

Community

health connection

November • 2011



Introducing HealthForecast.netSM

PRC is proud to introduce HealthForecast.netSM, an online, interactive tool designed to help promote community health and wellness by connecting people with research, ideas and resources. This tool also provides clients with easy access to their Community Health Needs Assessment data. As the tool is a public-access portal, it is the solution not-for-profit hospitals need to fulfill public dissemination requirements under the Patient Protection and Affordable Care Act (PPACA).

PRC's Community Health Needs Assessments provide the foundation for HealthForecast.netSM Communities. The assessments measure important factors such as healthcare access, chronic disease, preventive care, modifiable health risks and health status. Research is benchmarked at both state and national levels as well

as compared to Healthy People 2020. By integrating focus groups and secondary research with the primary data, it is the most comprehensive assessment available.

Each client receives their own HealthForecast.netSM site that includes the Area Outlook on the homepage. Other pages incorporate Key Health Indicators, Opportunities for Improvement, as well as Resources and Ideas for Action. The full Community Health Needs Assessment report is prominently posted for public download.

To encourage public utilization of the information—and ultimately spur public action—the research is presented in a visually appealing way, utilizing weather graphics to represent positive, negative and fair trends.

Contact us at Info@PRCOnline.com to find out how to become a HealthForecast.netSM Community.

Inside...

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HealthForecast.net Home Indicators Opportunities

NEW ORLEANS EAST

How can our community become a better place in which all of us can live, work and play? It begins with an initiative to better understand the healthcare needs of those living here. For this project, a survey was conducted in New Orleans East, including households in the following ZIP Codes: 70117, 70122, 70124, 70126, 70127, 70128 and 70129. Public health data for Orleans Parish (e.g., deaths, births) were also consulted.

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Sponsors

This Community Health Assessment was sponsored by:

MHSF
METROHERSHEE HEALTH SERVICES
FOR IMPROVING HEALTH, INC.

Area Outlook

	Area	US
"Fair/Poor" Physical Health	15.6%	16.8%
Overweight	67.0%	66.9%
Diabetes/High Blood Sugar	13.5%	10.1%
Violent Crime in 5 Years	6.7%	1.6%
[18-64] Lack Health Insurance	22.1%	14.9%

[See other indicators >>>](#)



Recommendations to IRS Notice 2011-52

In September 2011, PRC responded to IRS Notice 2011-52 regarding CHNA requirement for tax-exempt hospitals. PRC's comments focused on fostering collaboration within communities, facilitating cost-savings where appropriate and promoting data-sharing and data presentation that is more beneficial to the entire community. PRC specifically recommended:

- Requirements should foster collaboration within communities. Hospitals collaborating with non-hospital organizations should be allowed to present a consolidated report to the community, as long as market areas (if distinct) and the related data are segmented and clearly discerned within the report.
- Facilitate cost-savings where appropriate. For example, hospitals that share a market area with other hospitals should be allowed to present a consolidated report to the community as long as any distinctions in their market areas and related data are segmented and clearly discerned within the report.
- Health systems with multiple facilities that share markets in whole or in part should be allowed to present a consolidated report to the community, as long as market distinctions and related data are segmented and clearly discerned for individual hospital facilities within the report.

Once the final IRS regulations are announced they will be posted on the Community Health section of PRC's website.

PPACA & IRS Schedule H Update

Under the federal Patient Protection and Affordable Care Act (PPACA), Section 9007, hospitals that want to achieve or maintain tax-exempt status will have new requirements. The details are still being finalized; for more information, and final details as soon as they are announced, visit the Community Health section of PRC's website at PRCOnline.com. Legislative highlights include:

All non-profit hospitals must conduct a Community Health Needs Assessment (CHNA):

1. At least once every three years,
2. Include input from persons representing the broad interests of the community, including those with expertise in public health, and
3. Must be made widely available to the public.

Utilizing the CHNA data, hospitals must adopt an implementation strategy that addresses the identified needs:

1. Within the same year in which the CHNA is conducted
2. Details should include how it is meeting identified needs through CHNA; describe any identified needs that are not being addressed and why

To be in compliance, hospitals are required to:

1. Complete the CHNA and adopt an implementation strategy by the last day of the hospital's first taxable year beginning after March 23, 2012.
2. Submit all required information to the IRS through Schedule H (Form 990)

Non-compliance penalties include:

- \$50,000 excise tax per year
- Potentially lose tax-exempt status.

The PRC Difference

PRC's Community Health Needs Assessments help hospitals, health departments, healthcare organizations and civic organizations improve community health and wellness by connecting people, ideas and resources. This research measures the pulse of communities on important factors such as healthcare access, preventive healthcare, modifiable health risks and health status.

In addition to the survey, PRC works closely to involve key community members—those individuals who have a solid understanding of the health needs in the community—through community health panels and focus groups. Supplemental secondary data is typically incorporated in the final report to complement the primary research. Our assessments are designed with wide benchmarking potential at the state and national levels, as well as to Healthy People 2020 targets.



Foundation is a Catalyst in Central Florida

Case File

Winter Park Health Foundation • Winter Park, Florida

Grant funding is often an integral part of being able to provide for the health needs of a community. However, determining which initiatives merit funding can be a challenging proposition. Sometimes it takes someone with foresight and initiative to bridge the gap between those seeking funding and those providing it.

The Winter Park Health Foundation (WPHF) is a private foundation that seeks to improve the health of people in the Winter Park, Maitland and Eatonville areas of Central Florida through financial support. More than a decade ago, the foundation conducted the area's first Community Health Needs Assessment, giving them a blueprint for where to spend their grant dollars for the biggest impact.

"Back in 1999, we had only secondary data and even then it was fairly generalized," says Debbie Watson, vice president of WPHF. "Without true knowledge of our population's specific behaviors and risks, how could the community effectively address them, much less how could we prioritize our funding?"

The initial Community Health Needs Assessment generally confirmed suspicions about what was happening in the area. And while the research reaffirmed that the uninsured had problems accessing healthcare, which was already recognized, no one understood just how big the problem was until the study was completed.

WPHF Partners

The Winter Park Health Foundation collaborates with several local organizations in both sponsoring the Community Health Needs Assessment and taking action to impact issues identified by the assessment.

Those sponsoring the 2009 assessment with WPHF included:

- The Health Council of East Central Florida
- Florida Hospital
- Brevard County Health Department
- Brevard Health Alliance
- Circles of Care
- Devereux
- Florida Institute of Technology
- Health First
- Orange County Health Department
- Osceola County Health Department
- Parrish Medical Center
- Seminole County Health Department & SCHD Tobacco Program
- Seminole Prevention Coalition
- Senior Resource Alliance

"Our efforts in that area were justified, and our work was revitalized at that point," explains Watson.

Continued next page

WPHF Programs

Think-Act-Be Healthy Communities

www.thinkactbehealthy.org

Launched in 2007, this initiative is based on the belief that when you create a healthy community environment by adding and supporting features such as bike trails, community gardens and farmers markets, you make it easier for everyone to be healthy.



Most recently, WPHF approved grant funding for seven new community garden projects in Eatonville, Maitland and Winter Park, totaling \$133,107. These grants are provided as a tangible way to bring about change in the community while improving access to fresh produce and encouraging healthy eating.

The gardens also create opportunities for recreation, exercise, therapy, education and intergenerational connections, in addition to economical fresh produce.

Boost Your Brain

www.boostyourbrain.org

The health of a community depends upon the health of everyone — young and old — which is why WPHF designated Older Adults as one of its three focus areas. The Foundation seeks “to create the healthiest community in the U.S. by promoting physical and mental health and well-being through an elder-friendly environment with a focus on prevention.”

To that end, Boost Your Brain was conceived to inspire and support programs that enhance the mental health of seniors in the Foundation’s service area, keeping them active in the community and able to fend off depression and mental decline. In 2009, WPHF awarded five grants for brain health programs, totaling just over \$105,000.

Coordinated Youth Initiative

www.healthykidstoday.org

The Coordinated Youth Initiative — WPHF’s longest-supported program — is based on the belief that “healthy kids make better students and better students make healthy communities.” Since its inception 12 years ago, the Foundation has invested more than \$11 million in CYI. Annual evaluations of the program continually demonstrate that when students have access to counseling professionals, nurses and nurse practitioners at school, they miss less class time and are more productive, contributing to better academic success.

CYI is made possible through unique partnerships with Orange County Public Schools, the Community Help & Intervention in Life’s Lessons counseling program, the School Nursing Initiative, Student Health Centers and Healthy School Teams.

The program’s success has not gone unnoticed. The Foundation has been honored several times, including with the Florida Education Commissioner’s Business Recognition Award, the Sunshine State School Public Relations Association Leading Light Award, the Dr. P. Phillips Champion of Youth Award presented by the Central Florida YMCA, as well as the Special Judges Award at the annual Orange County Public Schools ADDitions School Volunteers and Partners in Education Recognition Event.



To address the issue of access, the Primary Care Access Network (PCAN) was formed, and now serves as a nationally regarded model. Organized under the Orange County Government, PCAN depends on the talents of doctors and nurses who volunteer their time so that more residents have access to primary care.

“Along with much of the healthcare community, PCAN also relies on our community health data as a barometer,” explains Watson. “It keeps us focused.”

Since 1999, WPHF has conducted three Community Health Needs Assessments — one every five years — and has partnered with several other organizations over the years to both fund the research and respond to the results.

United with the foundation to improve Central Florida’s healthcare and well-being is Florida Hospital’s community benefits program — Community Health Impact Connection (CHiC) — which seeks to ensure clarity, coordination, rigor, innovation and accountability in their community benefit giving. (www.mychiconline.org) CHiC joined forces with WPHF as a major sponsor of the first assessment and has sustained their financial support for all three assessments. Fourteen other regional health councils and planning agencies signed on as sponsors in 2009, using and distributing the results (see page three).

Many local organizations are also using the data to assist them in obtaining grant funding. In 2010, the Orange County

Health Department utilized the 2009 data when applying for and receiving a \$6.6 million grant for tobacco prevention and control. This grant was provided by the U.S. Department of Health and Human Services’ Communities Putting Prevention to Work initiative, which supports public health efforts to reduce obesity, increase physical activity, improve nutrition and decrease smoking.

“The burden of chronic diseases such as cancer, heart disease, strokes and lung disease threatens to overwhelm our healthcare systems, says Dr. Kevin M. Sherin, Director of Public Health for the Orange County Health Department. “An estimated 81 Floridians die every day due to tobacco-related diseases. The answers

in part lie in tobacco prevention programs such as those funded by this grant. We can save more lives by working together as a community."

The research has also forced the healthcare community to face some hard facts.

"Being in Florida, we sometimes believe we don't have the same problems as the rest of the country," says Watson. "Take obesity, for example. It's easy to think that it's a problem for people in other parts of the country and not us with our climate and all of our natural recreation opportunities, but our data shows that we're as challenged here as anywhere else in the country."

Watson says they are working to get in front of the obesity issue, starting with children and youth in the community. "We try to work more on prevention to get in front of issues," she explains. "If we can

have a positive effect on lifestyles and behaviors, then we're doing our jobs."

The foundation's focus on impacting childhood obesity centers on policy and the environment. When activity and healthy foods are readily available, it's logical that more people will take advantage of them.

WPHF is currently working with 12 area schools to improve their lunch programs, encouraging nutrition that goes beyond federal guidelines, as well as working to keep kids active at school. For example, Watson says they discourage the practice of kids staying inside during recess as a punishment, as that takes away an opportunity for movement and exercise.

Watson explained that it was important the research couldn't be disputed by naysayers.

"Primary data shows our community what people in Central Florida really look

like. It's not a generalized nationwide or even statewide study that can be easily dismissed, rather it's all local, applying real demographics to paint a true picture of the issues we're facing."

Watson is excited about the prospect of further collaboration. "Right now we're working with Florida Hospital and others to join together on our Community Health Needs Assessments and subsequent initiatives in an even more collaborative way, instead of working in silos. It just makes sense.

"After all, WPHF already uses the data to identify priorities, plan initiatives and fund grants that address key issues in the communities we serve. By working with hospitals and other area organizations on not only gathering data, but also acting upon it, who knows what we can accomplish together?"

Case File

Columbus Regional Hospital • Columbus, Indiana



Small Community has Big Health Initiatives

Forty miles south of Indianapolis sits the idyllic town of Columbus, Indiana. With a population of about 45,000, Columbus is known for its architecture and art, with a reputation as a safe and friendly place to live and work.

Smoke-Free Workplace Legislation

With the desire of preserving their safe and friendly community, Mayor Fred

Armstrong took notice when the city's community health needs assessment showed 87% of his constituents favored a smoke-free workplace. It was a statistic he couldn't ignore.

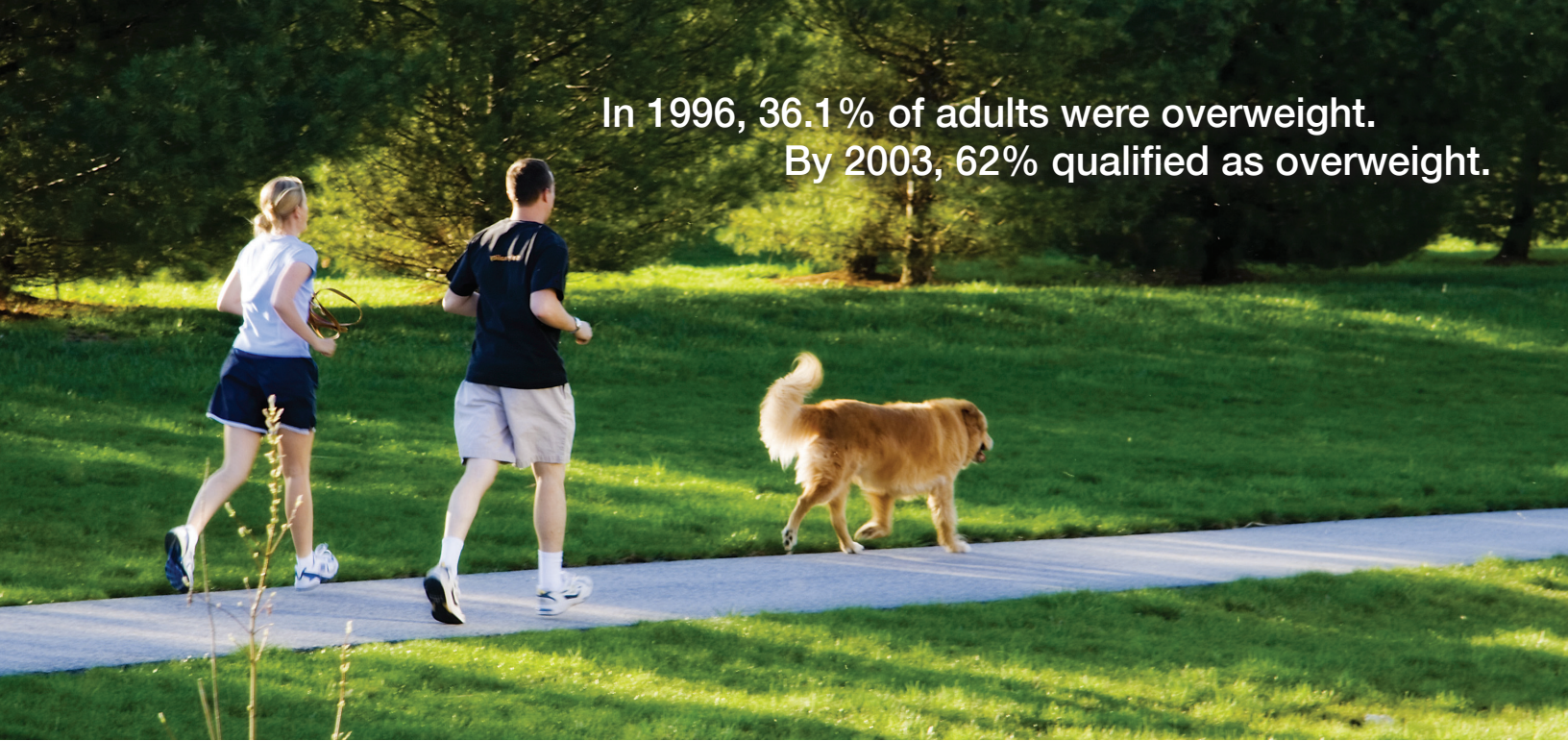
Armed with this directive, in 2005 the mayor lent a hand to push legislation banning smoking in all enclosed workspaces throughout the city, except for private clubs and bars. Research specific to the community made it easier

for proponents to stay the course, get legislation passed and in 2006 it went into effect, making the city's workplaces smoke free.

That data came from a Community Health Needs Assessment sponsored by Columbia Regional Hospital (CRH) in 2003, and was just one aspect of the research that spurred numerous healthy changes in the city. In fact, many different initiatives and changes have been implemented since CRH began partnering with PRC to conduct the triennial research, beginning in 1996.

Continued next page

In 1996, 36.1 % of adults were overweight.
By 2003, 62% qualified as overweight.



CRH's Director of Community Health Partnerships Beth Morris says the research is conducted to measure the effectiveness of current programs, as well as to point them in the right direction when it comes to implementing community action plans in Columbus and the surrounding county.

Healthy Lifestyle Action Team

For example, from the first 1996 assessment through 2003, data regarding body mass index became something CRH simply couldn't ignore, with a steady upward trend. In 1996, more than one-third (36.1%) of adults were overweight and 16.8% were considered obese. By 2003, 62% qualified as overweight and one-quarter (24.6%) were obese. It was distressing that in less than a decade, the community's overweight adults increased by 72% and adult obesity increased by 46%.

"There's no effective treatment for obesity at this point, so we need to prevent it," explains Morris. "We had to do something."

That something was forming the Healthy Lifestyles Action Team, promoting physical activity and nutrition. Using data from the research, the team applied for and received a \$2.1 million federal grant for obesity prevention, which they are now using to encourage people of all ages to develop and maintain healthy lifestyles.

Programs implemented by the Healthy Lifestyle Action Team:

- Working with area preschools to develop policies promoting physical activity every single day.
- Developing a Safe Routes to School program, which uses a comprehensive approach to make school routes safe for children to walk or bicycle.
- Using the School Health Index assessment for action planning, specifically in nutrition, physical activity, safety and school environments.
- Consulting with kidscommons Children's Museum to implement Kids on the Move, an exhibit encouraging movement and exercise through play.
- Providing healthy meal options in hospitals.
- Helping people lose weight through various lifestyle changes and events.
- Working with employers to promote employee wellness programs.
- Encouraging healthy meeting guidelines, which include asking companies to stop providing food during work meetings.
- Expanding community garden access to encourage physical activity, fresh produce consumption and to provide produce to area restaurants.



Volunteers in Medicine Clinic

Another issue faced by not only Columbus, but nearly every part of the country, is providing access to healthcare for the uninsured and underinsured. To keep non-emergency patients from utilizing emergency rooms, CRH provides free care through the Volunteers in Medicine Clinic (VIM). This clinic is staffed by doctors, nurses, pharmacists and community volunteers for people in Bartholomew County.

"VIM serves between 6,000 and 7,000 uninsured people every year. We haven't seen a decrease in the amount of people who need care," says Morris, "but the numbers haven't gone up, either. That's kind of a victory for us in and of itself in today's economic climate."

VMI is making a significant difference, as was substantiated in the 2009 assessment that proved the county's uninsured adults had better access to healthcare than did the nation as a whole. In fact, residents also report that there were less barriers in accessing local healthcare — including cost and appointment availability — than the nation overall, and awareness of the VMI clinic increased, too.

Domestic Violence Volunteers

Concerning to CRH was that nearly half of county residents kept firearms in their homes, and 45.6% of county households with children reported the same, which was notably higher than the 31.2% reported nationally. As this statistic had held steady since 2000, Healthy Community Initiative's Domestic Violence volunteers were spurred to provide free gun locks to as many of these homes as possible (see sidebar).

"There is a lot of hunting and outdoor activity in our area," Morris states. "We just want to make sure the kids in our community are protected. It's one of the challenges that we've seen that we can address fairly quickly and easily."

Sharing Data Encourages Others

In an effort to encourage others to impact the community, too, CRH's website (www.crh.org) includes a prominent section titled "Healthy Communities." In addition to promoting the work of their action teams and various programs, the latest

Healthy Communities Initiative

Not only has Columbus Regional Hospital witnessed changes in their population, thanks to the Healthy Communities Initiative, but the American Hospital Association also took note of their work. As two-time national finalist for the AHA's Foster G. McGaw Prize, honoring excellence in community service, this hard-working team of more than 700 professional healthcare providers and volunteers focuses on eight specific programs:



The **Community Medication Assistance Program** assists residents in obtaining their prescriptions, whether through financial assistance, accessing pharmaceutical programs or access to local resources.

Caring Parents supports new families through home visits, in-hospital education, and community presentations to promote healthy relationships between parents and children.

The **Domestic Violence** team reaches across legal, medical, social, law enforcement and human services organizations to support domestic violence victims and their families in their efforts to live a violence-free lifestyle.

The **Breastfeeding Coalition of Bartholomew County** seeks to improve public health by promoting and supporting breastfeeding through education, outreach and collaboration.

Proyecto Salud's mission is to remove language and cultural barriers so that every county resident is known and cared for by a primary healthcare provider, has access to health education and is assisted with integrating into the health community.

Healthy Lifestyles encourages residents to develop and maintain healthy lifestyles through preventative and self-care strategies. The Healthy Lifestyle Action Team is currently focused on safe routes to schools, community lifestyle challenge, and development of a community bike co-op.

With the goal of reducing tobacco use throughout the county, the **Tobacco Awareness Action Team** encourages smoke-free workplaces, supports adult smoking cessation programs and implements smoking education programs in schools.

Volunteers in Medicine Clinic provides healthcare services for low-income, uninsured adults who are not eligible for publicly funded health insurance.

More information on these initiatives is available at www.crh.org/community-involvement/healthy-communities.aspx.

community health needs assessment report is posted for all to see. The information is used by local colleges, the health department and the mental health department and provides others access to research they otherwise wouldn't have.

CRH even gives these organizations the opportunity to include their own questions in the survey for a nominal fee. Taking CRH up on this offer, the mental health center added questions about where people turn when they have mental health concerns; the health department wanted to know the number of people affected by sexually transmitted diseases;

a local insurance company added questions regarding coverage and whether respondents had access to unmarried partner benefits.

"It's just another way we can partner with the community," says Morris.

As CRH prepares for their 2012 assessment, they look forward to seeing how their policies and initiatives are helping Columbus and Bartholomew County, as well as finding new ways to continue improving the health of their people.

The goal remains: Make the atmosphere of Columbus as healthy as it is beautiful.

Joining Forces Benefits Chicago

Case File

MCHC Metropolitan Chicago Healthcare Council • Chicago, Illinois

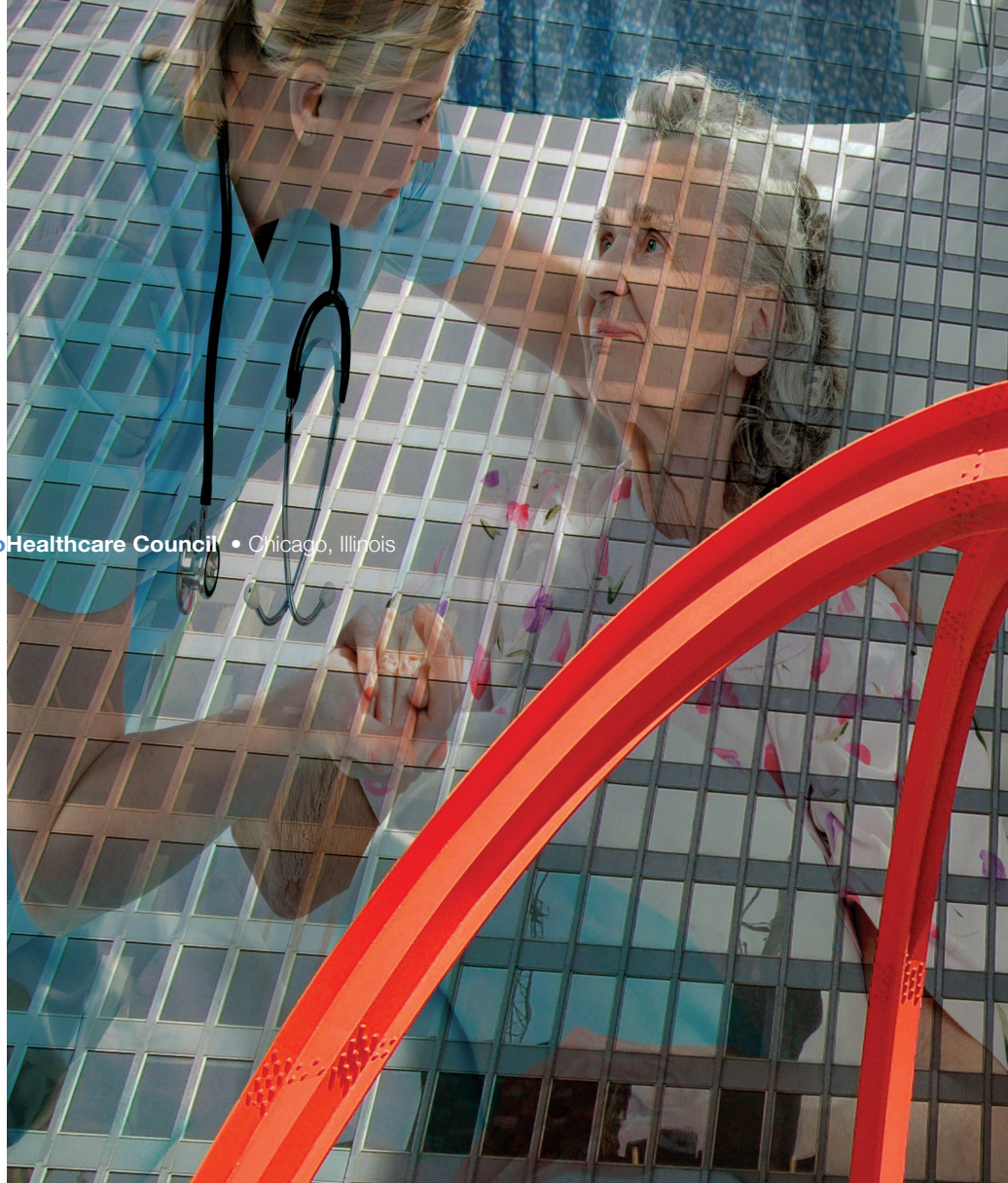
Unity is strength...where there is teamwork and collaboration, wonderful things can be achieved.

- Mattie Stepanek

More than 75 years ago, Chicago-area hospitals and healthcare organizations came together with the goal of improving the city's healthcare services, forming the Metropolitan Chicago Healthcare Council (MCHC). Today, with more than 150 hospitals and healthcare organizations collaborating as Council members, their vision has remained the same: to provide high quality, accessible healthcare for all communities.

As healthcare has evolved since 1935, so, too, have the services offered by MCHC. The Council accomplishes their mission of helping members care for their communities through access to healthcare and improved delivery of services. Part of this mission means MCHC is continually developing cost-effective programs that add value for members, as well as researching and communicating up-and-coming information that affects its members.

In 2008, when the IRS announced new community benefit reporting requirements for non-profit hospitals, MCHC members sought guidance. The Council determined that the best way for members to meet the requirement, as well as have the information needed to positively impact their communities even further, was to conduct a Community Health Needs Assessment. However, they decided that it made sense to conduct the research as a whole, rather than each member hospital trying to meet the requirements for the new law individually.



"Conducting a market-wide community health needs assessment had been on our radar for some time," says Dan Yunker, CFO at MCHC. "When we were approached by some member hospitals asking us to manage it in a way that would reduce costs, we ran with it."

First, Yunker explains, they had to make sure there was a real need and buy-in from enough member organizations. "There's so much noise in the marketplace, it's hard to mobilize and focus on something like this. Capturing the attention of healthcare executives and getting the message across is a big challenge. We determined that we'd need about 20 percent participation (30 members) before going forward."

They easily received enough participation, as MCHC Manager of Government Relations Dennis O'Sullivan explains, "We started with 18 or 20

hospitals taking part in the initial phase of the process. Eventually, we ended up with nearly 40 hospitals participating in the assessment."

Participating hospitals appreciated the built-in efficiencies with having one research company conducting a large study, versus multiple studies carried out by multiple organizations. As many of the hospitals' markets overlap, there was concern that research fatigue would set in with residents as they may be asked to participate in multiple studies. Add to that the concern from a public relations standpoint that consumers would start to think area hospitals lacked the teamwork and collaboration they'd so often touted.

Of course, the collaboration provided significant cost savings as well. Yunker says, "As a collaborative effort it's a significant savings for individual hospitals — I'd estimate it would cost 150

As MCHC member facilities are spread throughout the region, PRCEasyView®.com is invaluable for comparing each primary and secondary service area to their county, region or other specific areas in the city.



percent more if our hospitals conducted individual studies on their own. Additionally, could you imagine the same household getting multiple calls to participate in a study like this? The Chicago delivery system would appear extremely fragmented.”

Yunker also described the organization’s selection process for choosing PRC.

“As with all of our projects, we went through a market-based selection process and took the necessary time to find the research firm that would best meet our varied needs, as well as provide the most accurate and efficient way to conduct the research. MCHC relies heavily on our member hospitals’ input and we have a process that leverages their input into relationships with top performing firms.”

Once PRC began creating the sample plan with MCHC, the research team developed a list of zip codes in the three counties to be surveyed — Cook, Lake and DuPage — so that the final research was a full representation of those counties. Each participating member institution had access to the research through PRC’s online reporting tool, PRCEasyView®.com.

As many members had facilities spread throughout the region, PRCEasyView®.com was invaluable for comparing each primary and secondary service area to their county, region or other areas in the city.

Lynn Rolseth is the Community Benefits Consultant for Advocate Health Care, a system of 10 hospitals. She says each site in their system has different capabilities, with some of the community health leaders having significant research experience, while others had not been exposed to this type of information previously. Even so, she says that regardless of experience, each of the community health leaders were able to easily use the online tool to gain a better picture of what was happening within their communities.

“We had never conducted a comprehensive community health needs assessment system-wide,” says Rolseth. “We had some internal information, but it

was more admission-specific or marketing focused. While we had three research firms approach us about doing a needs assessment, MCHC’s recommendations and approach felt right. This was partly because MCHC is knowledgeable of both federal and Illinois-specific regulatory requirements, but also because other systems were using PRC, too.”

Posh Charles, Director of External Affairs at Northwestern Memorial Hospital, was reassured that other hospitals were using the data as well. “It was good to have valid data that organizations across the metro were using.”

Rolseth says Advocate uses the assessment as a foundation and developed site health committees comprised of hospital and Governing Council members from the community that led their assessment process. Community needs were identified in the report, then the

committee determined key focus areas through a standardized priority setting process and they’re now beginning the process of program planning.

“Some of our sites had real ‘aha’ moments,” Rolseth says. For example, Advocate Illinois Masonic Medical Center in Chicago’s north side discovered that people in their primary service area are finding it easier to access healthcare services, which was contrary to popular belief. Also, fewer people were taking advantage of health promotion activities and events, regardless of age or employment.

“In Advocate South Suburban’s primary and secondary service areas, 97% of those surveyed are on blood pressure medication, and nearly 70% do not get flu shots,” explains Rolseth. “It’s good information that’s moving us forward. Not only are we now meeting the 990 requirements,

Continued next page





but we're in a better position to refine our programs in the community. Both MCHC and PRC were very responsive to us. They took time to train us on how to use the assessment more effectively, and they have made themselves available to us every step of the way."

Charles says the data really validates what the staff at Northwestern is already doing. "We have a huge diabetes initiative that's been in place for seven years," he explains. "The Community Health Needs Assessment verified that we need to continue to invest in that program, and even expand it.

"One big surprise for us was that the biggest problems like violence, diabetes, obesity and even access to care weren't just in the urban areas," says Charles. "Downtown and suburban areas are facing the very same problems."

Getting their needs assessment through MCHC provided significant cost savings for members. "It was cost effective for Northwestern to get data this way, especially when it comes to public health data," says Charles. "It made sense for us to join with MCHC and other member facilities."

Rolseth explains, "At Advocate, our community health programs aren't put in place to make money. We're thinking about how to help the community. We're now learning that we don't have to do everything alone, because other member organizations are willing to work with us, and share information, including staff expertise and sometimes even financial resources. This project really helped bring us together."

O'Sullivan agrees, "Member organizations definitely appreciated the cost savings. Plus, having the kind of member involvement that we did helps us hone in on what we need to do next time."

"Next time" is in 2012, when MCHC will offer another Community Health Needs

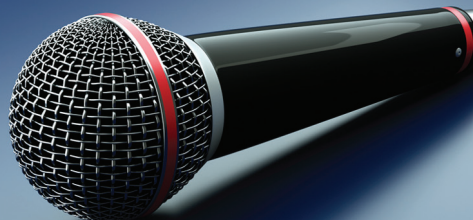
Assessment to member hospitals. In addition to Form 990, Schedule H, PPACA requirements are creating a real sense of urgency to get the assessment completed, and hospitals have started inquiring about the next one already.

MCHC President and CEO Kevin Scanlan explained how participating hospitals benefitted from the project.

"We've been very pleased with the way this whole process has played out. Our hospitals have not only used the research to meet federal requirements but it allowed them to evaluate their effectiveness in their communities and rethink their current initiatives. It set a strategic approach to selecting initiatives, created a reliable system for measuring their effectiveness and is an easy way for them to demonstrate value to their community."

O'Sullivan adds, "Doing a Community Health Needs Assessment can be an overwhelming process, so availability and flexibility in training hospitals how to use the data is key. That way, each hospital will actually use their research. Easily getting to the data they need is crucial, and the customer service at PRC really helped make this endeavor successful."

Community Health Speakers Bureau



PRC offers a comprehensive Speakers Bureau that can bring customized programs to hospitals, health departments, foundations, healthcare associations and other health-focused organizations. Speakers are available for in-person and web-based presentations.

Community Health-Related Topics:

- PPACA Section 9007 & IRS Schedule H
- Local Initiatives
- Determining Priorities
- National Research & Trends
- Building Collaborations & Partnerships
- Publicizing & Communicating Data

Other topics may be available on request. For more information or to request a speaker, please contact Janna Binder at 800-742-3322 or JBinder@PRCOnline.com



Building Successful Teams

Perhaps collaboration is “simply” when two or more individuals accomplish something greater together than they could on their own.

In researching just what it is that makes a successful team I came across many great pieces, research papers and blog posts. All had various definitions of collaboration, but my favorite was the quote that came from a blog on TalentCulture.com: “Perhaps collaboration is ‘simply’ when two or more individuals accomplish something greater together than they could on their own.”

And it's simple, right? When you bring people from various backgrounds and organizations who have a variety of experiences, education and resources, magical things just, well, magically happen. Ok, that may be a bit of a stretch. However, when people with various backgrounds and a variety of experiences, education and resources come together, magical things CAN happen. It isn't always painless, but with work, tenacity and patience, collaborations definitely can make magic.

To an outside observer, collaborations may look like a study in human behavior. Disagreements, politics, resource scarcity and more all affect this work. However, these groups can produce amazing results — and even be enjoyable for members — if they are set up for success.

Clearly Define Your Challenge & Goals

Do others know why they should join you? Clearly define your challenge as well as attainable goals. If you are seeking to impact childhood obesity, share the obesity rates of your local area, show photos and nutritional content of a typical school lunch, explain how many (or few) minutes each day children get for physical activity and then calculate the financial impact obese children will have on healthcare, industry, and education. Don't forget to include measurable goals, too.

Recruit Engaged Members

You want members who will not only support your goals, but will actively work to attain those goals. This may include others with similar interests, but don't forget “strange

bedfellows” — those whose politics may differ but whose goals are aligned with yours. Members with diverse backgrounds can often develop unique and successful solutions.

Working with a diverse team can bring about the best solutions, but may also have its challenges. Remind the group that respect includes active listening, asking “why” in a non-confrontational way to learn from one another, and expect authenticity.

When recruiting others, first learn more about their goals and programs so that your pitch will be clear and concise. Show them how your work will make a difference — and also the implications of not doing anything. Specifically tell them why you chose them.

Don't Worry, Be Happy!

A new collaboration is an opportunity to build a positive culture from the start. Everyone wants to work with a positive team and have fun; model the desired behaviors. Encourage input, praise ideas and don't waste others' time. And above all else, trust each other! Remember, all are volunteering their time and effort for the same goal.

When possible, make your work fun. This can be achieved by simply bringing (healthy) food to a meeting, circle-sharing of the week's best happenings or by a guest telling their story to the group. Members are almost always re-energized by a feel-good story from their community: a mother who overcame drug abuse, a child who triumphed over insurmountable odds or a grandfather who conquered a debilitating disease.

Get Moving!

Divide your Big Hairy Audacious Goal into mini-goals, assign them to specific members, develop timelines and hold each other accountable. A website or group email is an easy way to share information and build group trust.

And remember Margaret Mead's wise words, “Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it's the only thing that ever has.”

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Introducing HealthForecast.netSM

HealthForecast.netSM is an online, interactive tool designed to help hospitals, health departments, healthcare providers and civic organizations promote community health and wellness by connecting people, ideas and resources.



PRC's Community Health Needs Assessments are designed with wide benchmarking potential at the state and national levels, as well as to Healthy People 2020 targets, measuring the pulse of your community on important factors such as healthcare access, preventive healthcare, modifiable health risks and health status.



We work hand-in-hand with your community leaders—those individuals who have a solid understanding of the health needs in the area—through community health panels and focus groups. Supplemental secondary data is typically incorporated in the final report to complement the primary research.



The value-added convenience of our new online information system provides a useful interface to promote transparency (a PPACA requirement for non-profit hospitals), best practice sharing, collaboration and civic engagement.

*Together, we can make our communities
healthier places to live.*



HealthForecast.netSM

Would you like to learn more about **HealthForecast.netSM** or a PRC Community Health Needs Assessment?
Contact us at 800-428-7455 or visit www.PRConline.com for the most current list of no-obligation WebChats.