HENRY FORD HEALTH SYSTEM
Transforming Organizations
Through Community Partnerships
June 28-29, 2012
COMMUNITY BENEFIT
YESTERDAY, TODAY & TOMORROW
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COMMUNITY BENEFIT
YESTERDAY

Henry Ford Hospital - Our Origins

- Community at our foundation
- Group practice medicine
- Research and education
- Leaders in collaboration
- Long history of community commitment and recognition
- Limited infrastructure for community activities
COMMUNITY BENEFIT
YESTERDAY

With limited infrastructure...

- Few community metrics
- Less viewed as “measurable” thus not seen as a key “bottom line” strategy
- Financial measures made little difference - “charity care,” “bad debt” or “revenue deductions”
- Some programs were invisible
COMMUNITY BENEFIT
YESTERDAY

Poorly positioned for the challenges of today…

- Fractionalized programs
- Minimal financial reporting
- Limited “buy–in” as to value
- No linkage to organizational or individual goals
What Changed?

- Leadership perspective and participation
  - CEOs, COOs, Clinical, Marketing, Finance, etc.
- Recognition that “Success” and Community are linked
- Strategic approach mandated
  - Organizational growth
  - Change in operating environment
  - Evolving communities
  - Regulatory pressures
COMMUNITY BENEFIT TODAY

 Included in Seven Strategic Pillars

- Utilized Baldrige to establish structure
- Pillar Team, Safety Net Team, Community Benefit team – cascades system-wide
- Establishment and measurement of annual goals
- Set long-term “stretch” goals
COMMUNITY BENEFIT TODAY

Maturing Infrastructure

- Compiled and monitorized inventory
- Create a “value” message
- Second generation of Community Health Needs Assessment (CHNA)
- Message key leadership as to “return on investment”
- Aligning programs with needs
Defining Key Initiatives to Align with CHNA

Wellness (across continuum of health)
Access to Care
Equity/Cultural Competency
Strategic Partnerships/Emerging Programs

(Refer to brochure for complete detail)
COMMUNITY BENEFIT TODAY

**Partnering**

- Utilizing Baldrige structure
- Working with organizations who already engage the community
- Working with organizations in key communities
- Taking the lead on programs that are best served by a “multi-organization” approach
COMMUNITY BENEFIT TODAY

Pushing HFHS to be healthier

- Henry Ford LiveWell/employee wellness programs, smoke-free campus, and more
- Shift in nutritional options - Workforce and patients
- Creating “health scores”
  - Reinforcing activity/exercise
  - Linking benefits to health behavior change
- Migrating best practice to communities
  - “Instant Recess”
  - “Lay Aside Every Weight”
COMMUNITY BENEFIT TODAY

- Millions of Dollars of Reported Community Benefit
- 2011 on Target to exceed goal of $400 million
COMMUNITY BENEFIT TOMORROW

Alignment
- Programs and CHNA
- Programs across HFHS

Partnering
- Community organizations
- Shared programs

Infrastructure
- Movement from periodic to real-time reporting
- Full deployment of on-line reporting
- Expansion of healthy living concepts
COMMUNITY BENEFIT TOMORROW

Goal Setting
- Location-specific
- CB goals incorporated as a “performance goal” for all managers

Evolution of Measurement
- Refinement of activity measures
- Expansion of “Cost Avoidance” model
- Movement toward health improvement metrics
- Facing the future
COMMUNITY BENEFIT TOMORROW

Preparing for business challenges

- IRS 501 (r)
- Local property tax challenges
- Health care changes
- Expansion of for-profit healthcare
- Addressing the “Affordability” question