Transform Your Hospital's Community Benefit

A grassroots, proactive approach to building an evidence-based, Outcomes-focused system of community wellness

Executive Summary – Community Benefit Innovation
We work with your organization to transform your community benefit program into an evidence-based, outcomes-focused system for serving your community. We align ongoing strategic initiatives, clinician champions, and patient needs with your new community benefits program. We increase your capacity and community engagement, while exceeding best practices to meet patient needs and IRS compliance. We create a community benefits program that gives you a strong foundation for increasing your grant funding opportunities.

(Contact Paul Lee or Gwen Mathews at 202-266-2600 or email Paul.Lee@shcare.net, Gwen.Mathews@shcare.net to discuss.)

Overview
Providing community benefit is required for hospitals to be tax-exempt charitable organizations under section 501(c)(3) of the Internal Revenue Code (IRS). What constitutes community benefit has been the subject of a significant discussion during the last decade -- resulting in the IRS, Congress, and national trade associations conducting independent research to provide clarity on the topic. The research resulted in the IRS issuing Schedule H for hospitals to report how they provide community benefits.

Several national hospital associations have developed tools for guiding hospitals in making sure community benefit dollars are better aligned with the community needs assessment, organizational priorities, and, to some degree, supported by evidence-based practices. Most of the available tools are aimed at helping hospitals develop very basic summaries of community benefit data.

These tools do **not** provide an analysis of whether the programs and services are (1) aligned with your community needs assessment, (2) result in measureable benefits to the community, and (3) are used to attract more funding into your hospital and community.

The benefits of transforming your current program include:
1. Demonstrate to government agencies, Board of Trustees, and community leaders the value of your community benefit through meaningful and measurable outcomes.
2. Align your community benefit program with other ongoing strategic initiatives.
3. Develop programs worthy of foundation and federal grant support. Only those initiatives, whose outcomes are measurable using proven research methodologies, will be eligible for grant funding.

Strategic Health Care's Community Benefit Innovation program (CBI®) is designed to move your hospital toward a comprehensive, collaborative, and competitive community benefits program. Our experience and expertise includes the analysis, development, and implementation of:

- charity care/community benefits programs
- evidenced-based medical, behavioral, and wellness initiatives
- community prevention and intervention programs
- physician/hospital alignment strategies, i.e. ACOs, Bundled Payments

We also have exceptional experience in developing and implementing:

- research and evaluation initiatives
- financial modeling of new programs

Protect and Enhance Your Tax Exempt Status

These services are very timely as state and federal agencies look to improve the quality and quantity of medical care, especially for at-risk and other vulnerable populations. Recent government scrutiny has revealed that many for-profit hospitals provide charity care or community benefits that are comparable to their not-for-profit counterparts. Not-for-profits will have to improve, in very meaningful, targeted, and measurable ways, the delivery of health care services to those with the greatest needs in their communities.

Scope of Services

Phase One

Community Benefit Analysis and Implementation:

1. **Review of Relevant Documents (Prior to Site Visit)**
- Your community benefits strategic plan, if applicable
- Your community benefit staff listing with their roles/responsibilities
- Your community benefits reports for last 5 years
- Most recent community needs assessment
- Hospital and/or health system (organizational) Strategic Plan
- IT Strategic Plan
- Organizational marketing materials
- List of current and past community partners (last 5 years)
- Patient & service area demographics
- Brief overview of current community special events
- List of current/past/pending grants with amount of award, brief overview including start and end dates, and funder over the last 5 years
- Abstracts/brief summaries of grant funded projects
- Anticipated budget for community benefit across various service lines or activities

2. **Two-Day Site Visit: two SHC senior consultants interview your system staff and representatives from your affiliate hospitals regarding your current community benefits program and new directions for improvements:**
- Executive / Senior team members
- Senior staff in charge of community benefits
- Senior Service Line Leaders
- Foundation staff
- Senior IT staff
- Finance
- Option to meet with key community partners

3. **Written Analysis that Includes the Following:**
- Evaluates Community Benefit program in light of internal and external resources; ensure hospital goals align with community need and community need aligns with county/city, state, and federal data (e.g., Census, Behavioral Risk Factor Surveillance System (BRFSS, CDC), Community Health Status Indicators (CHSI, HRSA), Healthy People 2020, etc.).
- Provides comprehensive analysis of your current Community Benefit program's advantages and disadvantages in light of current Community Benefit best practices and ACA, IRS and state recommendations and/or requirements.
- Recommends steps to move your organization toward current best practices and align Community Benefit with either ongoing or likely ACA, IRS, or state recommendations and/or requirements.
- Recommends strategies to enhance ongoing successes.
- Develops Community Benefit Implementation Plan to build stronger, more responsive, and more effective Community Benefit programs and services that align with federal and private funding opportunities -- specifically focusing on better health, improved care, and reduced cost. The Implementation Plan will (See number five below for structure):
  o Focus on the best fit, high-impact top one or two projects (e.g., community reach, team readiness and capacity, budget, etc.).
  o Make recommendations to better align client's Community Benefit decision making process for funding community partners' requests with (i.e., ensure community partners are truly looking at program/project outcomes):
    - Evidence-based initiatives
    - Demonstrated community needs, and
    - Methodology capable of producing measurable, replicable results.
  o Make recommendations regarding how to engage clinical subject matter experts and community leaders to ensure program development matches specific patient/community needs.
  o Provide suggestions to enhance credibility of hospital brand and staff by better engaging community members in an effort to impact positive "cultural" behavioral changes (i.e., establish hospital as a proactive, community wellness leader).

- o Increase the return on investment of Community Benefit efforts through enhanced breadth and depth of activities ensuring the neediest community members are adequately served and supported.
- o Develop a strategy for moving Community Benefit supported programs toward independent, external support (e.g., foundation or federal grants).
- o Evaluate potential for philanthropic venture capital investment (i.e., supporting internal pilot projects with high potential to yield positive outcomes).
- o Recommend and provide direction for dissemination of positive outcomes (e.g., abstracts, conference proceedings, professional publications (non-peer review), peer-reviewed journal articles, etc.).
- o Support efforts to educate and move community partners toward empirically/evidence-based programs to 1) improve their community outreach efforts, 2) provide results that can be assessed, and 3) help prepare them for independent/external grant support.
  - ▪ Make recommendations for a formal review process for community partnerships or requests for funds.
  - ▪ Require community partners to move towards evidence-based models and provide a rationale for funding that aligns with hospital mission and community need.
  - ▪ Provide a detailed framework for implementing the program and sharing program information with strategic leaders and partners

4. **Follow-Up Conference Calls** with client to discuss results outlined in written analysis and develop next steps.

Phase Two

5. **Initiating New Model for Community Benefit Program Design, Implementation, and Evaluation:** 300 hours over an 18 month period to guide the client's Community Benefit implementation plan for up to two of the "high-impact" Community Benefit projects. SHC experts will come on site during the Intervention Implementation and Planning Phase (an average of one day per quarter, up to a total of six days during the 18 month engagement) to help with program development and again during program "kick-off" if necessary. The specific Community Benefit initiative would include the development of the following action items/end points across three sequential steps:

A. Model Planning:
The primary emphasis of the *Planning Phase* is to build buy in and engagement of hospital leaders, and clinical staff who, by the nature of their positions, are immersed in the day-to-day issues surrounding a particular medical or behavioral issue (e.g., diabetes, CHF, childhood asthma, PTSD, substance abuse, prenatal care, ED overutilization, etc.). This step takes the preliminary information gathered during the analysis stage and begins to lay the groundwork for implementing the first community wellness program model.

SHC's experienced professionals are prepared to maximize hospital staff 's limited availability to provide the intellectual infrastructure necessary to help SHC experts determine the most appropriate evidence-based intervention -- given hospital and community-specific factors such as partnerships, available personnel, space limitations, cost/equipment constraints, potential program reach, available data, community member perception, etc.

The end product of this *Planning Phase* will be:
- Identification of appropriate program personnel and community partners—SHC will work with hospital leadership to find the most appropriate personnel for the proposed program (e.g., clinical champion, researcher/methodologist, quality staff, budget/financial expert, etc.) as well as determine the feasibility of collaborating with community partners/shareholders
- Development of a scope of work/action plan for moving forward —SHC will develop a well-defined task list for each collaborator
- Collaborate on draft logic model development—SHC will guide the development of key interventions, outcome measures, and an evaluation plan
- Draft of preliminary budget—SHC will provide guidance on budget development/cost analysis including recommendations for FTEs across service lines
- Development of project timeline of deliverables —SHC will deliver a complete project outline and, together with the scope of work for each staff, will create a calendar of activities/endpoints

B. Model Development:
The primary objective of the *Model Development Phase* is for SHC experts to translate the program goals and objectives developed by SHC and the hospital's subject matter experts into a rigorous, evidence-based (best practices) intervention. The resulting model will meet the highest possible scientific and ethical standards with recommendations for meeting or exceeding state/federal not-for-profit regulatory requirements. SHC experts will also work with the hospital to assess high value community partners in order to enhance the program's likelihood of success, potential reach, and community support.

The end product for the *Model Development Phase* will include a "blueprint" for project dissemination, education, and implementation including:
- Identification and commitment from appropriate community partners
- Executive summary—one page summary of project objectives, methods, impact, and innovation
- Introduction/significance (literature review, rationale, and hypothesis)—a comprehensive review of the scientific literature will be summarized thus supporting the rationale for the proposed intervention and underlying hypotheses

- Methods—a detailed step-by-step explanation of the research protocol including a description of the tasks, equipment/resources, environment, participants, data collection, and ethical concerns
- Analysis— recommended data sets and statistical analysis
- Community innovation—a description of how the proposed program will address a pressing community need using a novel/creative method including roles of community partners
- Discussion/sustainability—presentation of the scientific merit of the study and the potential generalizability of the study if successful, as well as development of an implementation toolkit; description of mechanisms to extend the project beyond the defined budget/project period (i.e., transitioning project from internal to external support)
- References—list of all relevant articles supporting the proposed project

C. Model Implementation:
The primary goal of the *Programmatic Support and Review Phase* is to provide resources necessary to initiate, manage, and evaluate the program. This would include the application of the information collected during Phases 1 and 2.

(1) Operationally defined, measureable action items will be assigned to each client team member (i.e., scope of work) along with an individual and team timeline (i.e., project timeline). SHC experts will track program progress by assessment of action items with a color-coded alert system (e.g., red = not started, yellow = in progress, and green = completed) for quick review by team leader/hospital supervisors.

(2) SHC experts will provide support for the duration of the project by leading bi-weekly team phone/virtual meetings and being available to answer questions from individual team members via email or by phone between weekly meetings. During program initiation and management, project troubleshooting will occur at specific intervals (e.g., staff training, patient recruitment, data collection, etc.) as an extra safeguard to ensure continuity between the hypothetical and real-world application of the program.

(3) SHC experts will work with the client's team to evaluate program success, including analysis and interpretation of data. SHC experts will also carry out a comprehensive debriefing with team members and hospital leadership as a means to evaluate the process and make improvements for subsequent projects.

The end product for the *Model Implementation Phase* will include finalization of the Project/Research Report to include the data analysis and discussion sections—making the final Project Report publication-ready. SHC experts will make recommendations regarding publication of program findings or for presentation at state, regional, national, or international conferences.

- Implementation and project management (for duration of project)—work with hospital staff to understand the merits of the proposed program and the mechanisms by which to make it successful
- Project assessment—comprehensive evaluation of each phase of the program
- Debriefing with team—open discussion about strengths and weaknesses of the program and process
- Recommend strategies for dissemination of results—specific publications or conferences will be targeted for submission of successful program findings

Additional Ongoing Training Activities (i.e., occurring throughout the 18 month period)
- Take a 'teaching the client to fish' approach in educating the client's staff, specifically the project manager(s) and clinician champion(s) on how to:
  - Lead this and future Community Benefit implementations
    - Provide training on logic model, timeline, and budget
    - Provide training for developing core components of an evidenced-based Community Benefit program
  - Search for and review potential external funding sources.

Next Steps: Informational Webinar
Our team will walk through a 20 minute webinar with you that details our Community Benefit Innovation solution.

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