



A Community Perspective on CHNA's:

***Moving from Compliance
to Transformation***

**Presented by Claudia Lennhoff, Executive Director
Champaign County Health Care Consumers**

About CCHCC

- Champaign County Health Care Consumers (CCHCC) is a grassroots citizen-action consumer health advocacy organization based in Champaign, IL and founded in 1977.
- CCHCC's mission is to give consumers a voice in the health care system and to improve access to quality, affordable, and timely health care for all.
- CCHCC carries out its mission through direct action organizing for systemic change at the institutional, local, state, and national levels.
- CCHCC also provides direct service to over 700 individual clients per month who are experiencing problems with the health care system.

An Overview

- **Principles**
- **Why the Community must be engaged**
- **Tools for the Community**
- **Moving from Compliance to Transformation**
- **An Illustration**

Principles

- All health care is local.
- We all have a stake in improving our community's health.
- Observe the principle of “Do No Harm.”

- There are legitimate limits to what the law can do.
- Local accountability cannot thoroughly be codified in federal regulations, but federal and state regulations can provide a framework and starting point for real accountability.
- Accountability is not a one-way street.

- Government agencies and public resources should provide the information and tools necessary for local communities to engage in health improvement activities.
- Community benefits should be driven from the ground up.
- Financial assistance (*charity care*) programs are fundamental and Community Benefits should not be used to justify inadequate financial assistance policies and programs.

Why the Community Must Be Engaged

- Making real health improvement will take all of us.
- We all have a stake in improving our community's health.
- Community has local (*very local!!*) knowledge of health issues and problems.
- Some health issues/problems cannot be easily captured or known through epidemiological data.
- Local knowledge of resources, barriers, leaders; relationships; skills.
- Knowledge of problems at the hospital level that the hospital may not be aware of.
- Win community support, create goodwill.
- If community is involved, community will care for programs, provide support on an ongoing basis.

Some Tools for the Community

- State and federal reports
- 990s and other reporting forms
- Census data
- Public Health data
- Emergency Department data
- Courthouse data (on lawsuits)
- State and federal agencies
- Media

Moving from Compliance to Transformation

What is required?

- Good faith
- Respect
- Patience
- Understanding of local history, dynamics, perceptions
- Ground rules
- Engagement at all stages of the process
- Transparency
- Accountability

A Word on Accountability

- We are all accountable, and should be held accountable.
- Accountability is not just to state and federal regulators.

When the Community Challenges Health Care and Public Health Providers

- Challenges, while unpleasant, usually happen for a principled reason.
- Public challenges usually happen after other avenues have been exhausted.
- Community groups and advocates would rather make progress (win) than fight.

An Example of a Transformation in Hospital/Community Relationships



From Adversaries to Allies:

Lessons in Hospital/Community Relationships

Claudia Lennhoff,
CCHCC

Mark Wiener,
Provena Covenant Medical Center

The News-Gazette

“...The meeting was called to discuss changes at the hospital since it became part of the Provena health system five years ago”

Sept. 2002

“[CCHCC] ... questions whether Provena Covenant’s connection with Provena Health has been beneficial...”

Dec. 2002

(CCHCC on the Hunter Group)

“They [skimp] on medical supplies and basic amenities..reduce levels of charity care..replace local administrators..and change relationships.”

Dec. 2002

The News-Gazette

Provena cuts off talks with consumer group

... “The consumer group is still eager to talk to the hospital but can’t figure out whom to talk to...

...The hospital.. did not attend, instead using a full-page ad in the News-Gazette to decry a ‘vendetta’ by the organization.”

Oct. 2002

“To the Citizens of Champaign County: Community Ill-served by CCHCC”

1400 West Park Street
Urbana, IL 61801-9901
217.337.2273Tel



To the Citizens of Champaign County: Community Ill-served by CCHCC

Provena Covenant Medical Center does not recognize the legitimacy of Champaign County Health Care Consumers as a fair-minded, public advocate who acts in the best interests of the health-care consumer in our region. Rather, over the past six weeks, we have seen CCHCC:

- Act in its own interest by pursuing a financial grudge against PCMC for discontinuing Medicare 100+, a source of CCHCC income.
- Present as facts the vague, unconfirmed, unresearched and ultimately untrue assertions from former PCMC employees.
- Use the former employees' untrue assertions to shamelessly alarm the public about their safety at our hospital.
- Accept the "evidence" of former PCMC employees as confirmation of Provena Covenant wrongdoing without the slightest effort to verify the information.
- Ignore the findings of the National Labor Relations Board, which considered and rejected one former employee's so-called facts, and present those untrue assertions as further "evidence" against PCMC.
- Untruthfully and unfairly portray three individuals who are no longer employed at PCMC for very good reasons, as "patient advocates, fired for speaking out."
- Most importantly, insult the daily, caring efforts of the nearly 2,000 Provena Covenant Medical Center employees, physicians and volunteers who work hard and lovingly to care for the people in our communities.

The most basic requirement of a community advocate is fairness. CCHCC's fairness is beyond repair.

CCHCC says that Provena Covenant needs a dialogue with the community. What they mean is, a dialogue with CCHCC. We already have a continuous, multi-faceted dialogue through service on local boards, participation in our Champaign-Urbana Business Roundtables, a speakers bureau, open houses, our community magazine, our monthly calendar in the News-Gazette and continuous opportunities for feedback through our Web site and our customer relations department. We also often meet with groups to discuss ideas and issues, then act on them.

By pursuing a money-motivated, slanted and poorly researched vendetta against PCMC, CCHCC has abandoned fairness and forfeited its legitimacy as a true community advocate. We will continue to interact with and serve the community but will not attend any of CCHCC's self-serving sessions.

Sincerely,

A handwritten signature in cursive script, appearing to read 'Diane Friedman'.

Diane Friedman
President & CEO

“The most
basic
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The Damage is Done...

- **PCMC receives property tax assessments from County Board of Review** (*May 2003*).
- **Hospital reviewing late accounts** “...to see if the patients involved ever applied for the hospital’s charity care program.” (*July 2003*).
- **Provena named in class-action lawsuits** (*June 2004*).



TRANSFORMATION and COLLABORATION

Change in Leadership, Change in Style

- New CEO immediately changes approach, meets with CCHCC on regular basis.
- On-going dialogue and inclusion in hospital policy-making related to community issues.
- Worked together on projects of mutual interest.

PROVENA COVENANT MEDICAL CENTER

charity YOU SPOKE AND WE LISTENED *care*

You said the process was too complicated.
So we made it easier.

You said the restrictions were too rigid.
So we made the system more flexible.

You said we weren't listening.
So we paused, took a deep breath, and evaluated how we are doing things.

As a result, we provide \$2.6 million annually in charity care
and we are happy to do so.



EVERYONE DESERVES THE BEST CARE

If you have an account with Provena Covenant Medical Center and would like to apply for Charity Care, please contact us at 217-337-2257 or 217-337-2866



PROVENA
Covenant Medical Center

1400 W. PARK • URBANA, ILLINOIS 61801 • 217.337.2000 • WWW.PROVENACOVENANT.ORG

PATIENT FINANCIAL ASSISTANCE:

Why We've Been Called A "Model" For Treating the Uninsured.



PROVENA Covenant Medical Center

1400 W. Park Street
Urbana, Illinois 61801
(217) 337-2000
www.provenacovenant.org

Office of the President



To the Champaign County Community,

In my last message, I tried to clarify for the community our status as a charitable organization and how we are addressing the needs of patients who can't afford to pay their hospital bills. In this message, I'd like to provide further information on how we're partnering with the community to create the best possible charity care policy and what impact that will have on people like you and your neighbors.

Point #1: Provena Covenant is the first hospital in the area to solicit direct citizen input.

For close to a year, we have been working closely with the Champaign County Health Care Consumers to craft a financial assistance policy that is responsive to the community. So I was very pleased to read in a recent Wall Street Journal article (2/19/04) that "Provena Covenant has received high marks for its changed approach from the leading grass-roots health-care group, the Champaign County Health Care Consumers." In addition, its Executive Director, Claudia Lennhoff, was quoted in the same article as saying that we "had become a 'model' for the way hospitals should treat the uninsured."

In addition, as you can see from the quote at right, other community leaders have also recognized and applauded our renewed commitment to charity care.

For a family of six, 100% charity care would be provided for an income of less than \$39,616. The following chart represents the discount at varying income levels.

Annual Income	Percent Discount
\$35,000	88%
\$40,000	77%
\$45,000	65%
\$50,000	54%
\$55,000	43%
\$60,000	32%
\$65,000	20%
\$70,000	9%

- A young couple with a child who falls off his bicycle and fractures his leg. You both have jobs, but neither of you have health insurance. You're living from paycheck to paycheck already—how are you going to pay for the emergency room visit?

These are the kinds of situations we see every day at Provena Covenant—and the reason that having a fair, effective financial assistance policy is so crucial. We continue to welcome your input on this issue. And, if you have questions about financial assistance, please contact our financial counselors at 337-2866. Thank you for continued support.

Sincerely,

Mark S. Wiener
President & CEO, Provena Covenant Medical Center

Ayuda financiera para pacientes:

Si usted necesita ayuda con su factura del hospital, póngase en contacto con nosotros (337-2866). Es posible que satisfaga los requisitos para recibir ayuda financiera.

"Provena Covenant has welcomed and incorporated our input into the policies and procedures and has enacted changes at a system-wide level."

**— Mary Jane Gillespie, Representative,
Community Coalition on Medical Debt**

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THE WALL STREET JOURNAL

Hospital Found ‘Not Charitable’ Loses Its Status as Tax Exempt

“...Claudia Lennhoff...said that Provena Covenant in recent months had turned around and become a ‘model’ for the way hospitals should treat the uninsured.”

Feb. 19, 2004

April 10, 2005

The News-Gazette

Editorials

Pact between Provena, health care consumers helps all

A recent agreement between Provena Covenant Medical Center and the Champaign County Health Care Consumers bodes well for all of Champaign County...



LESSONS LEARNED

Lessons Learned

- Hospitals and Community Groups are not natural adversaries; our interests are generally aligned.
- Need to seek out dialogue and relationships with community groups/members – even the ones who make you uncomfortable.
- Community/Consumer groups value non-profit hospitals as important community assets.

Lessons Learned ...

- Hospital ownership may change; community's sense of ownership doesn't.
- Takes time to build relationships and to build leadership – but it's worth it!
- Collaborations can help hospitals meet their goals; community groups can be sensitive to hospitals' needs.
- Important to give credit and recognize efforts.
- Qualities of leadership, vision, respect, graciousness and humility go a long way.
- Celebrate Successes & Victories.

Thank You!

For More Information:

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