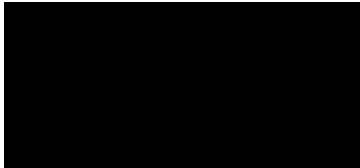




**The Role of Community Health Systems' Governing Boards
in Assessing and Adopting Formal Policies and
Implementing a Community Benefit Plan Relating to
Community Need, Including the Needs of Local Uninsured
and Underinsured Populations**

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Outline

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- III. The Community Benefit Plan Policy**
- IV. Review and Approval of the Community Benefit Plan**
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I. Introduction

- ❑ All hospitals/systems should have a Community Benefit Plan, regardless of legal requirements
- ❑ Governing Boards, in conjunction with their CEO, can and should be the driving force behind such plans



II. Role of the Governing Board

- ❑ Develop and approve a policy regarding community benefits
 - Rationale
 - Elements of a plan
 - Reporting
- ❑ Review and approve the Community Benefit Plan
- ❑ Monitor the progress being made on implementing the plan
- ❑ Review and approve the reporting of community benefits achieved under the plan



III. The Community Benefit Plan Policy

- Rationale for the policy
 - Describe why community benefits provided by the hospital/system are an important element of the organization's mission
 - Describe the benefits expected to be achieved from a Community Benefit Plan
- Elements of a Plan
 - Describe what the Board expects to see in a Community Benefit Plan
- Reporting
 - Describe when and to whom results of the Community Benefit Plan will be reported
 - Describe the Board's role in community reporting of the plan and its results



IV. Review and Approval of the Community Benefit Plan

An Annual Community Benefit Plan

- Required in 11 states
- Components should include:
 - Needs assessment
 - Identify continuing Community Benefit programs
 - Identify new Community Benefit programs
 - Identify staffing and budget
 - Develop accountability for Community Benefit Plan and outcomes
 - Develop Community Benefit Plan reporting:
 - Governing body
 - Key constituencies
 - Public
 - Form 990



IV. Review and Approval of the Community Benefit Plan

Examples of Community Benefit Plan Activities

- ❑ Subsidized health services
 - Examples: burn units; primary care centers; ambulatory care centers; hospice care
- ❑ Health profession education
 - Examples: nurses/nursing students; physicians/medical students; technicians; scholarships/funding for professional education
- ❑ Community health activities
 - Examples: community health education; community-based clinical services; support groups; self-help programs; social service programs for vulnerable populations
- ❑ Research
- ❑ Financial contributions
 - Examples: cash donations; grants; in-kind donations



IV. Review and Approval of the Community Benefit Plan

Examples of Community Benefit Plan Activities (Cont'd)

- Community-building activities
 - Examples: physical improvements/housing; coalition building; workforce enhancement; economic development
- Community Benefit operations
 - Examples: staff costs; needs assessments; plan development costs



V. Monitor Progress

- Quarterly report to the Board/Committee
 - Results of needs assessment(s)
 - Progress on continuing programs
 - Development of new programs
 - Periodic results



VI. Community Benefit Plan Reporting

Today, a great deal of resources are available to assist in planning and reporting:

- ❑ “Community Benefit Planning: A Resource for Not-For-Profit Social Accountability,” published by Catholic Hospital Association and Coalition for Not-For-Profit Health Care, 2002
- ❑ “Community Benefit Inventory for Social Accountability,” developed by Lyon Software
- ❑ “Community Benefit Planning: Strengthening Commitment to Mission,” by VHA, Inc., 2001
- ❑ “Community Benefit Reporting: Guidelines and Standard Definitions for the Community Benefit Inventory for Social Accountability,” published by CHA, VHA, Inc. and Lyon Software



VI. Community Benefit Plan Reporting

- Consider establishing a Community Benefit Planning and Report team, task force or group
 - Provide them with resources
 - Charge them with accountability
 - Set timelines and outcome goals
- Regular reporting to all key constituencies
 - Employees
 - Medical staff
 - Volunteers
 - Patients, relatives
 - Local public officials
 - State public officials, e.g., Attorney General



VI. Community Benefit Plan Reporting

- ❑ Form 990 reporting
 - Attach a full, complete Community Benefit report to the 990 submission
- ❑ Encourage/incentivize executives, managers, all employees to give time, effort, financial support to community programs; particularly hospital-sponsored programs
- ❑ Develop/distribute Community Benefit Report widely throughout the community
 - Newspaper insert
 - Direct mail
 - Hospital web site
- ❑ Conduct special events around Community Benefit programs
 - Kick-off special/new Community Benefit programs
 - Successful goal(s) reached in Community Benefit programs
 - Re-orient Annual Meeting to feature Community Benefit accomplishments as well as patient care accomplishments
 - Feature Community Benefit programs in hospital publications



VII. Summary

- ❑ Change in size and scope of hospitals/health systems have changed public perception of “community” hospitals
- ❑ Community Benefit planning and reporting offers huge, positive opportunity for not-for-profit hospitals:
 - Differentiate from investor-owned
 - Re-focus on local hospital benefit
 - Change public perception
 - Deal with legal issues/challenges
 - Re-gain public support
- ❑ Although effort is required, most of Community Benefit programming is in place; other content easy to add
- ❑ Resources now available to significantly aid in planning, accounting, and reporting
- ❑ What is needed now is leadership and action!
- ❑ The stakes are high!