



Fundamentals of Community Engagement

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A Culture of Health

- Good health flourishes across geographic, demographic and social sectors.
- Attaining the best health possible is valued by our entire society.
- Individuals and families have the means and the opportunity to make choices that lead to the healthiest lives possible.
- Business, government, individuals and organizations work together to build healthy communities and lifestyles.
- Everyone has access to affordable, quality health care because it is essential to maintain, or reclaim, health.
- No one is excluded.
- Health care is efficient and equitable.
- The economy is less burdened by excessive and unwarranted healthcare spending.
- Keeping everyone as healthy as possible guides public and private decision-making.
- Americans understand that we are all in this together.

The Role of the Community Hospital is Changing

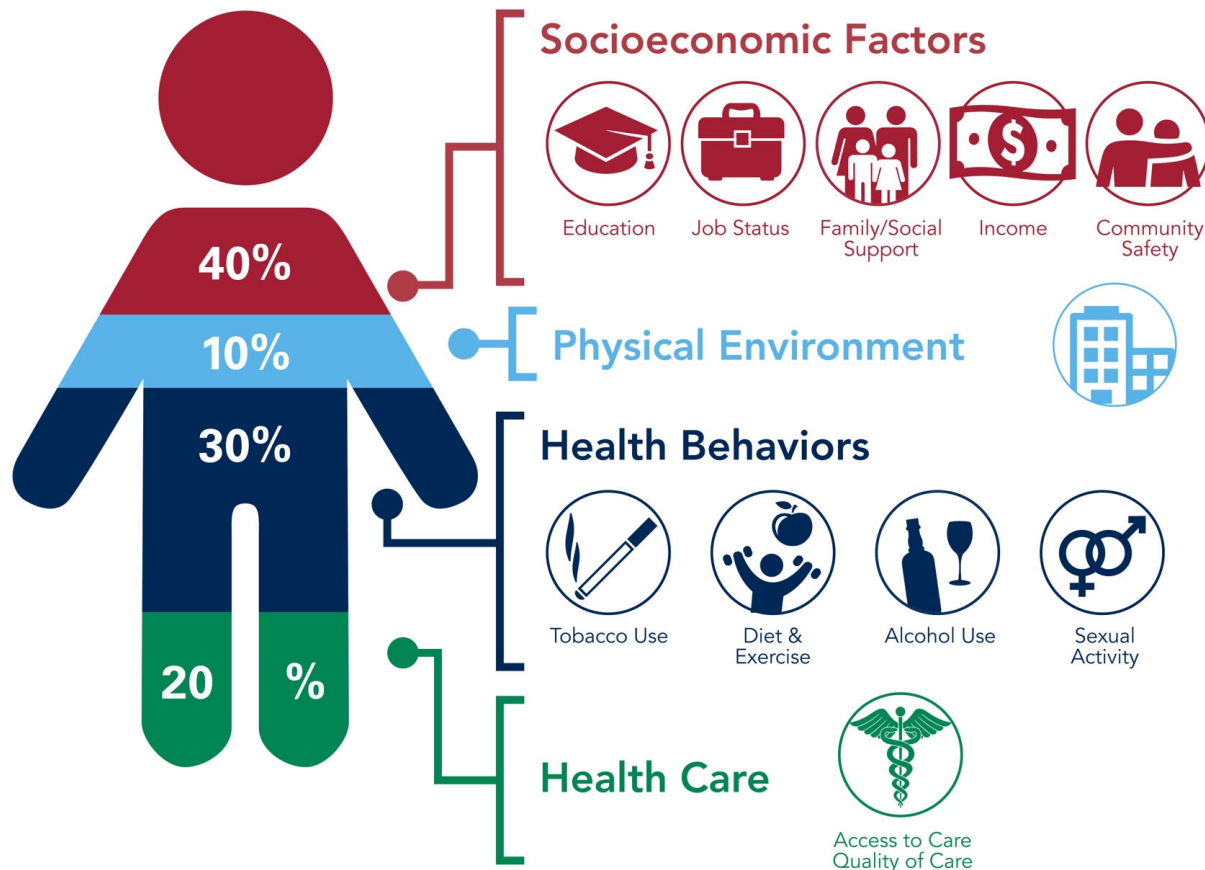
“To successfully improve the health of populations, it is necessary to address the drivers of health, including socioeconomic factors, health behaviors and the physical environment”

Health Research & Educational Trust. (2016, August).
Creating Effective Hospital-Community Partnerships to
Build a Culture of Health. Accessed at www.hope.org



IMPACT OF SOCIAL DETERMINANTS OF HEALTH

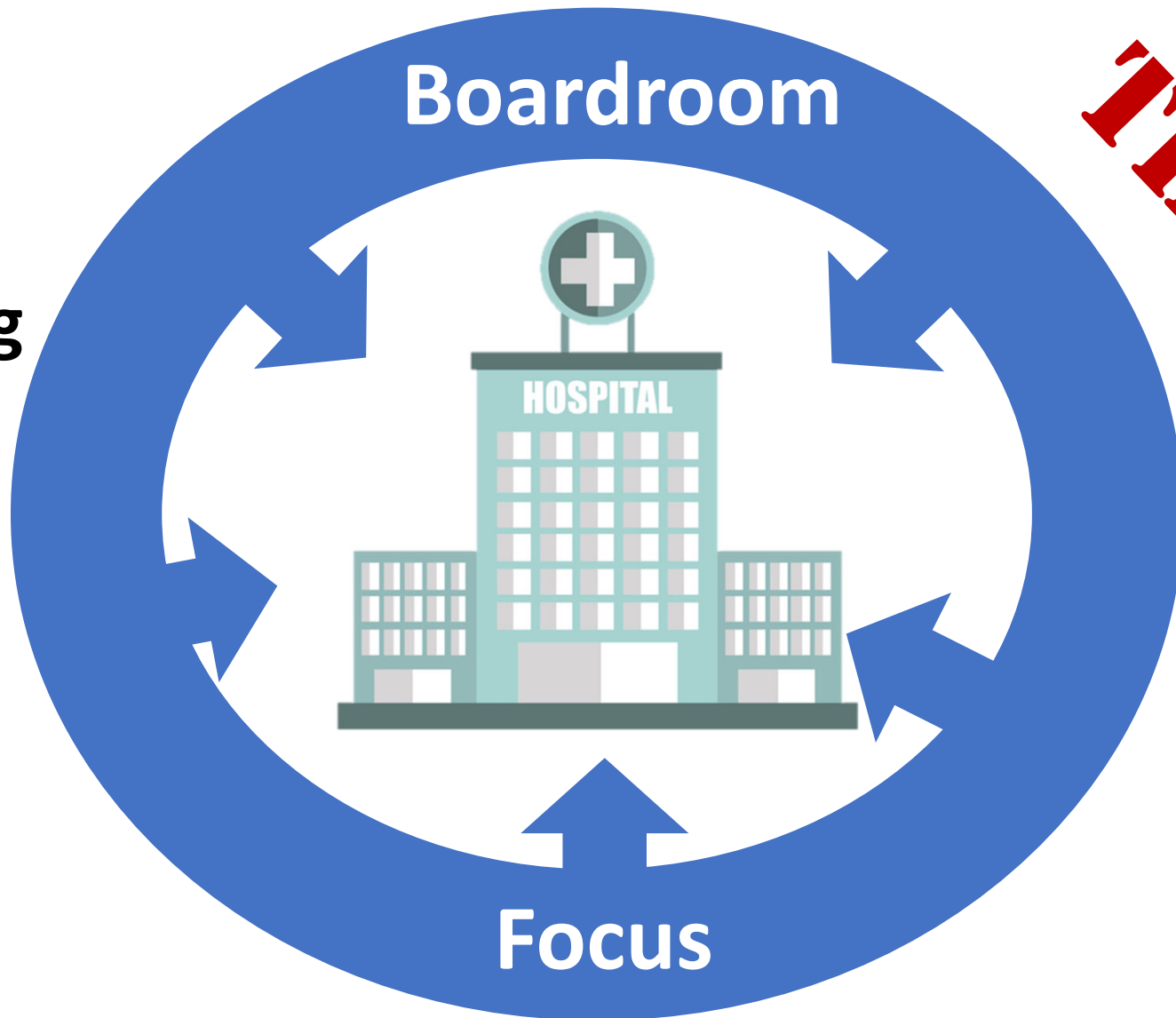
Social determinants of health have tremendous affect on an individual's health regardless of age, race, or ethnicity.



➤ SDOH Impact

- ➔ **20 percent** of a person's health and well-being is related to **access to care** and **quality of services**
- ➔ The **physical environment, social determinants** and **behavioral factors** drive **80 percent** of health outcomes

**The
Board's
Focus is
Changing**



THEN



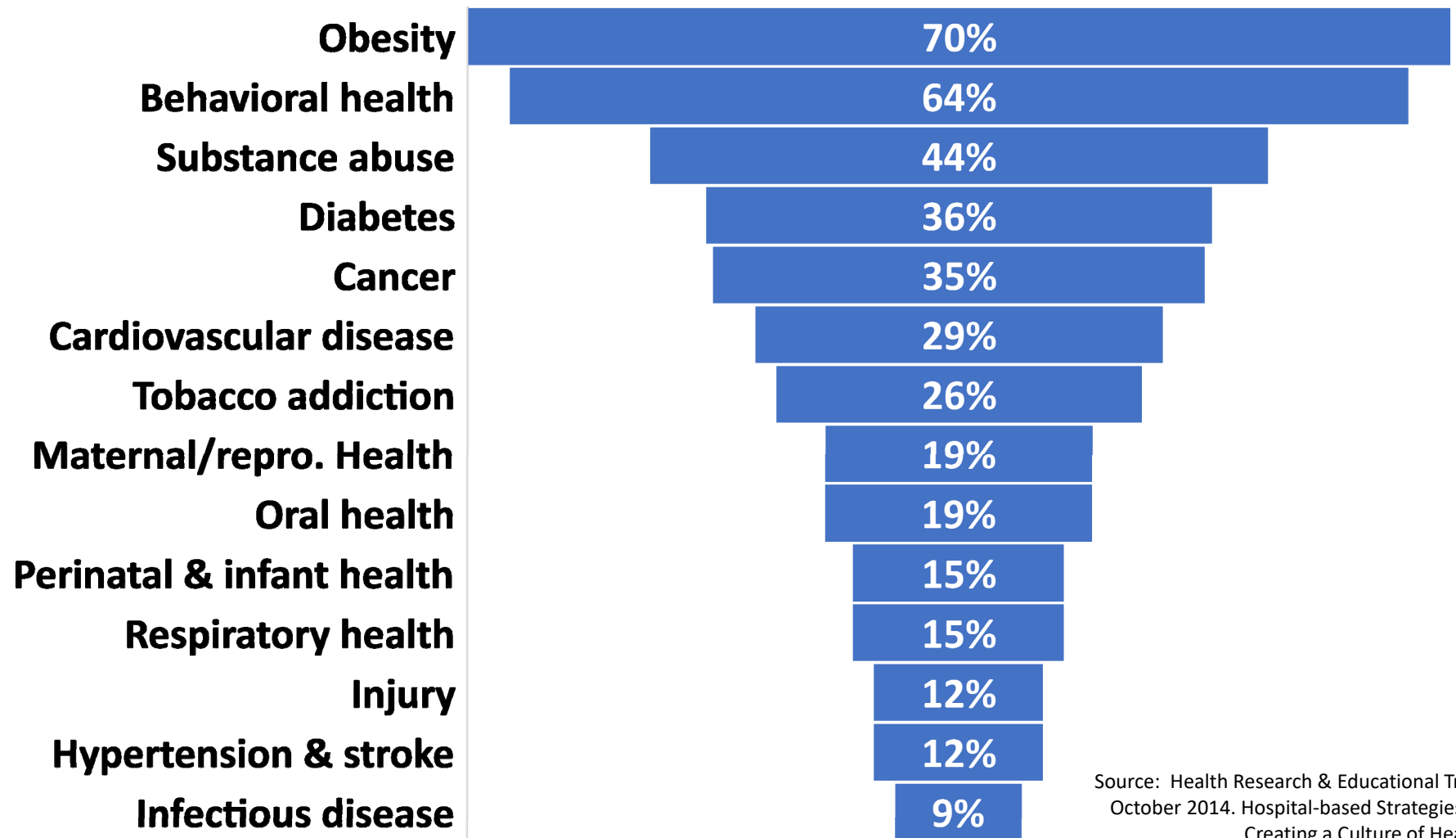


Community Partnerships Require Different Governance

- Executive governance is different from entrepreneurial governance
- The hospital board is not the partnership board, nor should it be
- Think carefully before appointing hospital board members to partnership boards

Most Commonly Identified Community Health Needs by Condition

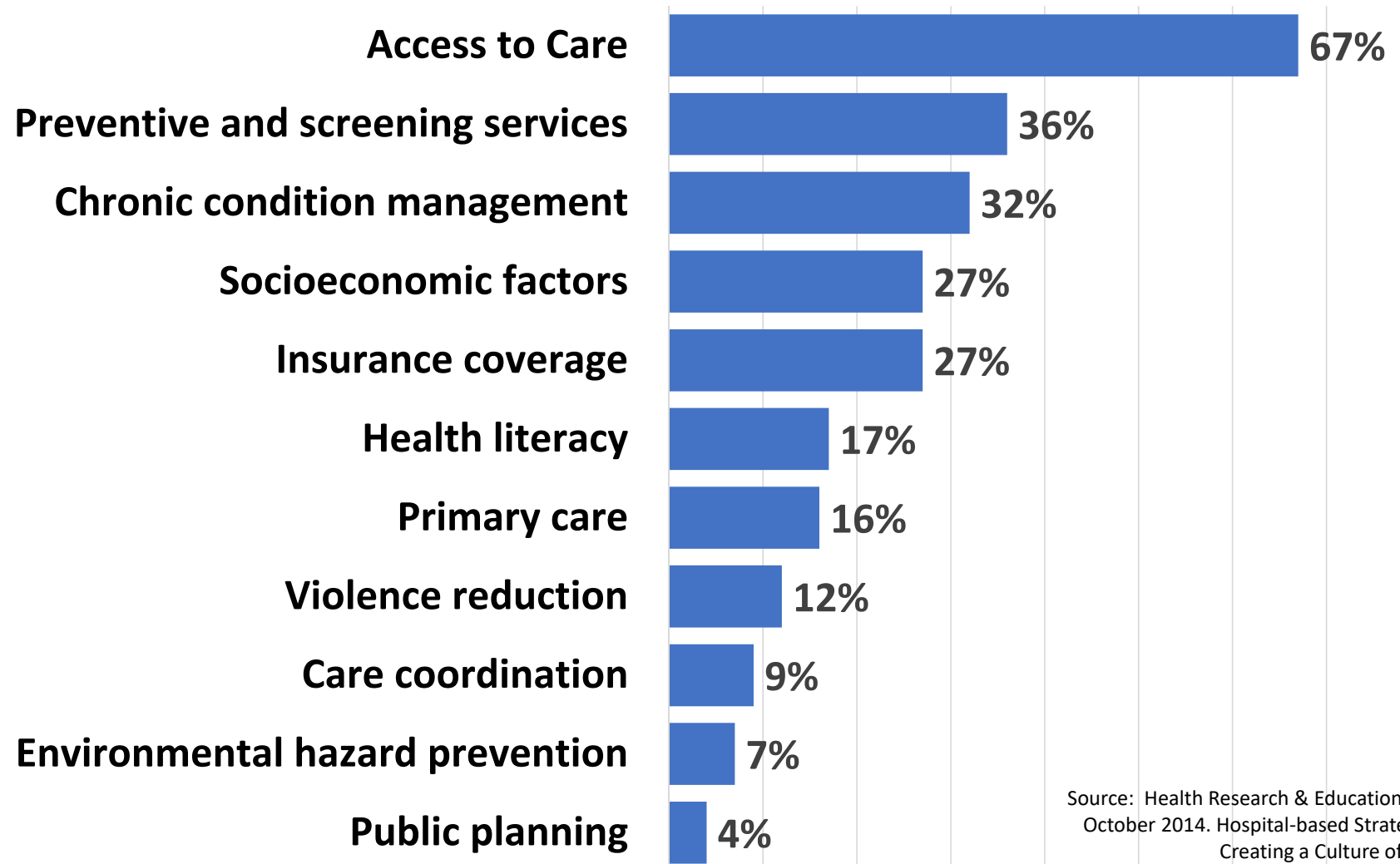
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Source: Health Research & Educational Trust.
October 2014. Hospital-based Strategies for
Creating a Culture of Health.

Most Commonly Identified Community Health Needs by Driver

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Source: Health Research & Educational Trust.
October 2014. Hospital-based Strategies for
Creating a Culture of Health.

Strategic Considerations for Creating an Effective and Sustainable Hospital-Community Partnership



Learnings on Governance from Partnerships that Improve Community Health: Lessons Learned from Recipients of the Foster G. McGaw Prize for Excellence in Community Service, 2016 (February). AHA Center for Healthcare Governance.

Types of Initiatives that Hospitals and Health Systems Participate in



Social Cohesion and Shared Value of Health



Multisectoral Collaboration to Build Health Partnerships



Improved and equitable opportunity for healthy choices and environments



Improved quality, efficiency and equity of health and health care systems

A Multitude of Potential Partners

- **COMMUNITY ORGANIZATIONS:** Social services organizations, Salvation Army, food banks, parks, zoos
- **EDUCATIONAL ORGANIZATIONS:** Early childhood centers (day care, foster care); primary, secondary and post-secondary (colleges, universities) schools
- **FAITH-BASED ORGANIZATIONS:** Temples, churches, mosques, other religious or spiritual congregations
- **HOUSING AND TRANSPORTATION SERVICES:** Homeless shelters, housing and land development planning commissions, transportation authorities
- **GOVERNMENT:** Local (municipal, city, county), state or federal (Dept. of Justice, Dept. of Agriculture, Dept. of Housing and Urban Development) government employees or organizations; prisons; fire and police departments; ambulance services
- **LOCAL BUSINESSES:** Chambers of commerce, grocery stores, restaurants, manufacturing organizations
- **PUBLIC HEALTH ORGANIZATIONS:** Public health departments, foundations and institutes
- **SERVICE ORGANIZATIONS:** Lions, Rotary, United Way, YMCAs, Boys & Girls Clubs
- **HEALTH CARE ORGANIZATIONS:** Other hospitals in the community, federally qualified health centers, community health centers, rural health or free clinics, mental health organizations, pharmacies, walk-in clinics, state hospital associations



Thinking about the Hospital's Role as the Funder of Initiatives





Conditions for Achieving Collective Impact

- Common agenda
- Shared measurement systems
- Mutually reinforcing activities
- Continuous communication
- Having a backbone organization

Learnings on Governance from Partnerships that Improve Community Health: Lessons Learned from Recipients of the Foster G. McGaw Prize for Excellence in Community Service, 2016 (February). AHA Center for Healthcare Governance. Accessed at <http://trustees.aha.org/populationhealth/16-BRP-Learnings-on-Governance.pdf>

Principles of Community Engagement



It's about relationships



Meet the community and potential partners where they are



Clearly define success early with metrics



Focus on action –all partners have meaningful roles



Ask for what's needed



Diverse and inclusive coalitions are stronger and take more work

Obstacles to Expect

- Resource capacity: staff skill sets and bandwidth
- Hard to estimate what it will cost
- Data sharing, collection, tracking, and reporting
- Sustainability: Identifying and securing ongoing funding
- Past mistrust among partners
- Misaligned organizational and personal agendas
- Importance of a dedicated champion



Source: Tricia McGinnis, MPP, MPH, Stacey Chazin, MPH, CHES. Center for Health Care Strategies, Inc. An Inside Look at Partnerships Between Community-Based Organizations and Health Care Providers. October 12, 2017. <https://www.chcs.org/inside-look-partnerships-community-based-organizations-health-care-providers/>

Practices Your Board Can Consider Adopting

Make improving community health a focus of board meetings

Appoint a community health improvement committee of the board

Ensure CHNA process is designed/implemented in partnership with community

Assess community health-related resources (asset mapping)

Discuss and be aware of community partnership governance options

Ensure a commitment to high-caliber community health improvement operations

How Board Members Can Help

- ✓ Lend their names to increase the credibility of the project.
- ✓ Commit resources, including funding and staff support.
- ✓ Attract potential assessment partners or external funding sources.
- ✓ Help overcome any roadblocks that emerge along the way.
- ✓ Champion the project among policymakers and elected officials.

Source: Julia J. Resnick and Katya Seligman. Community health improvement: The role of trustees. Board engagement essential in community health assessments. Trustee Magazine Archives. June 12, 2017



Bottom Line: The Role of the Hospital Board in Hospital-Community Partnerships

NIFO
*(Nose In,
Fingers Out)*

**Ask good
questions**

**Let the full-
time people
run the show**

**First, do
no harm**