I. Policy:

It is the policy of CHW to integrate community benefit into the ongoing processes of planning, budgeting and reporting. At both system and local levels, CHW explicitly stewards and uses its resources to benefit our brothers and sisters who are economically disadvantaged and promotes health and healing in the community.

II. Purpose:

The purpose of this policy is:
- to ensure appropriate implementation of CHW Governance Policy 3.45, Community Benefit, which establishes the community benefit structure and processes to ensure the standardization and institutionalization of CHW’s Community Benefit practices;
- to describe the Core Principles that CHW uses to ensure a strategic approach to community benefit program planning, implementation and evaluation; and
- to ensure that the regulatory requirements of California State Senate Bill 697 and Nevada State Assembly Bill 342 are fully met.

III. Definitions:

A **community benefit** is a program or activity that provides treatment or promotes health and healing as a response to identified community needs and meets at least one of these community benefit objectives:
- Improve access to health care services.
• Enhance health of the community.
• Advance medical or health care knowledge.
• Relieve or reduce the burden of government or other community efforts.

The program or activity is:
• Responsive to identified health priorities determined in collaboration with community stakeholders;
• Focused on persons who are poor, disenfranchised or located in an area with disproportionate unmet health needs;
• Integrated into the facility’s strategic planning and budgeting process; and
• Planned and implemented with program objectives and measurable outcomes that are beneficial to community stakeholders.

**Community** is defined as a hospital’s immediate geographical area as well as neighboring areas and populations with disproportionate unmet health-related needs.

**Disproportionate Unmet Health-Related Needs** – seek to accommodate the needs of communities/neighborhoods with socio-economic barriers that increase resident vulnerability to poorer health/health disparities.

**IV. Principally Affected Departments**


**IV. Guidelines:**

**Community Benefit Staffing**

Each CHW facility ensures adequate staff with the appropriate qualifications to lead and carry out the responsibilities of the community benefit program. Most hospitals find they need one half time or a full time staff member to coordinate efforts within the organization and to work with others in the community.\(^1\) The Community Benefit staff reports to the Service Area Leader/Service Area President or a member of the senior management team who has understanding of and competency in community benefit planning and programming.

**Responsibilities of the Community Benefit Staff**

• Works with others (senior management, clinicians, physicians and community organizations) to plan, develop, implement and evaluate outreach services (choose health priority, establish objectives, measures outcomes) in accordance with the hospital and the system strategic plans.

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\(^1\) A Guide for Planning and Reporting Community Benefit, The Catholic Health Association of the United States, April 2006.
• Manages in collaboration with others current community health services/programs and explores new opportunities to further the hospital's mission in response to identified health priorities.

• Prepares the hospital's community benefit plan and monitors the progress of plan's goals and objectives.

• Collates the budgets (operating and capital), oversees and evaluates the hospital's community benefit services/programs.

• Oversees the collection, inputting and reporting of data for the hospital's community benefit services/programs (Lyon Software) report.

• Works with Communications to design and disseminate information regarding the hospital's community benefit services/programs to board members, legislators and the community at large.

• Works with CHW Policy Advocacy Liaisons to coordinate advocacy efforts that impact the health and quality of life of the community.

• Serves as the hospital's representative in the development of a collaborative Community Needs (and Assets) Assessment every three years.

• Provides staff support to the Hospital Board and/or Community Health Committee of the Board, as appropriate.

Core Competencies of Community Benefit Staff
• Commitment to the mission and values of Catholic Healthcare West
• Degree in hospital health administration, business administration or related field
• Excellent interpersonal skills with proven ability to relate to other management staff; medical staff and diverse community groups
• Outstanding written and oral presentation skills
• Experience in program planning, development and evaluation
• Experience in working with partnerships and/or coalitions
• Expertise in review and interpretation of population health data and information
• Knowledge of public health concepts (e.g., levels of prevention, epidemiology)
• Expertise in the design and implement of project monitoring strategies
• Demonstrated knowledge of clinical service delivery
• Experience in using work processing and spreadsheet software

Criteria for Priority Setting
As a demonstration of the hospital/service area commitment to address priority unmet health-related needs, the following criteria will apply to establishing community benefit programming:
• Size of problem (i.e., number of people per 1,000, 10,000 or 100,000)
• Seriousness of problem (i.e., health impact at individual, family and community level)
• Economic feasibility (i.e., program cost, internal and potential external resources)
Available expertise (i.e., can we make an important contribution?)
Time commitment (i.e., overall planning, implementation, and evaluation)
External salience (i.e., evidence that it is important to community stakeholders)

Core Principles of Community Benefit Programming
CHW integrates the following core principles into Community Benefit programming to ensure a strategic approach to program planning, implementation and evaluation:

- **Focus on Disproportionate Unmet Health-related Needs**
  All services, activities and donations to be counted as community benefits will include outreach and design elements that insure access for communities with disproportionate unmet health-related needs (DUHN).

- **Emphasize Prevention**
  CHW hospitals will work with the community on program activities that address the underlying causes of persistent health problems as part of a comprehensive strategy to improve the health status and quality of life in our communities.

  The term primary prevention refers to three types of activities: Health promotion, disease prevention, and health protection. Health promotion activities encourage development of healthy lifestyles. Disease prevention activities focus on people identified as at risk for health problems. Health protection activities focus on creating a healthier environment that will support individual healthy behaviors.

  Secondary prevention measures, referring to early detection and prompt treatment of disease and tertiary prevention measures that help to limit disability where disease has already occurred, are also considered in this core principle.

- **Contribute to a Seamless Continuum of Care**
  This principle calls for developing operational linkages between CHW clinical services and community health improvement activities. The intent is to ensure that CHW hospital’s investment in community health improvement activities will yield measurable impacts upon health status and quality of life.

  In order to do build a seamless continuum of care, CHW facilities are committed to increasing the engagement of clinicians in the design and implementation of program activities.

- **Build Community Capacity**
  This principle focuses on the strategic targeting of charitable resources to mobilize and build the capacity of existing community assets, including local...
entities such as community-based organizations, businesses, physical infrastructure, community groups, and skills of individual families.

CHW hospitals will seek to enhance existing programs and develop new ones by strategically allocating financial resources, materials, expertise, and advocacy to build on what is already in place in the community. This will enhance the effectiveness and viability of community-based organizations, reduce duplication of effort, and provide a basis for shared advocacy and joint action to address structural problems of shared interest.

- **Demonstrate Collaborative Governance**
  CHW is committed to emphasizing a collaborative approach to the governance and management of community benefit activities that involves community members with a direct stake in the success of a program. This provides a platform for shared action and advocacy to address systemic problems such as access to health care.

**Community Benefit Manual**
To ensure institutional accountability for the quality of design and implementation of Community Health initiatives, a Community Benefit Manual has been created to standardize the protocols and practices developed at the CHW facilities. This Manual will be reviewed and updated as appropriate, minimally every three years.

The following Community Benefit protocols, procedures, and resources are compiled in a Community Benefit Manual, posted on the CHW Intranet website under the Mission Integration Department, Community Benefit:
- CHW Standards for Mission Integration
- CHW Community Benefit Policy 3.45
- CHW Community Benefit Administrative Policy 40.4.001
- CHW Financial Assistance Policy 4.50
- CHW Accounting and Reporting Community Benefit Finance Policy 60.1.035
- California State Senate Bill 697
- Nevada State Assembly Bill 342
- Community Benefit Planning Guidelines
- Community Health Assessment Guidelines
- Core Principles for Community Benefit Programming
- Community Benefit Plan Guidelines
- Community Benefit Reporting Guidelines
- Telling the Story, Report to Community Template

In addition, the Community Benefit website also includes resources from the Catholic Health Association, the “Advancing the State of the Art in Community Benefit Practice” national demonstration, and explicit guidance for CHW Finance Departments on the calculation and reporting of Community Benefit activities.