



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

***Community Health Needs Assessment  
Implementation Strategy Review-  
Part 7***

**September 26, 2016**

# Agenda

- Welcome and Reflection
- Overview of CHNA Webinar Series
- Part 7-Implementation Strategy Review
- Feedback and Discussion

# Reflection

## *Prayer for Inspirational Blessings*

*May God bless us with discomfort at easy answers, half truths and superficial relationships, so that we will live deep within our hearts.*

*May God bless us with anger at injustice, oppression and exploitation of people, so that we will work for justice, equality and peace.*

*May God bless us with tears to shed for those who suffer from pain, rejection, starvation and war, so that we will reach out our hands to comfort them and change their pain into joy.*

*And may God bless us with the foolishness to think that we can make a difference in the world, so that we will do the things others tell us cannot be done.*

*Amen*

# CHNA Webinar Series

*All webinars are recorded and can be accessed on Inside CHI*

Part 1: How to Conduct a Community Health Needs Assessment

Part 2: What Needs to be Included in the CHNA Report

Part 3: How to Conduct an Implementation Strategy

Part 4: What Needs to be Included in the CHNA Implementation Strategy Document

Part 5: Ongoing Evaluation and Reporting

Part 6: Review of the CHNA Federal Requirements and CHI Acknowledgment Form

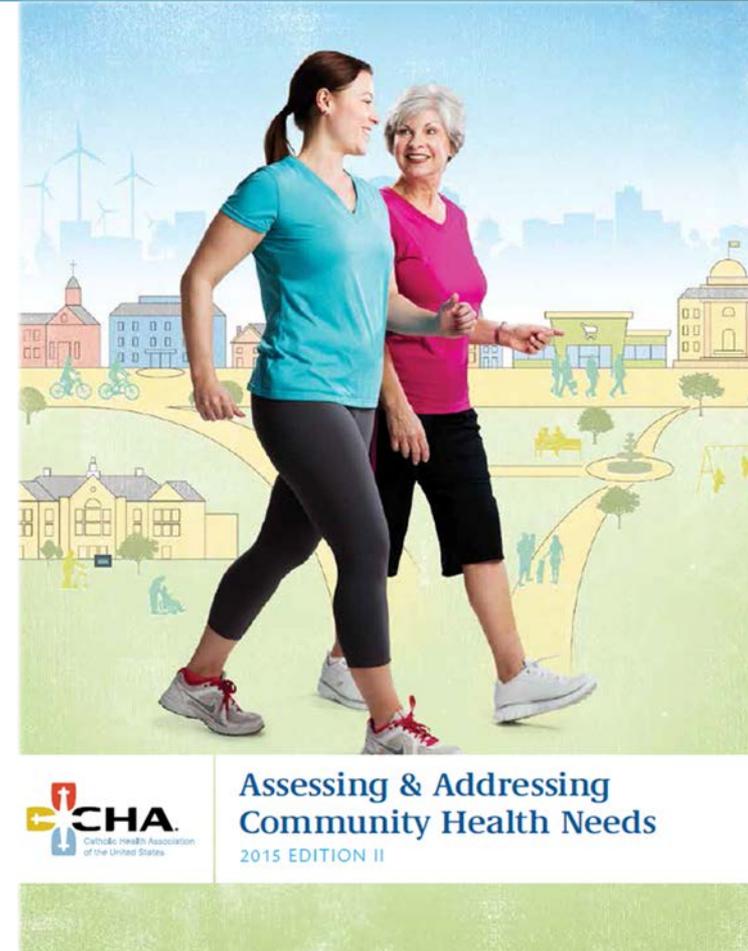
**Part 7: Implementation Strategy Review**

Recordings available on Inside CHI: <http://collab.catholicealth.net/gm/folder-1.11.643049>

# *Catholic Health Association (CHA) Resource*

## *Assessing and Addressing Community Health Needs (2015 Edition)*

- Developed to help not-for-profit health care organizations strengthen their assessment and community benefit planning processes
- Offers practical advice on how hospitals can work with community and public health partners to assess community health needs and develop effective strategies for improving health in our communities
- Can be found online and on Inside CHI



<https://www.chausa.org/communitybenefit/assessing-and-addressing-community-health-needs>

# ***8 Steps for Developing an Implementation Strategy*** *From CHA Assessing and Addressing Community Health Needs*

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

Step 6: Develop a written implementation strategy

Step 7: Adopt and report the implementation strategy

Step 8: Update and sustain the implementation strategy

<https://www.chausa.org/communitybenefit/assessing-and-addressing-community-health-needs>

## *IRS Note*

### *Implementation strategy definition*

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.”

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

## *Assess your readiness*

- Revisit or revise hospital community benefit infrastructure
- Strengthen existing relationships with community members and public health experts
- Review federal and state requirements for implementation strategies and community benefit planning



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

## *Form the implementation strategy team*

### 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

### Team responsibilities:

- Budgets, timelines and other implementation details
- Existing assets/programs to build upon
- Community partnerships and relationships
- Select interventions
- Be a champion!



## *Step 2: Develop goals and objectives and identify indicators*

- Develop goals that describe what you want to accomplish
- Identify measurable objectives to be achieved within a specific timeframe
- Measure whether the objectives were met



## Step 2: Develop goals and objectives and identify indicators

### Use SMART objectives

According to the Centers for Disease Control and Prevention, objectives should be **SMART**



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

- Understand selected health needs and their causes
- Identify a range of possible approaches
- Investigate evidence-based approaches
- Review community assets and existing hospital programs
- Discuss resource needs, timelines and other implementation logistics



## *IRS Note*

### *Written comments*

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.

## *Step 5: Integrate implementation strategy*

- Identify plans that could use information from the CHNA
- Link the plans where appropriate



## Step 6: Develop a written implementation strategy

- Organization's mission
- Community served
- Description of how the implementation strategy was developed and adopted
- Significant health needs and how priorities were determined
- What the organization will do to address selected significant community health needs and the anticipated impact of these actions; also describe the resources the hospital plans to commit to address community health needs
- Significant community health needs not addressed in the implementation strategy and any reason(s) they are not being addressed



## *IRS Note*

### *Reporting needs that are not being addressed*

**Federal law requires** hospitals to report needs not being addressed and the reasons why those needs are not being addressed. Some reasons the hospital might not address certain needs include:

- Need being addressed by others
- Insufficient resources to address need (financial and personnel)
- Issue is not a priority for community members and therefore approach is unlikely to succeed
- Lack of evidenced-based approach for addressing the problem
- Need is not as pressing as other problems
- Need is not as likely to be resolved as other problems
- Hospital does not have expertise to effectively address the need

## *Step 7: Adopt and report the implementation strategy*

### Adopting the implementation strategy

- Authorized governing body of the hospital (board of directors) must adopt the implementation strategy to be compliant with the provisions of the Patient Protection and Affordable Care Act, or
- A committee of the board may be authorized by the board to approve the implementation strategy

### Reporting the implementation strategy

- Annually report on IRS Schedule H, Form 990 – a description of the actions taken during the taxable year to address significant health needs identified through the most recently conducted CHNA or, if no actions were taken with respect to one or more of these health needs, the reason(s) why no actions were taken

## IRS Note

### *Adopting the Implementation Strategy*

IRS regulations indicate that the implementation strategy:

- Is considered adopted on the date the implementation strategy is approved by an authorized governing body of the hospital organization
- Should be approved on or before the 15<sup>th</sup> day of the fifth month after the end of the taxable year in which the hospital completes the final step for the CHNA – **November 15, 2016 for all CHI hospitals**
- Should be a separate document for each individual hospital unless a joint CHNA is conducted

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

- CHNA and implementation strategies to be conducted at least every three tax years
- Implementation strategies may need to be updated more frequently based on:
  - Changing community needs and priorities
  - Changes in hospital resources
  - Evaluation results

# *An Example of a Priority Need and Implementation Strategy*

## *Access to care and health insurance coverage*

1. Work with *internal stakeholders* to identify, increase and coordinate efforts.
2. Work with *external stakeholders* to identify opportunities to reach the uninsured population.
3. Coordinate internal and external efforts to prevent gaps.

### Internal Partners

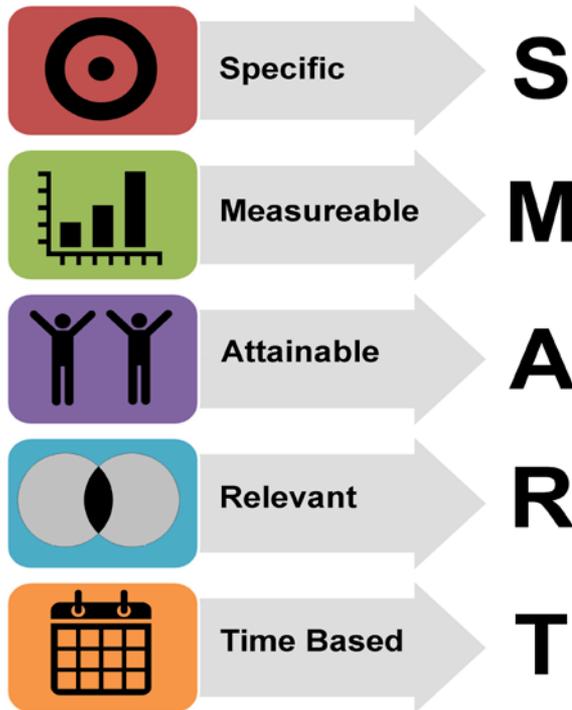


### External Partners

- ✓ Community Partners and Members
- ✓ Public Health Department
- ✓ Nonprofit organizations
- ✓ Health clinics (FQHC, primary care)
- ✓ Churches (all faiths)
- ✓ Schools
- ✓ State/County/City organizations
- ✓ And many more...

# An Example of a Priority Need and Implementation Strategy

## SMART strategies



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"Bar Graph" icon by Scott Lewis, from the NounProject.com collection  
"Calendar", "People" and "Target" icons from the NounProject.com collection

- From November 2016- January 2017, conduct 2 outreach and insurance enrollment efforts in low-income areas of town.
- Increase the number of CHI staff trained to be Certified Application Counselors by December 2017.
- By the end of FY19, increase the number of people with health insurance in the hospital primary service area by 25%.

## *Additional Resources*

CHI Healthy Communities at the National Office  
[TamaraBourda@catholichealth.net](mailto:TamaraBourda@catholichealth.net) 720-568-3712

Inside CHI <http://collab.catholichealth.net/gm/folder-1.11.643049>

Catholic Health Association  
<https://www.chausa.org/communitybenefit/assessing-and-addressing-community-health-needs>

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

Collective Impact Forum [www.collectiveimpactforum.org](http://www.collectiveimpactforum.org)

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

# *Feedback and Discussion*





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***Thank You !***

