



HEALTH CARE PHILANTHROPY AS HOSPITALS REDEFINE THE "H"

Progressive Foundations are Advancing Community Health Impact

The American Hospital Association has a current initiative focused on "Redefining the H"—seeking to define a new, relevant meaning for hospitals. As hospitals embrace the significant shift from a fee-for-service model to a value-based model, hospitals are elevating their focus on community health status and addressing the health of populations. Further, the future of hospitals is expected to focus more on health, wellness and the joy of living versus the historical focus on a state of illness. This is pushing hospitals to look beyond their own walls to provide more holistic solutions that increase care coordination, expand wellness and prevention services and confront social determinants of health.

As health care organizations pivot their focus, lack of financial resources remains the top limiting factor in adopting new ways to provide care. Seventy-two percent of hospitals share they do not have financial resources to address the

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needs of all their target populations or to ensure sustainable funding for key community health impact initiatives.¹ However, philanthropy from individuals, foundations, corporations and other sources could provide a robust and dependable revenue source to initiate and sustain new, innovative, value-based models of care.

As the mission of the supported health care organization evolves, health foundations must expand their focus to better align with the emerging priorities of the organization. Foundations must revisit strategic funding priorities and consider the inclusion of nontraditional health care initiatives. This

provides a significant opportunity for the foundation to provide valuable and strategic solutions. Advancing value-based, community-based philanthropy provides a new platform that can elevate the impact and reach of the foundation.

Community health impact philanthropy not only attracts the health organization's current supporters but also engages community donors with interests in social services, homelessness, food accessibility, education, environment and more. In this evolving model, donors may no longer support a single organization but can holistically impact the lives of people and communities through broader partnerships.

Today's impact-driven donors recognize and embrace the magnitude of solving society's complex issues. Donors are also open to new, innovative ideas and partnerships. They recognize robust solutions will require a range of partners including nonprofits, religious institutions, public-private partnerships, universities, businesses, social enterprises and governments have a role to play in solving society's challenges. In many evolving partnerships, hospitals are taking a central role as anchor institutions to provide infrastructure, expertise and resources to kick-start and to sustain broad community initiatives.

Repositioning the organization to advance population health/community health impact can be as complex for the foundation as it is for the parent organization. For some foundations, this will involve developing guidelines to raise money

alongside other nonprofit organizations. For others, this will mean creating new infrastructure to recruit and accept gifts on behalf of multiple organizations.

To maintain relevance and to elevate influence, philanthropy executives should ensure they are aligned with hospital leadership beginning with understanding the strategic plan and the current community health needs assessment (CHNA) report. Philanthropy executives must be aware of strategies being implemented for a value-based model including operating medical home models or accountable care units, extending access to health care and preventive measures, providing additional education and promoting the availability of health care and non-health care services to consumers. Philanthropy executives must ensure they are at the organization's leadership table early on and have early and ongoing conversations within the community. Outside of providing financial resources for the strategies, foundations can be essential to provide insight and to facilitate the creation of community partnerships.

Foundations can also advance their presence and value within the health care system to address other needs driven by population health. Only 33% of hospitals surveyed by Deloitte¹ have a full, functional, well-defined process for connecting people and social needs resources and only 30% have a full, functional, formal relationship with community-based providers. Foundations can expand their impact and serve as community connectors and collaborators.

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¹ <https://www2.deloitte.com/content/dam/Deloitte/us/Documents/life-sciences/health-care/us-lshc-addressing-social-determinants-of-health.pdf>