

# **Governing Partnerships to Improve Community Health**

## **Lessons from Foster G. McGaw Prize Recipients**

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**American Hospital Association**



# Overview

- Study Overview
- Principles of Collaborative Partnerships
- Recommendations for Hospitals & Partnerships
- Panel Discussion:
  - ❖ Vince Ford, Senior Vice President for Community Health Services, Palmetto Health
  - ❖ Amy Schultz, MD, Executive Director, Population Health, Allegiance Health & Medical Director, Jackson County Health Department
  - ❖ Steven Smith, MD, Trustee, Mount Ascutney Hospital & Health Center

# Study Overview



***Baxter***



International  
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Foster G. McGaw Prize for Excellence  
in Community Service

# *Study Participants*

- Allegiance Health (Jackson, MI)
- Crozer-Keystone Health System (Springfield, PA)
- Henry Ford Health System (Detroit, MI)
- Memorial Hospital of South Bend/Beacon Health System (South Bend, IN)
- Mt. Ascutney Hospital and Health Center (Windsor, VT)
- Palmetto Health (Columbia, SC)
- St. Joseph's/Candler Health System (Savannah, GA)

# Study Methods

- 37 interviews with system & community partner leadership to identify comparable profiles
  - Governance model characteristics
  - Governance responsibilities/authorities
  - Reporting structures and processes
  - Partnership staffing, resources & sustainability
  - Challenges and advice to the field
- Blue Ribbon Panel of study participants and experts to discuss commonalities, differences, key themes and learnings for the field

# *Principles of Collaborative Partnerships*

- Partnerships Must be Community-Driven.
- All Stakeholders Must be Meaningfully Engaged.
- More Can be Achieved Together Than Alone.
- Partner Equity Ensures Sustainability.
- Community Health and Well-Being Improvement is a Shared Core Purpose.
- Creative Approaches are Needed to Tackle All-Encompassing Problems.
- A “Systems Approach” Ensures Continuity.
- Goals and Progress Reporting Ensure Accountability.
- Governance Must be Structured to Ensure Sustainability.

# Recommendations for Hospitals/Health Systems

**Recommendation #1:** Ensure a hospital/health system governance commitment to a robust effort to improve community health.

- Convene a board retreat or workshop to discuss the organization's current commitment to improving community health.
  - Review this report and lessons learned
  - Review your organization's mission and vision to ensure that community health improvement is a central focus
  - Answer the readiness assessment questions
- Clearly define the organization's commitment to identifying the barriers to community health, and take actions in concert with community partners to address the most serious.
- Communicate to employees, the medical staff, volunteers, vendors, payers, and the business and overall community the organization's commitment to significant actions to improve community health.
- Begin the process of infusing and/or further "culture of health" throughout

**Recommendation #2:** Appoint a community health improvement committee of the hospital or system board.

- Develop a committee charter that identifies participants (from the board, clinical staff, other staff and community representatives); key committee responsibilities, including oversight for community benefit activities and community health improvement strategies; reporting relationships; and a work plan with actions, resources required, individual responsibilities and projected time frames.



# Recommendations for Hospitals/Health Systems

**Recommendation #3**: Ensure that the hospital/health system supports and participates in a Community Health Needs Assessment that meets regulatory requirements, extends deeply into the community, and is designed and implemented with community partners.

- Ensure the hospital/health system sets strategies based on results of the Community Health Needs Assessment that focus on and support the collective work of the community partnership.
- Work with partners to analyze the results of the assessment and define multi-dimensional strategies to address agreed-upon needs.

# Recommendations for Partnerships

## Recommendation #4: Assess community health-related resources.

- Determine a preliminary list of organizations with a role in increasing some aspect of community health.
- Refine the list of resources to include individual organizations' mission, leadership structure, programs and services, funding resources, etc.
- Determine an initial list of organizations to engage as partners to participate in a Community Health Needs Assessment. This list may include partners that are already conducting CHNAs independently, such as public health departments or competitor organizations.

# Recommendations for Partnerships

**Recommendation #5:** Evaluate community collaboration governance options.

- Convene community partners to explore options for a durable structure to most effectively coordinate community health improvement efforts.
- Determine a working mission, vision and values as a foundation for further discussion and planning.
- Explore ways to reduce or eliminate overlap and duplication of efforts, leverage resources and secure funding to maximum advantage.

**Recommendation #6:** With partner agreement, form an informal, multi-disciplinary “community partnership board.”

- Use the competencies for forming the partnership board.
- Develop principles for community health governance.
- Develop consensus-driven mission, vision, principles and partnership goals.
- Develop committees and task forces responsible for specific community health improvement strategies and objectives.
- Define projected outcomes and a process for measuring progress toward their achievement.

# Recommendations for Partnerships

**Recommendation #7:** Assess community board governing performance.

- After one year, conduct an assessment of the community board's role, structure, practices and success.
- Identify strengths and weaknesses, and opportunities for development and performance improvement.

**Recommendation #8:** Continuously refine and improve governance and community health improvement operations.

- Conduct "real-time" assessments of emerging community health needs.
- Periodically review the progress of the community collaborative and its partnerships, and consider incorporating new partners in the collaboration.

# *Panel Discussion*

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**Learnings on Governance from Partnerships  
that Improve Community Health**

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