



THE CRESCENT GROUP

National Survey Findings

Best Practices of US Health System
Government & Community Affairs
Departments

Survey

- Goals: Identify current best practices of leading health system government and community affairs departments
- Content: Developed by The Crescent Group and Yale professor Theodore Marmor
- Administration Process: Via e-mail and phone over 3 weeks, April 2009
- 30 leading departments queried
 - Top recipients of federal appropriations
 - Regionally prominent health systems
- 12 agreed, 11 participated

Executive Summary

Essential Elements for Success:

- Active, continuous, and clear communications with policymakers
- Informed, influential, and proactive effort spearheaded by CEO and board
- Alignment between the government and community affairs department and the CEO/board
- Average government and community affairs budget as percentage of total hospital expenses = 0.114%
- Employees informed and empowered for targeted outreach
- Lobbyists active at state and federal levels
- Ongoing participation in state and national hospital associations
- Outstanding reputation in the community
 - Quality of care
 - Community stewardship
 - Economic impact

Survey Responses: Financial

- Total department annual budget
 - Range: \$180,000 to \$1.25M
 - 0.114% avg. of total expenses for hospital (range: 0.02% to 0.28%)*
- Department FTEs range: 0.25 to 4.0
- Department FTE compensation range: \$42,000 to \$606,000
- Total spent on purchased services, consultants and lobbyists range: \$30,000 to \$340,000
- Total spent on legislative events range: \$1,000 to \$25,000

*Total expenses available on GuideStar.org or Internet searches.

Survey Responses: Political Activity

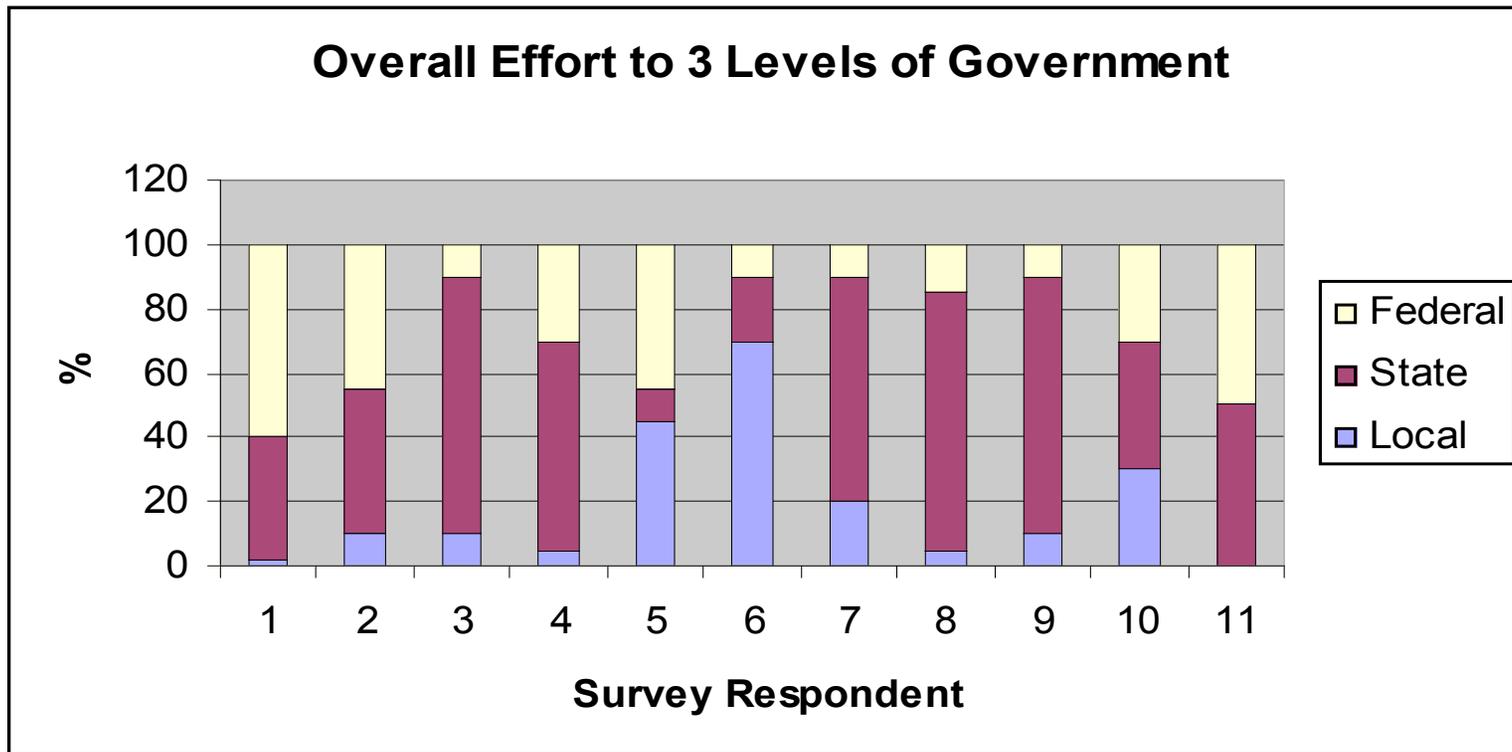
- PAC
 - Nine of the 11 hospitals support their state hospital association PAC, but none had their own
- Staff lobbyists
 - Eight of the 11 hospitals had a lobbyist as part of the departmental staff
- External lobbyists
 - Eight of the eleven hospitals surveyed used external lobbyists, both state and federal

Survey Responses: Stakeholder Roles

- Board
 - Meet with elected officials, write letters, make phone calls and attend meetings on behalf of the hospital
 - Community support
 - A board committee primarily focused on advocacy
- Employees
 - From CEO (CEO often takes lead) down, meet with elected officials, write letters, make phone calls, and attend meetings on behalf of the hospital.
 - Hospital employees informed and enabled to be grassroots advocates (eg, rapid-response online platform)
- Medical Staff
 - Expert testimony and op-eds on medical issues related to proposed policies
 - Media activities regarding the medical need for patient, disease, research)
 - Engage professional and community organizations
- Patients
 - Community advocacy on a voluntary basis regarding public policy issues (eg. Parents testify on behalf of hospital where child is being treated)
- Community Groups/Partners
 - Media interviews
 - Testimony to policy makers
 - Contacts with elected officials
 - Collaborations for common interests

Survey Responses: Overall Effort

Question: "In terms of local, state and federal levels of government, approximately what percentage of your department's overall effort (including resources such as time, personnel, and budget) is devoted to each?"



Survey average: Local 19%; State 52%; Federal 29%.

Survey Responses: Local Government Relations

- Goals
 - Local funding
 - Planning and zoning coordination and approval
- Strategies
 - Continuous communication with local officials and boards
 - Reputation for being a solid community partner dedicated to providing highest level of healthcare to patients and their families
- Success measures
 - Public opinion metrics
 - # of meetings/interactions with local government officials
 - Funding received

Survey Responses: State Government Relations

- Goals
 - Shape state policy to benefit the hospital
 - Medicaid
 - State healthcare reform
 - Access to appropriations and line items (for children's hospitals)
- Strategies
 - Constant contact with state government officials
 - Clear lines of communication
 - Providing officials with the correct policy info from the hospital's perspective
 - Work with state associations and advocacy groups
 - State hospital association
 - Child/patient groups
- Success measures
 - Positive legislative and regulatory outcomes
 - Responsiveness of state legislators and agency officials
 - Amount of budget appropriations received (for children's hospitals)

Survey Responses: Federal Government Relations

- Goals
 - Shape federal policy to enable hospital to provide excellent care
 - Medicaid and Medicare
 - Uninsured
 - Federal appropriations and earmarks
- Strategies
 - Constant contact with federal government officials, elected representatives and their staffs
 - Demonstrate economic impact of institution on region and state
 - Look for funding opportunities from HHS and beyond (Department of Transportation, Department of Energy, etc.)
 - Work with associations and advocacy groups
 - American Hospital Association
 - Child/patient groups
- Success measures
 - Positive legislative and regulatory outcomes
 - Budget appropriations received