reporting
- Engage community participation in planning
- Build goals and metrics for evaluation into plans

Our Plan to Discuss Planning



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Federal Requirements: ACA and the Implementation Strategy



The Affordable Care Act's CHNA provision requires that a hospital:

“has adopted an implementation strategy to meet the community health needs identified through such assessment”

Federal Requirements: IRS Final Rule



Each hospital facility must:

- Adopt an implementation strategy to meet significant needs identified in the CHNA
- Describe how the hospital plans to address those needs
- Identify any significant needs the hospital does not plan to address, and explain the reasons why

Federal Requirements: IRS Final Rule



What are acceptable reasons for not addressing a significant need?

A brief explanation is sufficient, and reasons may include:

- resource constraints
- others in the community addressing the need
- a relative lack of expertise to effectively address the need
- the need being a relatively low priority
- a lack of identified effective interventions

Federal Requirements: IRS Final Rule



For needs the hospital intends to address, describe:

- Actions hospital intends to take
- Anticipated impact of these actions *
- Programs and resources the hospital plans to commit
- Any planned collaboration between the hospital and other facilities or organizations

* Note link to CHNA's "evaluation of impact" requirement!

Federal Requirements: IRS Final Rule



Implementation Strategy Adoption and Timing:

- Who: An "authorized body" of the hospital must adopt the Implementation Strategy
- When: On or before 15th day of the 5th month after the taxable year when CHNA was conducted

Fiscal Year (in which CHNA done)	Implementation Strategy Due
Jan. 1, 2019 – Dec. 31, 2019	May 15, 2020
July 1, 2019 – June 30, 2020	November 15, 2020

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Implementation Strategy



An implementation strategy is the hospital's plan for addressing community health needs, including significant health needs identified in the CHNA.

-- *Assessing & Addressing Community Health Needs*, p. 15

Other common terms:

- Community benefit plan
- Community benefit implementation plan
- Community health implementation strategy

Implementation Strategy Process



1. Plan and prepare

- Assess readiness (mission, leadership, culture, resources, sufficient infrastructure, community relationships)
- Form team (internal & external) – what skills/functions?

2. Develop goals and prioritize intervention options

- Understand prioritized CHNA needs and their root causes
- Select needs to address
- Discuss what goals you want to accomplish
- Identify one or more indicators for each goal
- Examine a range of interventions (evidence, assets, budget, etc.)

Implementation Strategy Process




Examining a Range of Interventions: A Few Resources

 The Community Guide

www.thecommunityguide.org

**County Health
Rankings & Roadmaps**
Building a Culture of Health, County by County

<http://www.countyhealthrankings.org/take-action-to-improve-health/what-works-for-health>

HealthyPeople.gov 

<https://www.healthypeople.gov/2020/tools-resources/Evidence-Based-Resources>

THE 6|18 INITIATIVE

<https://www.cdc.gov/sixeighteen/index.html>

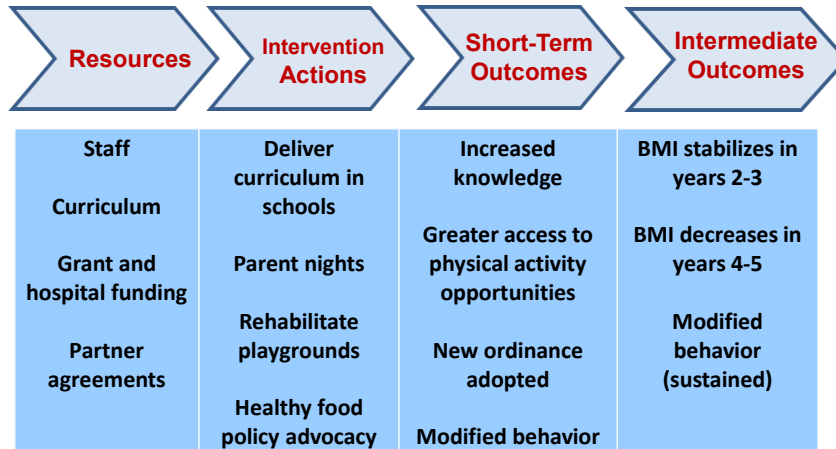
DATABASE OF INTERVENTIONS
Search for *Interventions that Work* in 4 Action Areas

<https://www.cdc.gov/chinav/database/index.html>

Logic Model Example (Childhood Obesity)



Goal: Decrease childhood obesity among elementary school students in the community



Implementation Strategy Process



3. Select intervention strategies and programs

- Short- vs. longer-term results
- Community input on suitability and support
- Feasibility, resources and sustainability

4. Develop written implementation strategy document

- Actions hospital intends to take
- Anticipated impact
- Programs and resources the hospital intends to commit
- Any planned collaboration
- *Hospital mission, community descr., CHNA summary, etc.*

Implementation Strategy Product



Tables and/or infographics can help organize and convey your strategy.

“At-a-Glance Summary”
= Executive Summary



This and the next two slides include example formats used by CommonSpirit Health.

At-a-Glance Summary									
Community Served 	[BRIEF community description (e.g., county, municipalities and/or zip); total population; a few key facts). Note: there is a Description of the Community Served section following.]								
Significant Community Health Needs Being Addressed 	The significant community health needs the hospital is helping to address and that form the basis of this document were identified in the hospital's most recent Community Health Needs Assessment (CHNA). Needs being addressed by strategies and programs are: <table border="0"> <tr> <td>• 1</td> <td>• 5</td> </tr> <tr> <td>• 2</td> <td>• 6</td> </tr> <tr> <td>• 3</td> <td>• 7</td> </tr> <tr> <td>• 4</td> <td>• 8</td> </tr> </table>	• 1	• 5	• 2	• 6	• 3	• 7	• 4	• 8
• 1	• 5								
• 2	• 6								
• 3	• 7								
• 4	• 8								
Strategies and Programs to Address Needs 	The hospital intends to take several actions and to dedicate resources to these needs, including: [BRIEFLY STATE OR LIST, by health need, major program activities being continued or planned to be implemented to help address needs over the next three years.]								
Anticipated Impact 	[BRIEF OVERALL STATEMENT for these strategies and programs]								
Planned Collaboration 	[BRIEF LIST OR OVERALL STATEMENT for these strategies and programs]								

Implementation Strategy Product



Example: Table summarizing multiple programs for one need

Health Need: [Significant Community Health Need 1]	
Strategy or Program Name	Summary Description
[NAME]	<ul style="list-style-type: none"> [1-3 sentences or dot points each]
Anticipated Impact: [brief overall statement for these strategies and programs]	
Planned Collaboration: [brief list or overall statement for these strategies and programs]	

Implementation Strategy Product



Example:

Table with details on one specific program

[Program or Initiative Name]	
Significant Health Needs Addressed	List the significant health needs in the most recent Community Health Needs Assessment here; check as appropriate for each program described. <ul style="list-style-type: none"> <input type="checkbox"/> Significant Health Need 1 <input type="checkbox"/> Significant Health Need 2 <input type="checkbox"/> Significant Health Need 3 <input type="checkbox"/> Significant Health Need 4
Program Description	Briefly describe the program in 3 to 5 sentences. What is done and for whom? What specifically is the hospital's role?
Community Benefit Category	State the community benefit category from the CHA Guide and IRS.
Planned Actions for 2019 - 2021	
Program Goal / Anticipated Impact	Describe the program or activity goal, and its anticipated impact. What will change or be achieved through this program?
Measurable Objective(s) with Indicator(s)	Specify one or more measurable objectives with quantifiable indicators related to the program goal. How will you measure impact?
Intervention Actions for Achieving Goal	Describe or list the specific, principal program activities planned.
Planned Collaboration	Briefly state any planned collaboration and list major collaborators. If none, state this.

Implementation Strategy Process



5. Adopt and share the implementation strategy

- Get on the board calendar early
- Document action by governing board or committee
- Post on web site and/or attach to IRS Form 990 Schedule H
- Share it, use it and engage partners!

6. Update and sustain the implementation strategy

- Update for major changes in community needs or characteristics, available resources or program results
- Renew at least every three years (with new CHNA)

Implementation Strategy Process



6. Update and sustain the implementation strategy

- Update for major changes in needs, resources or results
- Renew at least every three years (with new CHNA)
- **Report annually in Schedule H**

Schedule H (Form 990) 2017

Part V Facility Information *(continued)*

Section B. Facility Policies and Practices

- 11** Describe in Section C how the hospital facility is addressing the significant needs identified in its most recently conducted CHNA and any such needs that are not being addressed together with the reasons why such needs are not being addressed.

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Shared Learning Discussion



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Shared Learning Discussion



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Basic Components of the Community Benefit Framework



Next Presentation



- [Evaluating Impact](#)