Working with Communities to Address Social Influencers of Health

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Bon Secours Mercy Health: By The Numbers

- One of the 5 largest Catholic health care systems in the nation
- Over 1,000 sites of care across 7 states
- Over $8 billion in net operating revenue
- Nearly $2 million a day in community benefits
- 43 hospitals
- 2,100 employed physicians
- 57,000 total employees

What’s Next for Social Determinants of Health?
The Intersection – Populations of People

**Community Health**
Focuses on the social dynamics and underlying causes of health of particular populations

**Population Health**
Focuses on medical outcomes of defined populations

**Public Health**
Focuses on broad health of whole populations

Social Determinants of Health

“...the conditions in which people are born, grow, work, live, and age, and the wider set of forces and systems shaping the conditions of daily life. These forces and systems include economic policies and systems, development agendas, social norms, social policies and political systems.” (Source: WHO)
**Community Benefit vs. Investments in Community**

- **Investments in Community** include:
  - Operating Budget
  - Foundation-funded initiatives
  - Direct Community Investments (Treasury)

- **Community Benefit** includes:
  - Financial Assistance
  - Government Sponsored Means-Tested Programs
  - Community Health Improvement Services
  - Health Professions Education
  - Subsidized Health Services
  - Research
  - Cash & In Kind Contributions
  - Community Building Activities
  - Community Benefit Operations

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**Community Health Needs Assessment CHNA**

- Performed by all non-profit hospitals every 3 years
- CHNA + Implementation Plan publicly available
- Coalitions/Partnerships provide input and hold hospitals accountable

Statistics on health disparities and social determinants +
Community perception of health needs +
Local System Resources/Capabilities

= **CHNA Prioritized Needs**
Bon Secours Mercy Health as an Anchor Institution

Leveraging Anchor Institutions to Benefit Community

"An anchor strategy is more than the sum of individual community engagement programs or philanthropic initiatives; it is a mission developed to address persistent community challenges and implemented to permeate an institution’s culture and change the way it does business."

Source: Can Hospitals Heal America’s Communities? “All in for Mission” is the Emerging Model for Impact

Anchor Institution Strategy

- Local Sourcing
- Local Hiring
- Place-based Investing

Source: Healthcare Anchor Network
Metrics: Measuring the Impact of Community Investments

Current measures

• KPI: Community Partnerships/Coalitions
  • Establish community partnerships to advocate and improve health status determinants (based on common needs found across legacy CHNAs)
  • Establish/Maintain Partnerships
  • Outcome measure for a targeted cohort (e.g., improvement for enrolled individuals)
• CHNA Impact Measures
• Community Health Inventory

Future Directions

• Evaluation Frameworks
• Process and Health/Well-being Outcomes
  • Individual and Community Level
• Anchor Institution Metrics (i.e., local hiring, career pathways, place-based investing)

Thank you!