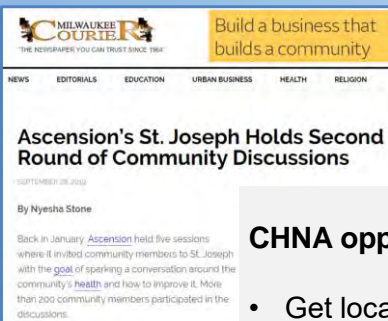


Telling the Community Benefit Story

October 16, 2019

Brian Reardon

M. Laurie Cammisa



MILWAUKEE COURIER
THE NEWSPAPER YOU CAN TRUST SINCE 1848

Build a business that builds a community

NEWS EDITORIALS EDUCATION URBAN BUSINESS HEALTH RELIGION

Ascension's St. Joseph Holds Second Round of Community Discussions

SEPTEMBER 26, 2019

By Nyesha Stone

Back in January, Ascension held five sessions where it invited community members to St. Joseph with the goal of sparking a conversation around the community's health and how to improve it. More than 200 community members participated in the discussions.

CHNA opportunities

- Get local media's help engaging your community
 - Editorial boards
 - Talk radio
 - Morning/Midday interview segments
- Social media (surveys, focus groups)
- Email lists

Protecting tax-exempt status

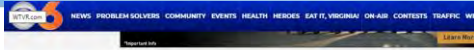
- Emphasis on proactive community benefit
 - Charity Care and Medicaid shortfall are not enough
- 990 Narratives (think beyond the IRS form)
- Stories that Advocacy/CEO can share with lawmakers



Tactics

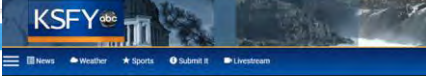
- Story gathering (ongoing)
- Annual reports
- Niche media
- Stakeholder newsletters, etc.
- Social media
 - Videos
 - Infographics
- Podcasts

Earned Media



Local health systems invest \$6.4M in GRTC Pulse service

POSTED 4:08 PM APR 5, 2016 BY ALI BRYAN, UPDA



This is an archived article and the information in the article may be outdated.

Home / Avera Medical Minute / Article



Avera Medical Minute AMcK: Teen suicide on the rise; a mother's story

HEALTHIEST COMMUNITIES

Filling the Food Gap

An Arkansas hospital is working to make sure tens of thousands of kids have enough to eat.

By Coby Gable Staff Writer Sep 12, 2016 at 10:44 a.m.



Place to Call Home: Fostering Healthy Children Clinic

Modern Healthcare

Hospitals turn to collaborative agreements to battle addiction crisis



Take The Long View



1994

Highlight Broader Themes



- Community health improvement
- Health system transformation
- Personal / family wellness
- Health care as part of critical, shared infrastructure



Framing Matters



Earn your reputation as a
trusted and enduring
community partner committed to
improving community health
and wellness. . .

then celebrate it!

Partnerships



- Community residents
- Community organizations
- Advocates
- Elected and appointed officials
- Doctors, nurses, social workers, providers
- Hospital PR/Communications/Marketing
- Development officers
- Government relations officers
- Finance

Make The Plan, Work The Plan



	Audience	Message	Vehicles	Timing
Internal	Employees and staff			
	Senior leadership			
	Board of Trustees			
External	Local community residents			
	Community leaders			
	Opinion leaders			
	Legislative leaders			
	Regulators			

Enlist Your Employees As Ambassadors In The Community



Engage the Internal Community



Goal: Create a culture of involvement

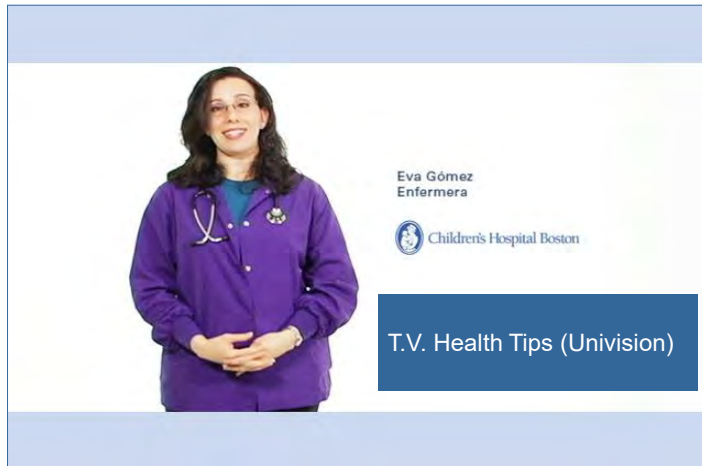
Tactics:

- Convening meetings and working groups
- Trainings for new hires
- Grand rounds
- Community Health Poster Day
- David S. Weiner Award
- William L. Boyan Award
- Community Health Partnership Fund

Measurement:

- Employee survey
- Surveys of participants

Utilize PSAs As A Way To Position Yourself



Utilize A Paid Media Campaign

Reached more than 600,000 households
Targeted Latin, African-American and Chinese communities



Meet With Editorial Boards of Local and Ethnic Media



EL MUNDO

Established in 1972 - Periódico fundado en 1972

Siglo21

Dorchester Reporter
"The News and Values Around the Neighborhood"

Jamaica Plain
GAZETTE

THE BAY STATE
Banner
LA SEMANA

SAMPAN 舢舨

Editorial Board Meetings Earned More Than 140 Media Hits in 3 Years



Jamaica Plain GAZETTE - March 2, 2007
EL MUNDO - Hispanic Heritage Celebration 21
Dorchester Reporter
THE BAY STATE Banner
LA SEMANA
SAMPAN

Los niños con asma pueden...
WGBH's 'Arthur' kicks off asthma-fighting campaign

James Mandel, Presidente y Lider del Children's Hospital de Boston. Los Niños Son Un Regalo

Pionera Martha May Eliot

CHILDREN'S HOSPITAL
A la vanguardia en el cuidado de los niños

WGBH's 'Arthur' kicks off asthma-fighting campaign

Reach Opinion Leaders With Targeted Publications

Don't count on the media to tell your story



Children's Hospital Boston's
Advisory
 The Professional Association of Pediatricians
 No. 8, Winter 2011
Autism issue

Unravelling the mystery of autism
 by Larry Pappas, MD, MEd

Autism, which is now seen as a group of related conditions called autism spectrum disorders (ASDs), appears to be the most common neurodevelopmental disability in the United States. To date, major advances suggest the need for a paradigm shift in the way we think about and treat these neurodevelopmental conditions. The Harvard School of Public Health believes that it is time to take a closer look at the evidence available to us to better the quality of life of our patients and their families.

The Harvard School of Public Health is a leading center for research on autism spectrum disorders. This advisory is a special issue of the journal *Advisory* and is intended to provide a comprehensive overview of the current state of research on autism spectrum disorders, including the latest findings on the genetic, environmental, and developmental factors that contribute to the disorder. It also provides information on the latest research on the diagnosis and treatment of autism spectrum disorders.

Early identification and continuity of care

There is a hope that an understanding about autism spectrum disorders (ASDs) and the importance of early identification and continuity of care in the early treatment that has shown efficacy in multiple clinical trials, and the younger a child starts, the better the chance of improvement. But why? About 10 percent of children with ASDs are identified before kindergarten. This number doesn't include those identified by pediatricians. Many children are identified before kindergarten. This number doesn't include those identified by pediatricians. Many children are identified before kindergarten. This number doesn't include those identified by pediatricians.

About this publication

Children's Hospital Boston's *Advisory* is a quarterly publication that provides a forum for pediatricians to share their views on current issues in pediatric medicine. The journal is published by the American Academy of Pediatrics (AAP) and is a key resource for pediatricians and other healthcare professionals. The journal is published by the American Academy of Pediatrics (AAP) and is a key resource for pediatricians and other healthcare professionals.

Children's Hospital Boston

Boston Children's Hospital
 Live every child's life

2013 Annual Report
 on the Community Mission

spotlight
 bostonchildren.org/community

The Gomes family stays healthy while having fun, p.2
 Learning to swim can be fun and lifesaving, but helping children swim near two in school, p.8



Community Health Needs Assessment

Health of Boston's Children
 Boston Survey of Children's Health: Parent and Caregiver Perspectives

BOSTON PUBLIC HEALTH
 Building a Healthier Boston

With support from
 Boston Children's Hospital

Boston Child Health Study
 • Boston Survey of Children's Health
 • Child Health Assessment Mapping Project
 • Multisite Clinical Data Analysis

Demonstrate Your Effectiveness



Community Asthma Initiative (CAI) FY14 Report

Program
Boston Children's Hospital helps to improve the health and lives of Boston children with asthma through a comprehensive and community-oriented program. The Community Asthma Initiative (CAI) provides case-management and home visits, offers education to caregivers and providers, distributes asthma control supplies, connects families to resources as well as increase access through advocacy. CAI has improved health outcomes for children, proven to be cost effective and has stimulated systemic change.

Annual Funding

Key Partners
Critical partners: BOH Primary Care at Longwood and Martha Eliot, CHC Southwicks Pediatrics, Shire, HMC, Community Family Advisory Board, Policy system collaborators: CPH, AKC, MAAP, Massachusetts

Program Model
CAI provides a nurse supervised community health worker home visiting model. The patients enrolled have poorly controlled asthma with Emergency Department visits, hospitalizations, or have received two corticosteroids courses in the last 12 months. There are some minor patients who are referred from BOH Primary Care practices as well as from CHC.

Population Served
CAI addresses health disparities by primarily serving Black and Hispanic children from the low income neighborhoods that have the highest asthma hospitalization rates. In FY14, 62% of the children enrolled in CAI were Hispanic and 47% were Black.

Program Goals
Goal I Case management: Provide comprehensive asthma home visiting program that improves access to and quality of asthma services for children, promotes healthy home environments, and improves asthma knowledge among children living with asthma, their families and communities.
Goal II Capacity building and networking: Work closely with the primary care settings to provide needed training, TA for asthma quality care, and increase awareness of available community resources to build their capacity to better manage asthma in a medical home setting. This includes incorporation of the case management and home visiting model to provide individualized asthma education, understanding of medications and environmental assessment and remediation.
Goal III Advocacy: Work with patients referred from primary care sites or CHC around asthma education, and provide case management or home visits as required.
Goal IV Policy collaboration: Work with partners to demonstrate the effectiveness of community-based interventions and involve them in the development of different payment models.

Key Accomplishments:

CAI goal is to reach children with high risk, poorly controlled asthma from Boston neighborhoods with the highest rates of asthma.

- CAI provided services to 215 high-risk asthma children and their families in FY14. To date, the program has served a total of 1,943 children, 56% male, 44% female, mean age 7.3 years
- CAI was designed to improve clinical outcomes for children with high risk, poorly controlled asthma. In FY14, CAI surpassed its goal and reduced the percent of patients with any hospitalizations by 10% and emergency department visits by 37% after one year in the program.
- 126 new family home visits, and a total of 426 new and return home visits were performed.
- In FY14, CAI staff conducted 57 community meetings with 547 participants and 20 trainings/panels with 1,680 participants
- The program replication in Dorchester was evaluated: hospitalization cost per patient before being served (2006) compared to cost after being served by CAI (July 1, 2009-September 30, 2010) demonstrated significant decrease in hospitalization cost after being served by the program.
- Massachusetts' Children's High Risk Asthma Bundled Payment (CHABP) pilot accepted Boston Children's Primary Care Practices applications.

Next Steps:

- Transition of the model for improved asthma care into the medical home by working with primary care and CHC to provide more of the preventive services to reduce asthma exacerbations and improve control.
- Complete enrollment and follow up for the CHC innovation grant.
- Initiate care through the Medicaid high risk asthma bundled payment pilot since the contract is signed.
- Collaboratively evaluate the claims data for the CAI patients compared with similar comparison population with a major ICD issuer and CHC's data analysts.

Use Your Website... But Define CB Broadly

Community benefits page



Boston Children's Hospital
Until every child is well

Login to MyChildren's | International Resources

[Patient Resources](#)
[Clinician Resources](#)
[Centers + Services](#)
[Research + Innovation](#)
[KidsMD](#)
[Ways to Help](#)

About Us
Home + Community Mission

Community Mission

Nearly 20 years ago, Boston Children's Hospital was among the first academic medical centers in the country to expand the traditional missions of clinical care, teaching and research to embrace a fourth core mission: community health.

Our approach to improving the health and well-being of children and families in our local community has evolved and matured over time. Today, we concentrate our community efforts in the areas where we have the expertise, resources and partnerships to improve child health outcomes, address significant health needs in our community and contribute to the changing health care environment.

Boston Children's community mission is to:

- Provide the best quality care to our patients and serve as a **safety net hospital**
- Develop and support community programs to make an impact and address the most pressing community health needs—asthma, obesity, mental health and child development
- Work with partners to address health and non-health issues that affect the entire community

Request an Appointment

Find a Doctor

Condition & Treatments

Visitor Information

Community Mission | Boston Children's Hospital

Use Your Website... But Define CB Broadly

Not-for-profit status page



Boston Children's Hospital
Until every child is well

Login to MyChildren's | International Resources

Patient Resources | Clinician Resources | Centers + Services | Research + Innovation | KidsMD | Ways to Help | SEARCH

About Us

Home > Not-for-Profit Status

- Overview
- Mission & Values
- Our Leadership
- Locations
- Transforming Care
- Not-for-Profit Status
- Tax Exempt Status
- Clinical Care
- Research
- Teaching
- Quality and Costs
- Financial Benefit to the Community
- Medical Center
- Community Mission
- Program for Patient Safety and Quality
- Our History and Innovations
- Commitment to Diversity
- Partnerships
- Building for Our Future
- The Archives
- Contractors and Vendors
- Contact Us

Not-for-Profit Status

Our not-for-profit status

At Boston Children's Hospital, our vision is to advance pediatric care worldwide. Our four-part mission is to:

- provide the highest quality of health care
- lead the way in research and discovery
- educate the next generation of leaders in health care
- enhance the health and well being of the children and families in our local community

We were established as a hospital for poor urban children in 1889, and have grown from 20 beds to our current 387 beds.

For 140 years, we have been delivering on our vision of advancing pediatric care with an impressive list of medical advances, from the first successful remission of leukemia in 1947 to our more recent successful correction of a heart defect in a fetus.

We are New England's regional referral pediatric center and a safety net hospital for the most critically ill children and those from low-income families. We partner with the community to address the most pressing health care needs in surrounding neighborhoods. The hospital trains more pediatricians and has the largest research program of any other pediatric hospital. As a not-for-profit, all of the hospital's resources go toward supporting these goals.

Request an Appointment
Find a Doctor
Condition & Treatments
Visitor Information

<http://www.childrenshospital.org/about-us/not-for-profit-status>

Use Your Website... But Define CB Broadly

Transforming Care (value) page



Boston Children's Hospital
Until every child is well

Login to MyChildren's | International Resources

Patient Resources | Clinician Resources | Centers + Services | Research + Innovation | KidsMD | Ways to Help | SEARCH

About Us

Home > Transforming Care

- Overview
- Mission & Values
- Our Leadership
- Locations
- Transforming Care
- Patients and Families
- Employers
- Physicians
- Policy Makers
- Not-for-Profit Status
- Community Mission
- Program for Patient Safety and Quality
- Our History and Innovations
- Commitment to Diversity
- Partnerships
- Building for Our Future
- The Archives
- Contractors and Vendors
- Contact Us

A Message from Sandi Fenwick, President and Chief Operating Officer at Boston Children's Hospital

I've worked at Boston Children's Hospital for more than a decade, and I'm still inspired every day by the hope and strength I see on the faces of our patients and their families. As Boston Children's navigates a challenging and evolving healthcare landscape, I draw on that inspiration and determination, especially when some healthcare discussions seem to imply that cost is the only measure of a hospital's worth.

At Boston Children's, value means more than just dollar and cents. It means being treated by pediatric experts—doctors, nurses and support staff—who understand that children are not just small adults and their care needs to reflect that fact. It's a commitment to care and innovation that produces programs like the Home Hydration Program, which gets kids with cancer out of the hospital and back at home for part of their treatment, or our **Community Asthma Initiative**, which helps children with asthma have fewer attacks so they miss less school and their parents can stay at work.

And for thousands of families throughout Massachusetts, there's value in knowing that you don't always have to come to Boston to see Boston Children's doctors and nurses. We have established partnerships with hospitals and care centers throughout Eastern Massachusetts, which brings **Children's pediatric expertise** closer to home for families outside the Boston area.

Request an Appointment
Find a Doctor
Condition & Treatments
Visitor Information

<http://www.childrenshospital.org/about-us/transforming-care>

Use Your Website... But Define CB Broadly

Departmental pages



Request An Appointment | Find A Doctor

Department of Psychiatry Overview

Working together to help children and families achieve healthy development

For more than 60 years, we have tended to the mental health care of children, adolescents and their families by caring for patients and advocating on their behalf.

Our experienced psychiatrists, psychologists, social workers and nurses understand the wide-reaching impact of a behavioral disorder, emotional problem or psychiatric disease, and we will give your child and family all of the tools you need to manage your unique situation. Depending on your family's needs, we'll see your child individually or with your family, in or outside of the hospital setting.

We're known around the world for our strengths in patient care and scientific research, and we also take pride in our public advocacy. We are dedicated to erasing the stigma of mental illness by educating families, raising community awareness and increasing access to critical support services.

Our Mission
In partnership with others in our community, the Boston Children's Hospital Department of Psychiatry will provide excellence and innovation in Clinical Care, Education, Research and Advocacy for the Mental Health of Children and Families.

Our Services
When a child is faced with a behavioral disorder, emotional problem or psychiatric disease, the impact is far-reaching— affecting everything from the child's home, school and social life to the emotional wellness of the entire family. If your child has a mental health issue requiring professional intervention, we are here to help.

- Outpatient Psychiatry Services
- Psychiatry Inpatient Service
- Psychiatry Consultation Services
- Emergency Psychiatry Service
- Boston Children's Hospital Neighborhood Partnerships

Contact the Department of Psychiatry
1-617-355-6680

Overview

- Meet our Team
- Programs and Services
- Conditions and Treatments
- Quality and Safety
- Family Advisory Council
- Patient Resources
- Clinician Resources
- Training Programs
- Research and Innovation
- In the News
- Contact Us

Related Clinical Services

- Department of Neurology

Utilize A Social Marketing Campaign

Healthy Family Fun



Boston Children's Hospital | KOHL'S Cares

search here ... Go

Download the NEW Healthy Family Fun activity sheet today!

Kohl's and Boston Children's Hospital's Healthy Family Fun Program

Home | Fun In Your Neighborhood | Active Fun | Fun With Food | Español | About | Order Materials

Boston berry picking

If you haven't had a chance to go to the beach

While you can pick fresh fruit all year, in Boston...

Find the fun in your neighborhood!

Search now to find the fun activities in your neighborhood.

By Neighborhoods: [dropdown]

FIND THE FUN!

Be active together!

Meet the newest featured family, the Walkers!

Playworks Games Guide

Remember our post on

Who We Served: Family 2014

The BCYF Summer Program Guide 2015

Upcoming Events

Mattapan Community Health Center's Health Care Revival 2015-09-12 to 2015-09-12

Road to Wellness 5k Walk/Run 2015-09-12 to 2015-09-12

Utilize Your Compliance Reporting as a Communications Vehicle



The Official Website of the Attorney General of Massachusetts

Attorney General Martha Coakley

AG's Office Home | Mass Care Home | State Agencies | State Outside Services

Home > Health Care > Community Benefits Provided by Nonprofit Hospitals & HMOs >

Community Benefits

View Community Benefits Reports

- View, download, or search for information regarding [Annual Reports](#) filed by Hospitals and HMOs.
- View, download, or search for information regarding specific [Community Benefits Programs](#) provided by Hospitals and HMOs.

Guidelines For Hospitals And HMOs

- Obtain a copy of the current version of the Attorney General's [Annual Benefits Guidelines](#) for Non-Profit Acute Care Hospitals and HMOs.
- Obtain a copy of the current version of the Attorney General's [Annual Reporting Guidelines](#) for Non-Profit Acute Care Hospitals and HMOs.

E-File Annual Reports

This section of the Attorney General's web site is for the exclusive use of hospitals and HMOs in the electronic filing of community benefits annual reports. Access to this e-filing application is restricted to registered users with a valid password.

- [E-File Reports \(Registered Users Only\)](#)
- [New User Registration](#)

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SCHEDULE H (Form 990) **Hospitals** **15**
 Department of the Treasury
 Internal Revenue Service

1. Complete if the organization answered "Yes" on Form 990, Part IV, question 2b.
 2. Attach to Form 990.
 3. Information about Schedule H (Form 990) and its instructions is at www.irs.gov/form990.

OMB No. 1545-0047

4. Enter the organization's financial assistance eligibility criteria (as described in the instructions) for the reporting year.

Part I Financial Assistance and Certain Other Community Benefits of Cost

1. Did the organization have a financial assistance policy during the tax year? If "No," skip to question 6.
 2. If the organization had multiple hospital facilities, indicate which of the following best describes implementation of the financial assistance policy for its various hospital facilities during the tax year:
 Applied uniformly to all hospital facilities. Applied uniformly to most hospital facilities.
 Generally tailored to individual hospital facilities.
 3. Answer the following based on the financial assistance eligibility criteria that applied to the largest number of the organization's patients during the tax year:
 a. Did the organization use Federal Poverty Guidelines (FPG) as a factor in determining eligibility for providing free care? If "Yes," indicate which of the following was the FPG family income level for eligibility for free care:
 100% 150% 200% Other _____ %
 b. Did the organization use FPG as a factor in determining eligibility for providing discounted care? If "Yes," indicate which of the following was the family income level for eligibility for discounted care:
 200% 250% 300% 350% 400% Other _____ %
 4. If the organization used factors other than FPG in determining eligibility, describe in Part IV the criteria used for determining eligibility for free or discounted care, include in the description whether the organization used an asset test or other financial, regardless of income, as a factor in determining eligibility for free or discounted care.
 5. Did the organization's financial assistance policy that applied to the largest number of its patients during the tax year provide for free or discounted care to the "medically indigent"?
 6a. Did the organization make annuals for free or discounted care as financial assistance policy during the tax year?
 b. If "Yes," did the organization's financial assistance program exceed the budgeted amount?
 c. If "Yes" to line 6b, as a result of budget considerations, was the organization unable to provide free or discounted care to its poorest patients eligible for free or discounted care?
 6c. Did the organization issue a community needs report during the tax year?
 6d. If "Yes," did the organization make it available to the public?
 Complete the following table using the worksheets provided in the Schedule H instructions. Do not submit these worksheets with this Schedule H.

Financial Assistance or Other Community Benefits of Cost	Number of patients receiving financial assistance	Number of patients receiving discounted care	Number of patients receiving free care	Number of patients receiving other community benefits	Number of patients receiving other community benefits
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100. Financial assistance or other community benefits of cost					

For information on how to file, see the instructions for Form 990. (Do not check this box.) Schedule H (Form 990) 2015

Measure What You Do



- **Quantitative**
 - Traditional PR
 - Media hits
 - Number of publications and recipients
 - Employee and community surveys
 - Web
 - Web traffic
 - Social Marketing
 - Impressions and web hits
 - Materials distributed
 - Formal evaluation
- **Qualitative**
 - Integration within the hospital
 - Public perception of hospital's commitment

Questions for consideration

- What is your relationship with your Communications' office?
- Have you received media coverage about your program?
- How do you let co-workers and other departments know about your community benefit program?
- When questions about your organization's 990 come in from press, who answers them? Does that person know about community benefit?

Next Presentation

- [Getting Started](#)