

Leveraging Data & Innovation Across Health Systems

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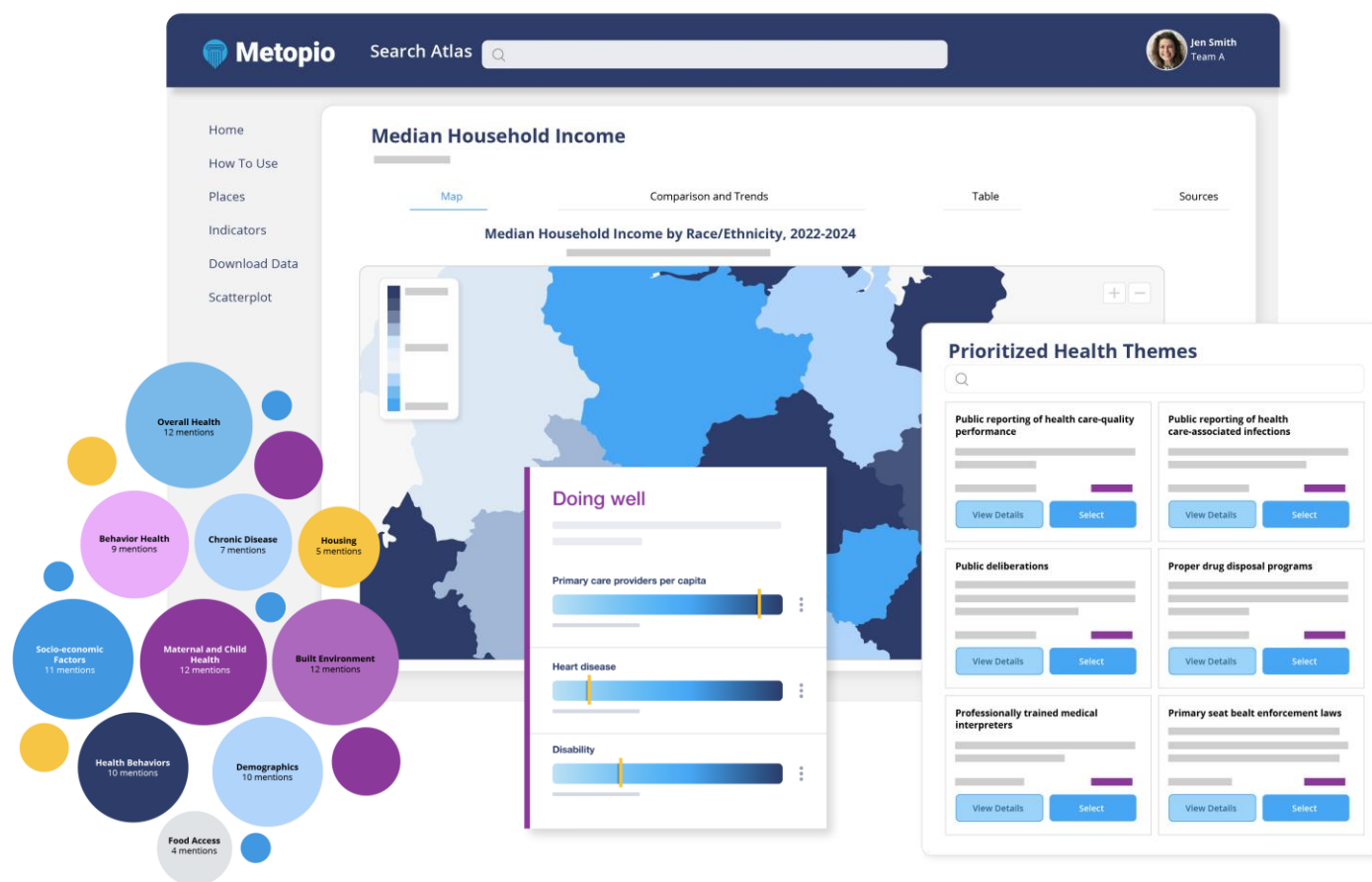
A Community Context Engine draws information from multiple data sources (both primary and secondary) to illustrate the unique combinations and intersections of social, economic, and environmental resources in a community, giving a more complete and nuanced picture of people's daily lives and opportunities.

Transforming Hospital Planning with AI and Community Intelligence Data



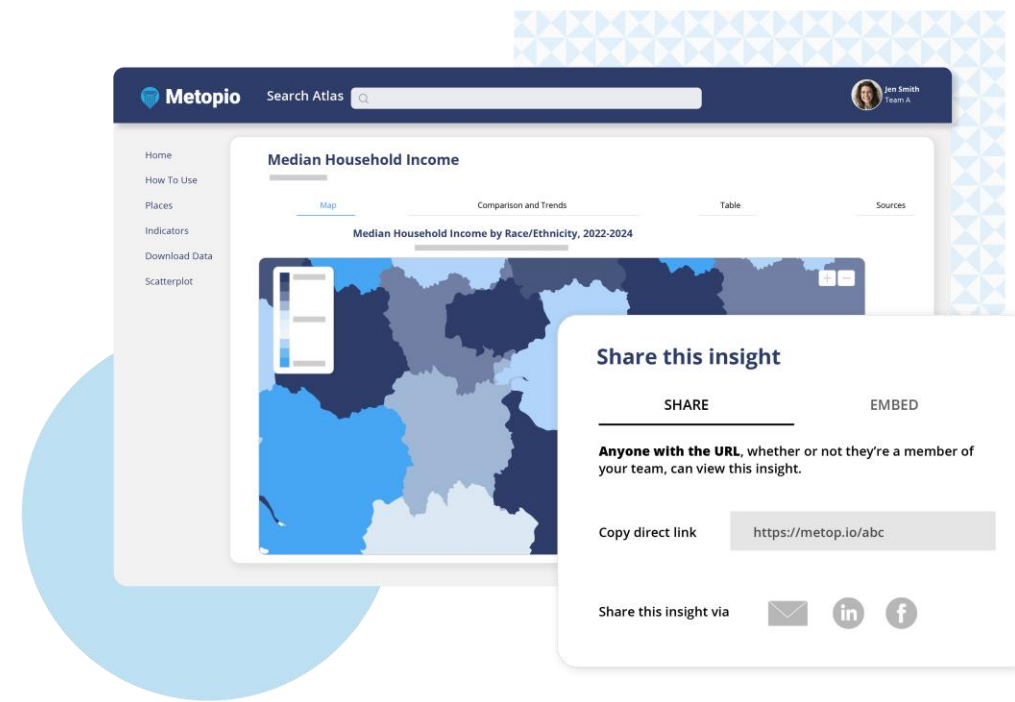
Why Community Intelligence Matters for Hospitals

- Health systems increasingly treat community data (CHNA, SDOH) as strategic assets—not reports.
- The shift: from community health as adjacent → to being core to enterprise strategy.
- Today's conversation shows what it looks like when data is integrated into KPIs, funding models, partnerships, and operations.



Accelerate Alignment. Strengthen Collaboration. Put Community Data to Work.

- Transform community health assessments and population-level data into insights that guide system priorities and enterprise KPIs.
- Give clinical teams, leadership, and community partners a common data foundation to plan, act, and measure impact — together.
- Build stronger collaboration with community and public-health partners through shared data and feedback loops.
- Spend less time gathering data — focus more on strategy, execution, and meaningful change at scale





Kathryn Barker

Community Health Manager,
Intermountain Health



Applying a lifespan approach and system integration to community data

December 10, 2025

Kathryn Barker, MPH
Community Health Manager
Intermountain Health



Whether it's here

**Together,
we can make
a difference!**

or here

Intermountain by the Numbers¹



6 Primary States²
(UT, NV, ID, CO, MT, WY)



**68,000+
Caregivers**



**Select
Health 1.1 million
Members**



34 Hospitals
Including 1
Virtual Hospital



**\$17.15 billion¹
Total Revenue**



**409
Clinics**

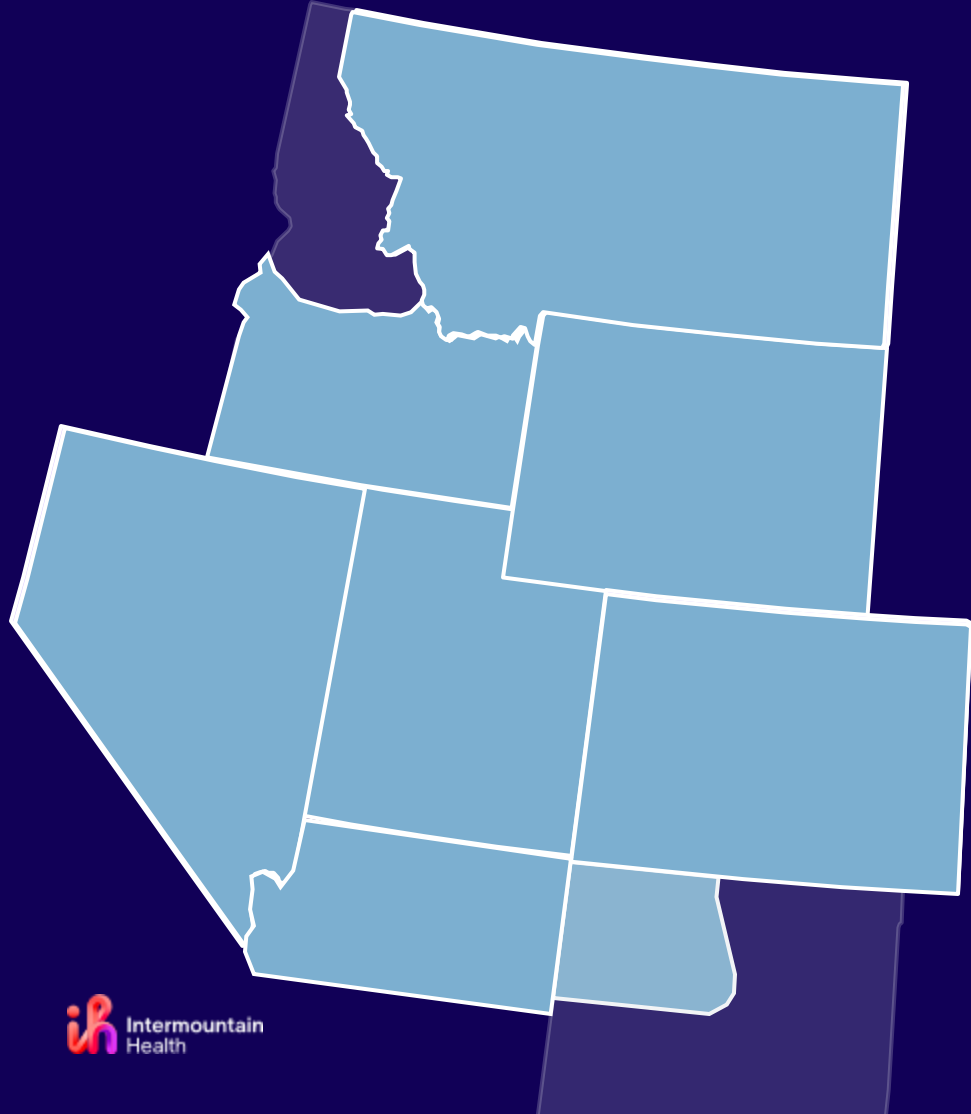


**4,700+
Licensed Beds**



**4,800+ employed
Physicians & APPs**

CHNAs show us that communities across our footprint have the same needs



**Improve Behavioral
Health**



**Invest in Social
Drivers of Health**



**Increase
Access to Care**



Prevent Childhood Injury and Illness

Community-based lifespan approach



Aligning through a data-driven feedback loop

Include youth and parental perspective

Elevate secondary data on children's health outcomes

Implement strategies and direct resources to **upstream** interventions

Evaluate to ensure alignment, accountability, and impact



Aligning through a culture of continuous improvement

System-level KPI for:

- Social need screening rates
- Care management interventions



Example: Investing in Social Drivers of Health



Patients

Food Insecurity

Housing Instability



Caregivers

Transportation Needs

Utilities Difficulties

Interpersonal Safety



Members

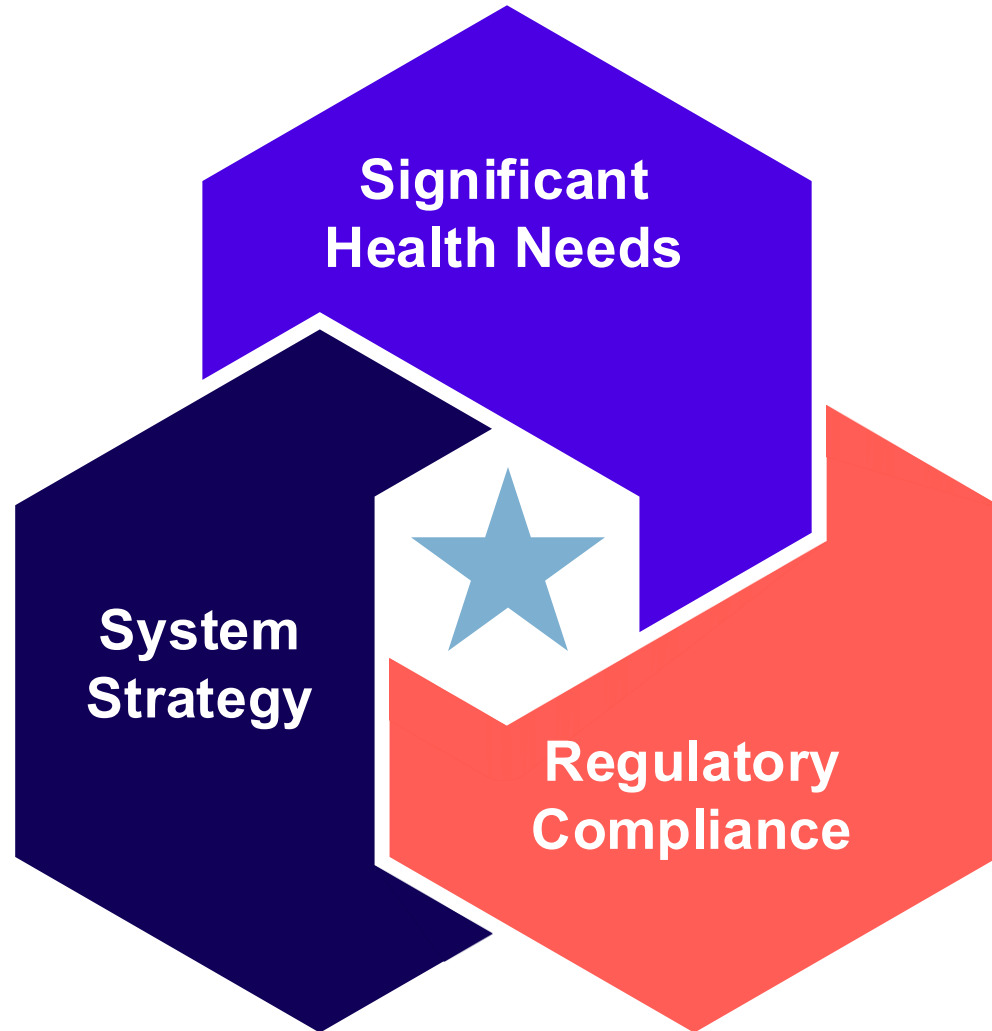


Community Health

- Community Health stays close to operational, clinical, and caregiver teams
- Understand and meet the gaps through community activation



Alignment Evaluation



Community Health Initiatives



Charitable Contributions



Other Community Investments



Government Grants

Thank you



Kendra Smith, AICP MPH MSUS

VP of Community Health,
Bon Secours Mercy Health



Strategically Deploying Your Community Health Data: Operationalizing community intelligence and driving accountability across markets

Kendra Smith, AICP MPH MSUS
VP, Community Health
December 10, 2025

Bon Secours Mercy Health Global Impact



FIFTH LARGEST U.S. Catholic health care system;
the LARGEST not-for-profit private provider in Ireland

MORE THAN **1,200** sites of DIRECT HEALTH
CARE in the US and Ireland



More than **\$13 BILLION**
in annual net operating revenue

MORE THAN **\$500 MILLION** IN Annual
Community Benefits across **5 STATES**



47 HOSPITALS

3,000* PROVIDERS IN THE US
450 CONSULTANTS IN IRELAND
~60,000 TOTAL ASSOCIATES



More than **200,000** lives impacted by
BSMH Global Ministries annually

~730,000 LIVES COVERED
through value-based programs



More than **14 MILLION** Patient Encounters annually



Areas served by
BSMH Global Ministries:

- Direct health care or business operations support provided by Bon Secours Mercy Health providers, affiliates and JV partners
- BSMH Global Ministries supports partner programs in Haiti, Peru and South Sudan that focus on clean water, health care services, disaster relief, education and migration

Building Foundations for Addressing Community Need

- BSMH is committed to identifying and addressing clinical and social health needs
 - In patients
 - In communities we serve
- Identifying and managing the need for equitable health outcomes through Community Health and creating effective solutions- requires interdisciplinary data
- BSMH Community Health leaders and associates have a significant impact on the quality of the information we use to addresses community (and patient) needs in our health system



Community Health Framework

Community Health addresses the social dynamics and underlying factors that impact the health and well-being of the individuals and communities we serve. We do this by collaborating with internal and external partners and utilizing diverse resources and assets.



Community Health Data

Goals:

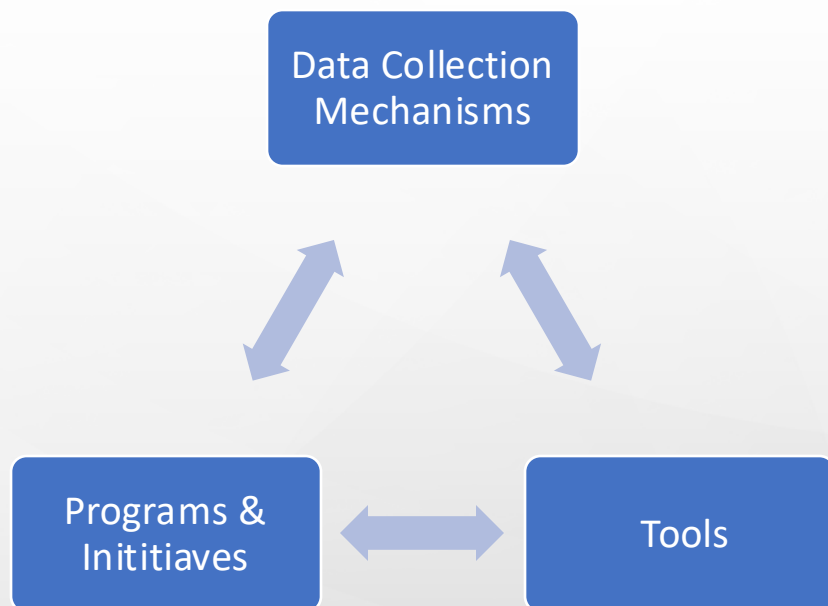


- Turning Community Health findings into strategic priorities and enterprise KPIs
- Creating local feedback loops with community partners and local leaders
- Breaking down internal barriers to learn and elevate best practice in addressing social and clinical needs

Leadership:

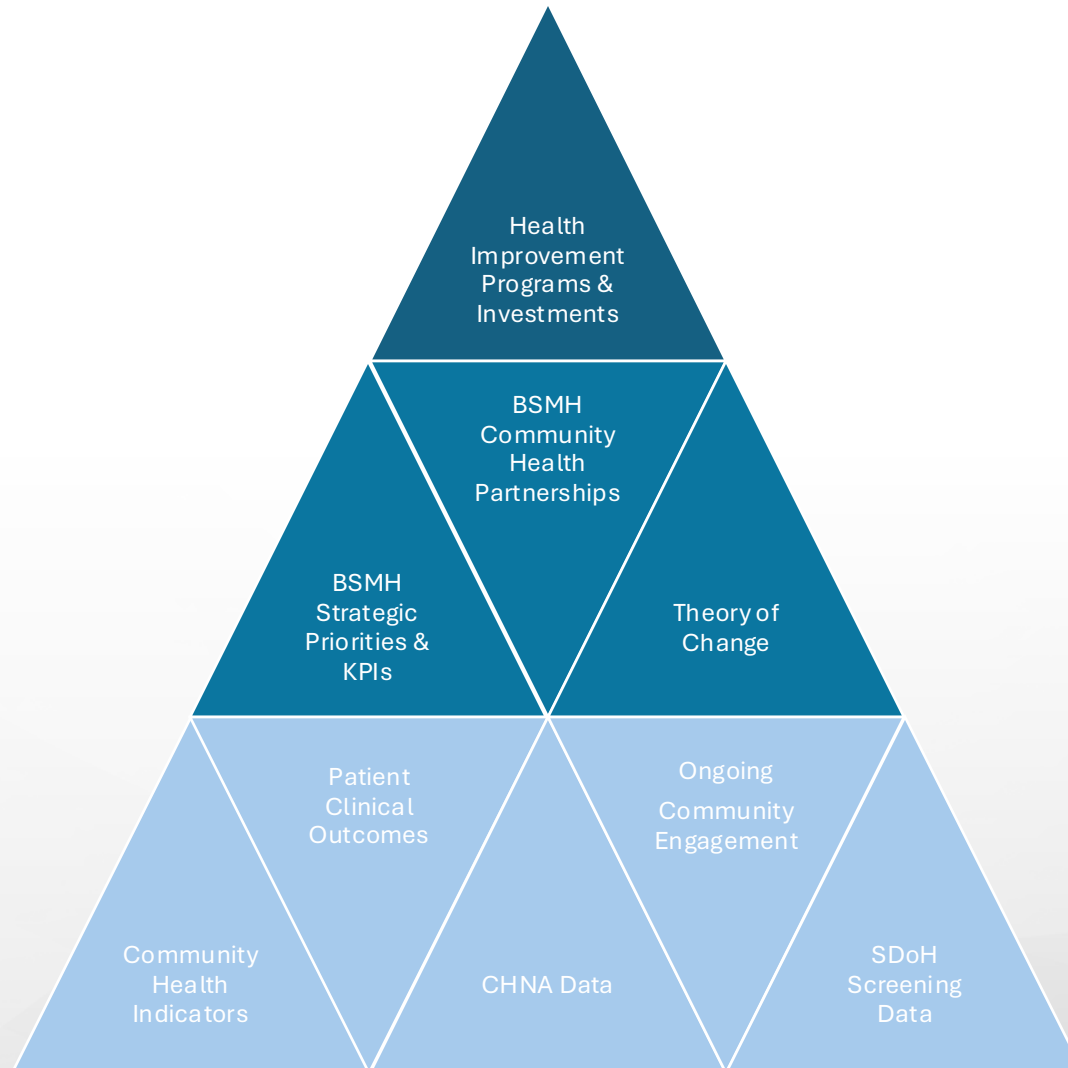


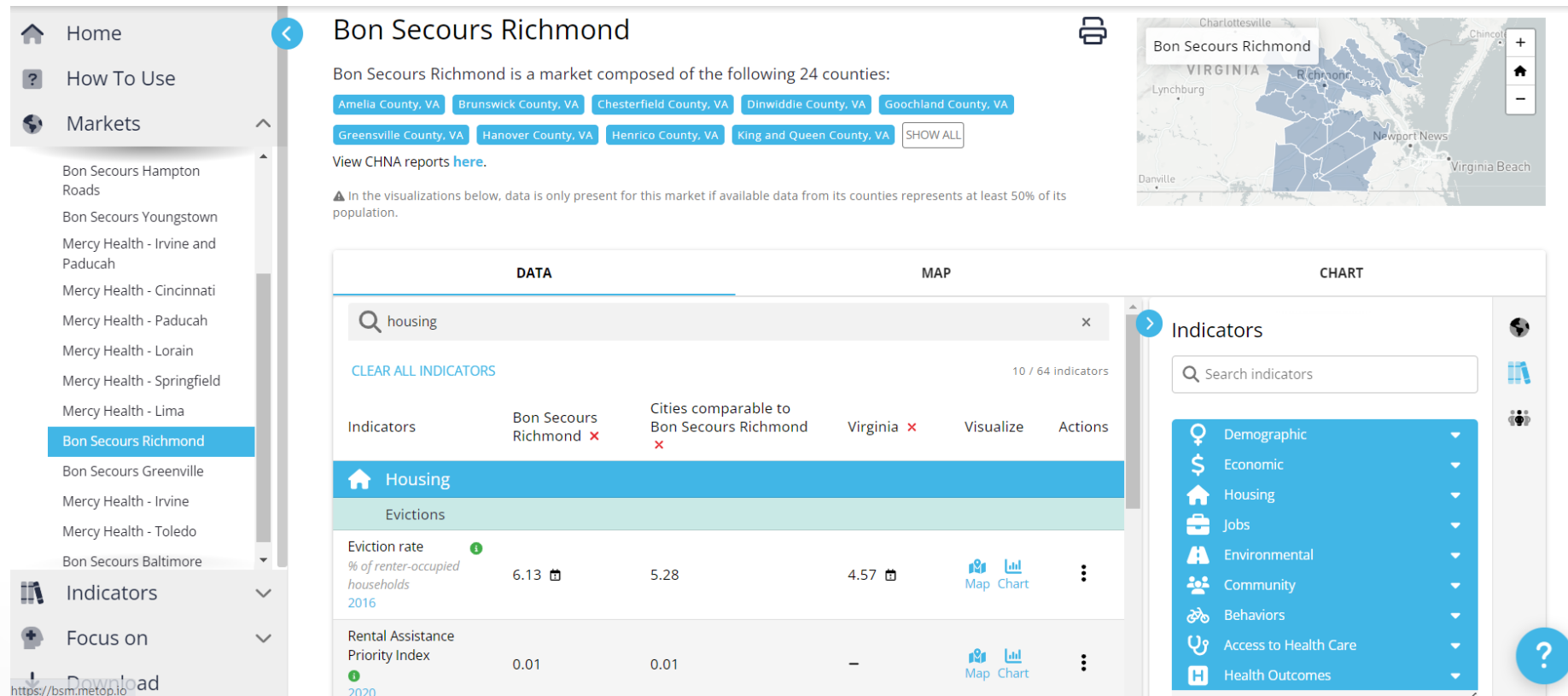
- Dr. Shivonne Laird - System Director Community Health Impact
- Nancie Stover-Nicholson, MPH – Project Manager Community Health
- Patrick Schmidt- Program Manager, CHNA & Community Benefit



- Clarity on what quantitative and narrative information we are collecting and by what means
- What tools and platforms do we need to analyze, distribute, and present data
- What is the process for how we will use data to make operational and strategic decisions to priorities BSMH initiatives

Data → Tools → Programs





- Dynamic mapping tool brings together multiple datasets in one place
- Allows internal and external stakeholders within the BSMH footprint to map, layer, and compare health and social outcomes for their community/market.
- Shows how indicators for a given market compare to comparable cities as well as the state, for benchmarking.
- Removes barriers, bringing those with lived experience and closest to challenges closer to the data needed to create informed, innovative solutions.

Community Health Data Hub

Community Health Funding Program

Theory of Change



- The Theory of Change defines BSMH's short-term and long-term outcome expectations, aligning them to key Community Health and ministry Vision, principles, priorities and drivers.
- The purpose is to help community organizations identify how they can best partner with BSMH on initiatives within their respective communities.
- The Theory of Change will also help inform the approach to impact reporting and evaluation for all funded initiatives, projects, programs and partnerships.

BSMH Vision

Principles

- View health broadly with an equity lens.
- Focus on root cause of health disparities.
- Target programs/services to communities, neighborhoods, patients.
- Lean into anchor status to catalyze investment.
- Innovate programs and staffing models to scale.

2022-2024 Community Health Needs Assessment Aggregated Priorities

- Behavioral/mental health
- Chronic disease
- Access to health care
- Community safety
- Financial security

Drivers of Funding

- Enable local markets to support Community Health priorities.
- Ensure alignment among BSMH resources.
- Provide diverse funding strategies.
- Leverage Ministry's position as an anchor institution.
- Fulfill BSMH's ministry to serve those most in need by advancing social justice.

Grant and Award Strategies	Short Term Outcomes		
	Community Capacity	Social Determinants of Health	Individual & Family Social Needs
Direct Community Investment Fund <ul style="list-style-type: none"> • Loans • Relationship-building with partners in local markets • Technical assistance for project development and financial packaging 	Economic Vitality <ul style="list-style-type: none"> • Greater diversification of financial support and access to capital across local markets. • Greater ability to leverage investments from other sources. • Greater investment by national and regional loan funds/CDFIs for BSMH's priority zip codes. • Momentum for moving stagnant projects forward and pursuing innovative ones. Partnerships <ul style="list-style-type: none"> • Strengthened partnerships between BSMH local markets and community partners to engage in collaborative action. 	Housing <ul style="list-style-type: none"> • More available capital for affordable housing development. • More affordable and higher quality housing units. • Increased/stabilized housing market values while preventing displacement. Community Economic Vitality <ul style="list-style-type: none"> • More available capital for diversely-owned businesses. • More financially stable small businesses. Neighborhood Environment <ul style="list-style-type: none"> • Improved neighborhood conditions (i.e., social connection, safety). 	Housing <ul style="list-style-type: none"> • Greater sustained housing stability. • Increased homeownership. Economic Security <ul style="list-style-type: none"> • Greater sustained household financial stability. Social Services <ul style="list-style-type: none"> • Increased capacity for self-navigation to achieve positive health outcomes. • Increased basic and social needs met.
Community Health Fund * <ul style="list-style-type: none"> • Internal Awards • Relationship-building with partners in local markets 	Systems for Community Change <ul style="list-style-type: none"> • Improved systems for innovative, aligned, and sustained community change. Economic Vitality <ul style="list-style-type: none"> • Increased use of innovative financial tools for economic development initiatives. Partnerships <ul style="list-style-type: none"> • Strengthened partnerships between BSMH local markets and community partners to engage in collaborative action. 	Housing <ul style="list-style-type: none"> • More affordable and higher quality housing units. Food Systems <ul style="list-style-type: none"> • Improved community food systems. Economic Vitality <ul style="list-style-type: none"> • Increased momentum for viable economic development projects. Health care <ul style="list-style-type: none"> • Increased availability and access to preventive care services. Neighborhood Environment <ul style="list-style-type: none"> • Improved neighborhood conditions (i.e., social connection, safety). 	Food Security <ul style="list-style-type: none"> • Improved household food and nutrition security. Health care <ul style="list-style-type: none"> • Increased utilization of appropriate health care services. Economic Security <ul style="list-style-type: none"> • Greater share of residents earning living wages.
Market Directed Funds * <ul style="list-style-type: none"> • Internal awards • Relationship-building 	Partnerships <ul style="list-style-type: none"> • Strengthened partnerships between BSMH local markets and community partners to engage in collaborative action. 	Unique - Project Dependent <ul style="list-style-type: none"> • Outcomes tied to funds awarded based on local market identified priorities, CH strategic plan, and CHNA/CHIP priorities. 	
Mission Outreach Program * <ul style="list-style-type: none"> • Fundraising • Internal Awards • Relationships 		Unique - Project Dependent <ul style="list-style-type: none"> • Outcomes tied to community identified priorities in CHNA/CHIP as reported through project performance metrics and community-based narratives. 	
Long Term Outcomes			

* Community Health Fund, Market Directed Funds, and Mission Outreach Program are

Data Insights Panel Discussion



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