



RELATIONSHIPS MATTER

Community Benefit Connect Community Benefit Panel Job Analysis Executive Summary

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We would like to thank the many individuals who provided invaluable assistance throughout the conduct of the panel job analysis for community benefit. Above all, we thank the thirteen dedicated subject matter experts who generously contributed their time and expertise to serve as members of the Community Benefit Panel Job Analysis Task Force. A special thank you goes to Melissa Biel for providing the body of literature that was used to assist in defining community benefit and in recruiting such an outstanding panel of subject matter experts. At the Institute for Healthcare Advancement, Michael Villaire and Rachel Roberts provided outstanding guidance throughout the project. Shannon Carter provided invaluable oversight in bringing together Community Benefit Connect and Prometric and serving as a major contributor in planning, overseeing and implementing the panel job analysis.

EXECUTIVE SUMMARY

Community Benefit

Community benefit is a form of public trust that results in nonprofit hospitals obtaining tax-exempt status. Community benefit covers a full range of services and activities provided by nonprofit hospitals that address the cause and impact of health-related needs. According to the [Hilltop Institute](#), hospital community benefit refers to the initiatives and activities undertaken by nonprofit hospitals to improve health in the communities they serve. These services and activities must result in specific benefit to the community with the outcomes measured by the impact on the community. The community benefit standard includes a provision of care for the poor (charity care) but also must be thought of in larger terms to include the promotion of health. With the passage of the Affordable Care Act, the federal government now requires that all tax-exempt hospitals conduct a Community Health Needs Assessment every three years; develop an Implementation Strategy, based on identified significant health needs; measure the impact of community benefit programs; and report annually to the IRS on tax filing Form 990, Schedule H. [The Catholic Health Association \(CHA\)](#) notes that community benefit must respond to an identified community need and meet at least one of these criteria:

- + Improve access to health care services.
- + Enhance the health of the community.
- + Advance medical or health knowledge.
- + Relieve or reduce the burden of government or other community health efforts.

A program or activity is not considered community benefit, if it is:

- + Provided for marketing purposes.
- + Restricted to physicians and other hospital employees.
- + Required of all health care providers by hospital rules or standards.
- + Unrelated to community health or the mission of the hospital.

Job Analysis

A job analysis, also called a *practice analysis* or a *role delineation study*, is an empirically-based study that describes the practice domains as well as identifies important tasks, knowledge and/or skills necessary for competent performance in a job role or occupation. This industry-recognized, well-documented process provides a valid and defensible foundation for an organization, such as IHA, to use the outcomes from the study to generate a variety of products and services, as well as to make future decisions about a certificate or certificate program. A job analysis is also an appropriate and useful instrument to gather information to shape continuing education and professional development efforts.

Background Research

The development of draft tasks and knowledge statements began with a scan of the literature. Sentinel articles that defined community benefit were reviewed with Prometric staff extracting task and knowledge statements to define the role of the professional working in this field. *Community Benefit Connect* provided a wealth of information used for this study. Background information was reviewed to assist in the development of the initial tasks and knowledge statements. The review of the literature was supplemented by analysis of sample job descriptions provided by persons currently working in community benefit, including job descriptions submitted by the expert panel members.

Expert Panel Review

Community Benefit Connect, with the support of the Institute for Healthcare Advancement (IHA), convened an expert panel September 28-29, 2016. The Task Force was comprised of thirteen experts working in community benefit roles. Prometric staff guided the Task Force through the review, revision, and development of tasks and knowledge statements. The Knowledge Statements, Content Domains and Weightings are provided as part of this Executive Summary.

Development of the Knowledge Statements, Content Domains and Weightings

The panel created a new organizing framework for the domains, developing five unique domains. Next, weights for each domain were developed by having each of the participants give their individual estimates, entering those estimates into a spreadsheet, and discussing the aggregated data. Table 1, below, shows each content domain and the percentage weights assigned. The related Knowledge Statements are provided immediately following Table 1, followed by professional titles used in the community benefit community.

Table 1. Content Domains Weighting

1. Community Health Improvement and Strategic Planning	25%
2. Regulatory Requirements, Compliance, and Reporting	23%
3. Infrastructure	18%
4. External Stakeholder Engagement	18%
5. Data Collection, Reporting, and Evaluation	16%

Knowledge Statements

- 1 Accounting principles
- 2 Advocacy
- 3 Affordable Care Act
- 4 Annual Community Benefits Reports and Plans
- 5 Bad debt
- 6 Barriers to care
- 7 Benchmarking principles
- 8 Best practice models for community benefit programs

- 9 Budget development
- 10 Budget maintenance
- 11 Change management theory
- 12 Charity care/financial assistance
- 13 Collaboration principles
- 14 Collective impact
- 15 Communication strategies
- 16 Community based organizations and other resources
- 17 Community benefit policies
- 18 Community benefit tracking software/tool
- 19 Community engagement
- 20 Community health improvement principles
- 21 Community Health Needs Assessment
- 22 Community needs
- 23 Coordination of program activities
- 24 Cost-benefit analysis
- 25 Cultural competency
- 26 Data analysis
- 27 Evaluation methodology
- 28 Evidence based practices
- 29 Facilitation skills
- 30 Federal, state and local laws applicable to community benefit
- 31 Federal, state, and local agencies
- 32 Federally Qualified Health Centers and community clinics
- 33 Financial assistance policies
- 34 Financial principles
- 35 Funding sources for community benefit
- 36 Grants administration and management
- 37 Health care systems
- 38 Health equity
- 39 How to develop a community benefit program
- 40 Implementation Strategies
- 41 IRS reporting requirements
- 42 Medicaid and other means-tested insurance programs
- 43 Organizational work planning
- 44 Performance improvement
- 45 Policy development and implementation
- 46 Policy, systems and environmental change
- 47 Population health
- 48 Populations facing inequities
- 49 Prevalent health conditions
- 50 Primary care (patient centered) medical home principles
- 51 Priority setting
- 52 Project management
- 53 Public health

- 54 Quality and safety
- 55 Quality of life
- 56 Report production
- 57 Research principles
- 58 Return on Investment (ROI)
- 59 Social accountability
- 60 Social determinants of health
- 61 Social justice
- 62 Standards for community benefit
- 63 Strategic planning
- 64 Tax-exempt status
- 65 Training and technical assistance
- 66 Trends in community benefit
- 67 Triple AIM
- 68 Uncompensated and undercompensated care expenses
- 69 Working with multidisciplinary teams

Titles Used by Community Benefit Professionals

Assoc. Director, Community Benefit Systems and Planning (Health System Manager)
Community Benefit Health Education Coordinator
Community Benefits Coordinator
Community Health and Outreach Director
Director, Community Benefits
Manager of Community Health and Social Responsibility
Manager, Community Benefit and Program Evaluation
Manager, Community Benefits Compliance
Program Manager of Community Benefits and Health Improvement
Senior Community Benefits Administrator
Supervisor Community Health

Summary

In summary, this panel job analysis used a sound approach to identify the knowledge, skills and abilities that are important to the competent performance of the professional engaged in work related to community benefit. The job analysis process allowed for input from a representative group of professionals who currently work within the community benefit role and was conducted within the guidelines of professionally sound practice.

The information presented here includes the domains, weightings and knowledge statements developed as a result of the job analysis process. Additional information, including an in-depth description of the methodology used to conduct the job analysis, the task statements for each domain, and a description of the professional standards used to conduct this study, were provided to *Community Benefit Connect* for their use in creating services and products for the community benefit audience such as educational offerings and ideal job descriptions. In addition, these more

detailed findings may serve as a foundation for a future certificate or certification program. All the information presented herein and in the related study documents is the property of *Community Benefit Connect* and may not be shared without their expressed, written permission.

To learn more about this process, or to receive permission to share this document or related information, contact Melissa Biel at mbiel@communitybenefitconnect.org.

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