



*Imagine better health.<sup>SM</sup>*

***Conducting a Community Health Needs  
Assessment and Developing an  
Implementation Strategy for CHI  
Hospitals – Part 3***

**October 6, 2015**

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# Agenda

- Welcome
- Reflection
- Overview of Objectives
- Part 3:
  - Developing an Implementation Strategy
  - Questions and Next Steps

# Reflection

*Creator, healing God; be present to us in this time.  
Touch the hearts of all peoples of all cultures with your grace.  
Continue the work you have begun in creation.  
Release in all people a flow of mercy and gentleness  
that will bring water where there is desert,  
Healing where there is hurt and deep sorrow,  
Beauty where there is ugliness,  
Justice where there is brokenness,  
Peace where there is violence,  
And beginnings where there seem to be dead-ends.*

# Reflection (continued)

*Renew our faith and the faith of all people,  
That you are a God beyond our grasp but within our reach.  
You are a God, past our knowing; but within our searching.  
Be for us a disturber of the assured; and an assurator  
of the disturbed.*

*During these times, be for us the source of silence and music,  
Be for us the answer to death and the way to re-birth.  
Create in us the ability to dream the impossible and  
Grace us with wisdom to make our dreams reality.  
May Peace Prevail on Earth!*

Adapted from United Nations International Day of Peace Prayer

# Objectives

Webinar series is designed to:

- Review requirements for conducting a community health needs assessment and developing an implementation strategy
- Outline CHI process and timeline
- Determine MBO needs and next steps

# Webinar Series

- Part 1: How to Conduct a Community Health Needs Assessment – September 17, 2015
- Part 2: What Needs to be Included in the CHNA Report – September 24, 2015
- Part 3: How to Conduct an Implementation Strategy – October 6, 2015
- Part 4: What Needs to be Included in the CHNA Implementation Strategy Document – October 20, 2015
- Part 5: Ongoing Evaluation and Reporting – November 17, 2015

# Accessing Webinar Recordings

- Recorded Webinar sessions are available via the following Live Meeting link:

<https://www149.livemeeting.com/cc/chi/viewReg>

- Enter your email address, company name, name.
- Enter the **Recording ID** below (no “recording key” is required)
  - 2015 Introduction and Overview – **CB1 2015**
  - Part 1 – 9/17/15 – **CHNA 1**
  - Part 2 – 9/24/15 – **CHNA - Part 2-1**
  - Part 3 – 10/6/15 – **CHNA 3**
  - Part 4 – 10/20/15 – **CHNA 4**
  - Part 5 – 11/17/15 – **CHNA 5**
- Press View Recording and then Live Meeting Replay

# *Developing an Implementation Strategy*

## Webinar 3: Developing the Strategy

**Step 1:** Plan and prepare for the implementation strategy

**Step 2:** Develop goals and objectives and identify indicators for addressing community health needs

**Step 3:** Consider approaches to address prioritized needs

**Step 4:** Select approaches

**Step 5:** Integrate implementation strategy with community and hospital plans

# *Developing an Implementation Strategy*

## Webinar 4: Writing the Implementation Strategy Document

**Step 6:** Develop a written implementation strategy

**Step 7:** Adopt the implementation strategy

**Step 8:** Update and sustain the implementation strategy

# *Developing an Implementation Strategy*

- An implementation strategy is the hospital's plan for addressing community health needs, including health needs prioritized in the CHNA and through other means
- To be most effective, the implementation strategy **should be integrated with the hospital's strategic, operations and financial plans** and with community-wide health improvement plans
- For CHI, must be completed and adopted by the hospital board by November 15, 2016

# Developing an Implementation Strategy

## IRS Note:

IRS regulations define an implementation strategy as “a written plan that, with respect to each significant health need identified through the CHNA, either -

1. Describes how the hospital facility plans to meet the health need;  
or
2. Identifies the health need as one the hospital facility does not intend to address and explains why the hospital facility does not intend to address the health need.”

# Developing an Implementation Strategy

## Step 1: Plan and Prepare for the Implementation Strategy

### A. Assess your readiness to develop the implementation strategy

- ✓ Revisit or revise hospital community benefit infrastructure
  - Policy – CHI system policy in place; being revised by end of December
  - Staff – Community benefit lead should report to hospital president or CEO for community benefit in CHI
  - Leadership, Strategy, Tax, Finance, Mission, Clinical/Population Health and Communications -- Assure involvement
- ✓ Has the CHNA been completed and priority issues identified and validated?

# *Developing an Implementation Strategy*

## Step 1: Plan and Prepare for the Implementation Strategy

- A. Assess your readiness to develop the implementation strategy (continued)
- ✓ Does the organization have relationships with community members and groups including persons knowledgeable about the community and public health? Should include public health experts and persons or groups that represent priority populations
  - ✓ Has the organization reviewed all federal and state requirements for implementation strategies and community benefit planning?

# Developing an Implementation Strategy

## Step 1: Plan and Prepare for the Implementation Strategy

### B. Form the implementation strategy team

- ✓ Team Leader – In CHI, should report to hospital president/CEO for community benefit
- ✓ Team Members
  - Internal – Strategy, Finance, Operations, Clinical/Population Health, Mission, Communications, others?
  - External – People knowledgeable about the community, including representatives from community groups and representatives of the priority populations identified in the assessment

# *Developing an Implementation Strategy*

## Step 1: Plan and Prepare for the Implementation Strategy

### B. Form the implementation strategy team (continued)

#### ✓ Team responsibilities:

- Review and advise on budgets, timelines and other implementation details
- Collect information about existing assets/programs that the implementation strategy can build upon
- Establish and maintain community partnerships and relationships
- Select interventions to address community health needs
- Be a champion for the implementation strategy within and outside the hospital

# *Developing an Implementation Strategy*

## IRS Note:

IRS regulations state that if the hospital has documented its CHNA in a joint CHNA report it may develop a joint implementation strategy if three requirements are met:

1. The joint implementation strategy must be clearly identified as applying to the hospital facility.
2. The joint implementation strategy must clearly identify the hospital facility's particular role and responsibilities in taking the actions described in the implementation strategy and the resources the hospital plans to commit to such actions.
3. The joint implementation strategy must include a summary or other tool that helps the reader easily locate those portions of the joint implementation strategy that relate to the hospital facility.

# *Developing an Implementation Strategy*

## **Step 2:** Develop Goals and Objectives and Identify Indicators for Addressing Community Health Needs

- A. Develop goals for addressing selected significant community health needs – broad statements that describe what you want to accomplish
- B. For each goal, identify measurable objectives to be achieved within a specific timeframe

# Developing an Implementation Strategy

## Step 2: Develop Goals and Objectives and Identify Indicators for Addressing Community Health Needs

Objectives, according to the Centers for Disease Control and Prevention should be **SMART**:

Specific

Measurable

Achievable

Realistic

Time-Specific

# *Developing an Implementation Strategy*

**Step 2:** Develop Goals and Objectives and Identify Indicators for Addressing Community Health Needs

- C. Implementation strategy should include indicators – measurements used to determine whether the objectives were met
  - ✓ Answer the question: How will I know if the objective was accomplished?

# Developing an Implementation Strategy

## Step 3: Consider Approaches to Address Prioritized Needs

### A. Understand prioritized health needs and their causes

- ✓ To identify root causes linked to the need, review contributing factors:
  - Is the problem related to access to needed health services or resources? Are services available, but not when and where they can be accessed by priority populations?
  - Are public policies exacerbating the problem, such as a lack of smoke-free public places?
  - What social, economic or environmental factors are at play, such as poverty, low performing schools, inadequate housing or other “determinants of health?”

# *Developing an Implementation Strategy*

## Step 3: Consider Approaches to Address Prioritized Needs

### A. Understand selected health needs and their causes (continued)

- ✓ Are there environmental problems, such as poor air quality or the presence of toxic materials?
- ✓ If sufficient data is not available from the assessment process to fully understand the problem, additional information may need to be collected.

# *Developing an Implementation Strategy*

## Step 3: Consider Approaches to Address Prioritized Needs

### IRS Note:

The U.S. Department of Health and Human Services recognizes that individual and population-level health is influenced by the relationships between policymaking, social factors, health services, individual behavior, biology and genetics. For this reason, they have chosen social determinants of health as one of its topics for Healthy People.

IRS regulations also note that health needs identified in the CHNA may include ensuring adequate nutrition, or addressing social, behavioral and environmental factors that influence health in the community.

# Developing an Implementation Strategy

## Step 3: Consider Approaches to Address Prioritized Needs

### A. Understand selected health needs and their causes (continued)

- ✓ Consider using a collective impact framework – structured form of collaboration that brings together different sectors to solve social problems:

1. Common agenda
2. Shared measurement
3. Mutually reinforcing activities
4. Continuous communication
5. Backbone organization

**Collective Impact Forum  
website:**

**[www.collectiveimpactforum.org](http://www.collectiveimpactforum.org)**

# *Developing an Implementation Strategy*

## Step 3: Consider Approaches to Address Prioritized Needs

### B. Identify a range of possible approaches

- ✓ Address the levels of prevention
  - Primary prevention
  - Secondary prevention
  - Tertiary prevention
- ✓ CHI uses the “Spectrum of Prevention” developed by the Prevention Institute

**Prevention Institute website:  
[www.preventioninstitute.org](http://www.preventioninstitute.org)**

# Developing an Implementation Strategy

## Step 3: Consider Approaches to Address Prioritized Needs

### B. Identify a range of possible approaches (cont.)

- ✓ Address the multiple factors that impact health
  - CDC Community Health Improvement (CHI) Navigator recommends a balanced portfolio of interventions across four action areas:
    1. Socioeconomic factors
    2. Physical environment
    3. Health behaviors
    4. Clinical care

**CDC CHI Navigator:**  
[www.cdc.gov/chinav/index.html](http://www.cdc.gov/chinav/index.html)

# *Developing an Implementation Strategy*

## Step 3: Consider Approaches to Address Prioritized Needs

### C. Investigate evidence-based approaches

- ✓ Select approaches that are tested and likely to successfully address identified needs
  - See handout “Sources for Evidence-based Approaches” or attachment in 10/6 Outlook meeting invitation, or posting on Inside CHI (Community Benefit Colab site)

# Developing an Implementation Strategy

## Step 3: Consider Approaches to Address Prioritized Needs

### C. Investigate evidence-based approaches - Consider:

- ✓ Characteristics of the population where the program was used; do those characteristics match your community?
- ✓ Is the evidence based on credible public health research?
- ✓ Has the approach been proven to be very effective? Somewhat effective? Are results still pending?
- ✓ Has program been effectively replicated elsewhere?
- ✓ Is it a cultural fit in your community?
- ✓ Do you have or can you obtain resources needed to use the approach?

# *Developing an Implementation Strategy*

## Step 3: Consider Approaches to Address Prioritized Needs

- D. Review community assets and existing hospital programs
  - ✓ Build upon community assets and hospital programs and services
  - ✓ Re-focus existing programs to meet identified needs or to serve priority populations

# *Developing an Implementation Strategy*

## Step 3: Consider Approaches to Address Prioritized Needs

- E. Discuss resource needs, timelines and other implementation logistics
  - ✓ Team should discuss key aspects of implementing each proposed approach
  - ✓ If there is a gap between what you think you will need and what is available, consider how the approach could be modified to fit resources without diminishing effectiveness, or how to augment resources through community collaborations or securing outside funding
  - ✓ Consider re-allocation of internal resources to address potential gaps

# *Developing an Implementation Strategy*

## Step 3: Consider Approaches to Address Prioritized Needs

### E. Discuss resource needs, timelines and other implementation logistics - factors to consider

(continued):

- ✓ Community support
- ✓ Actions that will need to be taken
- ✓ Time frames
- ✓ Staff, including who will lead and implement the approaches selected
- ✓ Infrastructure, including the need for steering committees, policies and leadership support

# *Developing an Implementation Strategy*

## Step 3: Consider Approaches to Address Prioritized Needs

- E. Discuss resource needs, timelines and other implementation logistics - factors to consider (continued):
- ✓ Budget, including sources of funding
  - ✓ Knowledge and expertise needed to carry out the strategy
  - ✓ Partnerships that will be needed to implement the strategy
  - ✓ Any possible need for outside expertise and consultants

# Developing an Implementation Strategy

## Step 4: Select Approaches

### A. Considerations include:

- ✓ Is there a current community benefit program in place that could be continued or built upon?
- ✓ Is the intervention an appropriate fit for the priority population?
- ✓ Which approach or intervention will result in short-term results? While some approaches may be geared to the longer term, seeing early success will be important, especially for hospitals and coalitions new to community health improvement
- ✓ Does the approach lend itself to partnerships and can it generate community support?

# Developing an Implementation Strategy

## Step 4: Select Approaches

### A. Considerations include (continued):

- ✓ Can the approach build on an existing community program?
- ✓ Is the approach consistent with your hospital's organizational strengths and community capabilities?
- ✓ Are there adequate hospital and/or community resources to carry out the approach/intervention? If not, can additional resources be obtained?
- ✓ What barriers might exist? Are there sufficient resources or is there a lack of community support? Are there legal, cultural or policy impediments, or technological difficulties?

# *Developing an Implementation Strategy*

## Step 4: Select Approaches

- B. Solicit community input to validate possible interventions and to assess community and organizational capacity to conduct those interventions
  - ✓ Clarify expectations with the community about what approaches the hospital can and cannot implement, and any limitations
  - ✓ Hospital should plan to come back to the community to share the final strategy and to involve community groups and members in implementing and evaluating the strategy

# *Developing an Implementation Strategy*

## Step 4: Select Approaches

### IRS Note:

IRS regulations require a hospital facility, in conducting a CHNA, to take into account written comments received on its most recently conducted CHNA and most recently adopted implementation strategy. The public will be able to review a hospital facility's most recently adopted implementation strategy because its IRS Form 990 will have a copy of the strategy attached to the form or will include the URL of the Web page where it has made the implementation strategy widely available.

# *Developing an Implementation Strategy*

## Step 5: Integrate the Implementation Strategy with Community and Hospital Plans

### A. Plans that could use information from the CHNA:

- ✓ Community-based plans which lay out community-wide actions or programs to address needs
- ✓ Hospital's implementation strategy for addressing community health needs (community benefit plan)
- ✓ Hospital strategic and operational plans which set strategic and performance goals for the organization

# Developing an Implementation Strategy

## Step 5: Integrate the Implementation Strategy with Community and Hospital Plans

### B. How to link the implementation strategy and organization's strategic and operations plans:

- ✓ Include strategic planning staff in the leadership of the implementation strategy team
- ✓ Include information from the CHNA as a component of the data analysis in the organization's overall strategic planning process
- ✓ Integrate the implementation strategy into the organization's overall strategic and operational plans and budget

# Developing an Implementation Strategy

## Step 5: Integrate the Implementation Strategy with Community and Hospital Plans

### B. How to link the implementation strategy and organization's strategic and operations plans (continued):

- ✓ Keep the organization's governing board and executive leaders informed about community health needs and have them approve priorities and the integrated strategic plan
- ✓ Include progress on the implementation strategy as a regular agenda item at board and management meetings – similar to all other strategic initiatives
- ✓ Integrate implementation strategy goals into the hospital/system's overall dashboard or metric reporting

# Developing an Implementation Strategy

## Step 5: Integrate the Implementation Strategy with Community and Hospital Plans

### B. How to link the implementation strategy and organization's strategic and operations plans (continued):

- ✓ Consider the impact of all major strategic decisions (such as adding or eliminating services) in light of their effects on:
  - Community health
  - Access to health services
  - People in the community living in poverty and other vulnerable populations
  - Community health care costs

# Feedback and Discussion

*What do you need?*

*Questions and concerns?*

*Suggestions and recommendations?*





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***Thank You !***

