

# **Donalsonville Hospital, Inc.**

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## **Community Health Needs Implementation Plan**

**Approved by Donalsonville Hospital Board of Directors – June 25, 2013**

**FY 2014 - 2016**

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# 1. Executive Overview

## The Hospital

Donalsonville Hospital is a not-for-profit general, acute care hospital owned by the corporation and governed by a five-member governing body, the Donalsonville Hospital Board of Directors. The hospital is served by a seventeen member medical staff, which includes ten active staff members and seven courtesy staff members.

The hospital has 61 inpatient and 4 obstetrical/postpartum beds. The facility offers diagnostic radiology and laboratory services to both inpatients and outpatients, and operates a 24-hour physician-staffed emergency department. National Emergency Services provides coverage seven days a week, twenty four hours a day. The hospital provides both inpatient and outpatient surgery in general, and gynecological, as well as outpatient endoscopy. The hospital provides physical and occupational therapy to inpatient and outpatient groups. Donalsonville Hospital also contracts with Gary Smith, PhdMHP, to provide mental health services as well as support to patients with psychological needs. Seminole Manor Nursing Home is also owned and operated by Donalsonville Hospital. The seventy-five bed long term care facility is a hospital-based nursing home that provides care to both skilled and intermediate care patients.

As of March 23, 2013, Donalsonville Hospital had 252 full-time-equivalent employees, composed of 230 full-time and 22 part-time employees – including 162 registered, licensed, and/or certified physicians/clinical personnel. FY 2011/2012 salaries and wages paid to employees totaled \$10,823,000 or 40% of total expenses. Seminole Manor Nursing Home had 65 full-time employees, composed of 52 full-time and 13 part-time employees – including 59 registered, licensed, and/or certified clinical personnel. FY 2011/2012 salaries and wages paid to employees totaled \$1,538,000 or 40% of total expenses.

The picture that emerges from the financial analysis is a stable hospital with no debt. The only “clouds on the horizon” result from deeper cuts from Medicare and Medicaid and possible exclusion of managed care and catastrophic national health care reform, which could dissolve the patient mix. This would possibly limit the facility of capital improvements due to limited cash flow. However, with the facility’s current growth of retained earnings this appears unlikely.

## 2. Community Profile

### Environmental Assessment

**National.** A high degree of uncertainty currently characterizes the hospital's macro-environment. It is highly likely that the nation's health care system will undergo substantial change within the near future – but the exact nature of and exact timetable for that change is currently undeterminable. However, the hospital considers it highly probable that:

1. “Managed Competition” will be a key feature of health care along with Pay for Performance.
2. Health reforms will be phased in over a minimum next five years.
3. Ultimately, there will be only three classes of payors for hospital services: Medicare, Medicaid and Accountable Health Plans.

**State.** With or without national health reform, it appears likely that:

1. The inpatient-to-outpatient service shift of the past several years has stabilized.
2. Medicare utilization will rise, while reimbursement will decrease.
3. Since the introduction of Medicaid Managed Care, Medicaid admissions will decrease although the O.B. Department will continue to grow.

**Local.** Over the next several years, competitive pressures will likely exist in the hospital's microenvironment. Currently, there is substantial excess in inpatient capacity in the market. With local hospitals in Early, Miller and Calhoun counties having occupancy rates of less than 20%, there is an excess of empty beds in the market area. These numbers do not include Bainbridge Memorial Hospital, our largest competitor, which is also experiencing problems with medical staff retention and a declining inpatient census. Since macro-environmental factors will continue to cause inpatient census to decline in the market, the situation will worsen over the next two years.

The need to fill hospital inpatient bed in the market will likely have two undesirable effects on Donalsonville Hospital:

1. Increased competition for patients from surrounding area.
2. Increased managed care activity within the marker.

Managed care activity within the market will likely be centered in surrounding communities. Dothan and Thomasville will be the most notable communities that will blossom with managed care. Thomasville was the most active with their PHO called HEALTH ALLIANCE OF THE SOUTH which has been dissolved. Other significant managed care organizations operating in the area are:

1. 1<sup>st</sup> Medical Resource Network
2. WellCare
3. PeachState
4. B.C./B.S.'s P.P.O.
5. Beechstreet
6. SouthCare
7. United HealthCare
- 8.

The situation appears to be in our favor due to our low cost per day for hospital patients. Our greatest concern is over some managed care contracts that require per diems as a method of payment. So far, no group has asked for an exclusive arrangement.

### **Perceptions.**

As of September 2013, the perceptions of the hospital medical staff and the community are positive. The most notable perceptions from the medical staff are:

1. The communication is good with the management of the hospital and nursing home.
2. The hospital is responsible to the needs of the community and the medical staff and is experiencing positive growth with ER and Women's and Children Center.
3. Patient care has continued to improve over the last three years.
4. "Customer service" has improved as well over the last three years.

The physicians predict that their admissions will either increase slightly or remain the same due to the positive image of the hospital and new facilities.

## **DONALSONVILLE HOSPITAL VISION STATEMENT**

In 2018, Donalsonville Hospital will be as it currently is, a not-for-profit entity governed by the Donalsonville Hospital Board. However, it will have one or more strong network alliances, making it a part of a larger delivery system that will provide a broad continuum of health care services, including comprehensive rehabilitation and hospice care, and enable the hospital to participate in capitated and non-capitated managed care contracts.

In 2018, the Hospital's primary geographical service will be as it is today, Seminole County but with an increase emphasis on the "growth areas" of the County. In conjunction with the Medical Staff, the Hospital will possible operate a satellite clinic near Lake Seminole.

The second geographic service area will be those counties contiguous to Seminole – particularly, Early, Miller, Decatur, and areas immediately adjacent in Florida, which have hospitals in declining positions. Donalsonville Hospital will meet the non-trauma acute care needs of tourists and travelers passing through or staying in our county.

The service priorities of the hospital in 2015 will be:

1. Emergency Center
2. Diagnostic
3. Inpatient surgery, outpatient surgery, and endoscopy
4. Inpatient acute and chronic care
5. Health education and illness prevention
6. Obstetrics

The physical plant pertaining to and the capital equipment within the areas providing these priority services will have been upgraded significantly from their 2008 status.

Our level of care will be primary and secondary. Primary care will emphasize geriatrics and include pediatrics and obstetrics, especially in the Emergency Center. Our emergency center will be Level I. It will not be a trauma center.

Primary care physicians on our medical staff will be family practice, pediatrician, internal medicine, and family practice / general surgery. Obstetrics, gynecology, radiology, and emergency medicine will represent specialists on the medical staff. Most medical specialists will be members of the courtesy or hospital-based categories of the medical staff. The active staff will consist of primary care physicians and at least three general surgeons, internal medicine, three pediatricians and two OB-GYNS’.

In 2015, major areas of commitment for the hospital will include:

1. Organizational Improvement
2. Employee Relationships and Development
3. Relationships with Seminole County Business Community

# **DONALSONVILLE HOSPITAL PLAN OF PATIENT CARE SERVICES**

## **MISSION**

The mission of Donalsonville Hospital is to provide, at the direction of our Medical staff, a uniform level of such high-quality curative and palliative health care and diagnostic services as are within our Scope of Services to all who seek our aid, and to refer those whose needs cannot be met within our Scope of Services to other qualified and competent providers of care, while striving continuously to improve the quality of care and service, and preparing always to evolve as an organization as the nature of health care in the nation and our geographic locality changes.

## **Service Area and Patient Demographics**

The primary geographical unit that is served by Donalsonville Hospital is Seminole County and surrounding counties. As a private not-for-profit corporation, the Hospital was built to meet the needs of the citizens of Seminole County; ownership of the facility is vested in the corporation and is represented by the board of directors who have one vote. The Governing Body has determined that the Hospital's service area will also consist of several adjoining counties, including but not limited to, Decatur, Miller, Early, and the north Florida counties adjacent to Seminole County. In CY 2012, out of 1952 inpatients for the top five demographics, Donalsonville Hospital's inpatient origins were as follows:

- 1022 were from Seminole County
- 393 were from Decatur County
- 175 were from Miller County
- 231 were from Early County
- 53 were from other counties in Georgia
- 78 were from the states of Florida and Alabama

Service demographics show that the hospital's patient base includes significant percentages of black patients (37% of inpatients) and of "senior" patients (30% of inpatients were 65+ years old).

“Special factors” which affect the definition of our service area, the composition of patient base and the level of our patient’s needs are:

1. Nursing home – members of our medical staff serve on the Medical Staff at Seminole Manor Nursing Home. As a result, large portions of our inpatients, outpatients, and emergency patients are of advanced age and have “multi-system” problems. They may also have communication difficulties resulting from blindness, deafness, Alzheimer’s disease, or other impairments.
2. Lake Seminole, a 37,000-acre lake located 18-20 miles southwest of Donalsonville, is a growing area. In the spring of 1995, it was listed in a Georgia tour guide as one of the top 10 retirement communities in the state and continues to grow. Several new subdivisions are under construction and will attract new residents to Seminole County.
3. Administration recruited two OB/GYN physicians in order to reintroduce that service to the community. Since implementation in October 2001, it has broadened our patient base.

Secure additional land for new Amb Surgical Center near hospital, which could house multiple doctor offices, pharmacy, gift shop & cafeteria.

### **3. Strategy Development**

#### **Community Health Needs Assessment Process**

Donalsonville Hospital started the process of assessing the needs of the community by getting input from the local physicians. There are 13 local physicians that are active on the medical staff at Donalsonville Hospital. 4 Board Certified General Surgeons, 2 OBGYNs, 3 Pediatricians, 2 Family Practice and 1 Dermatologist. The medical staff is made up of a wide variety of primary care physicians. Management of the hospital has always had an extremely close working relationship with the Medical Staff. One key component of assessing the needs of the local community is to get input from the medical staff. All physicians have been willing to give feedback and input on the health needs of the community. The hospital board of directors has a broad range of community involvement and leadership roles. There are 5 members of the board and of the five 2 are involved with local county and city governments as a county commissioner and city councilman. Also, the board of directors has 2 other members involved with other nonprofits and is active community leaders. The other board member has a vast knowledge and experience in the agricultural area, which makes up a major part of industry and residents of



Seminole County. The board of directors thought that there should be 2 additional members added to the CHNA panel that would help with assessing the needs of the community. A local county commissioner, Brenda Peterson, who is also a Co-Pastor of Vision Faith Outreach Ministries who has access and contact with a large portion of individuals that are minority, underserved and needy. Also, the board of directors wanted input from the local Health Department Director, Mrs. Dottie Brown. The hospital has worked with Ms. Brown for years addressing the needs of the local health department by providing funds for specific programs she presented for medical help for needy local residents.

First, statistics were gathered from our internal data base examining the patients that have visited Donalsonville Hospital in the past 2 years. The data gathering included information that tracked the top diagnoses for patients that visited the hospital. These reports were evaluated and the CHNA panel utilized them along with statistics gathered from GHA, U. S. Census Bureau, American Diabetes Association, The Georgia Department of Community Health, The Georgia Department of Public Health, Seminole County Health Department and National Cancer Institute. These stats were used to determine what the health needs of Seminole County residents are and to determine which needs could the hospital be successful at implementing some strategy to improve. After looking at all of the data gathered, the CHNA panel determined that the health needs that could be improved by the hospital input were as follows:

1. Diabetes/Hypertension Disease
2. Obesity in Adults
3. Cancer
4. Mental Health.

## 4. Implementation Summary

### 1. Diabetes / Hypertension

**Hypertension / Diabetes Control Program-Seminole County Health Department** - Continue funding and support of the local health department's Hypertension/Diabetes Control Program. Dottie Brown and her staff assist the underserved and medically needy residents of Seminole County through a specific program in which medications, supplies, labs, educational materials and staff is devoted to treating these diseases.

**Local Health Fairs** – The hospital has in the past and will continue to host and participate in health fairs for local businesses and the general public. Local businesses either requests that the hospital come to their business location or the event be held in the hospital facility. Employees will be given a series of tests which includes checking blood pressure, cholesterol, blood sugar and in some instances PSAs or any other tests requested by an employee. Results are sent to the patient's local doctor for further follow up. Many instances have occurred where the patient needed to immediately be seen by their local doctor. There have been good outcomes where hypertension, high cholesterol, diabetes and other diseases have been discovered due to the health fair testing.

**Promotion of a Wellness Program** – In September of 2012 Donalsonville Hospital started the process of implementing a wellness program for Donalsonville Hospital employees. January 2013 the first round of testing occurred that gave the employees a base for establishing the status of each individual's health. The testing involved checking Blood pressure, blood sugar and cholesterol levels. It also included testing for tobacco use. The results of the testing produced a score for each individual. Those that had results out of the normal ranges were given goals for improvements before testing again in January 2014. For those individuals that had test results in the normal ranges, they are required to maintain their good scores for testing in January 2014. Individuals that need fell outside the range are contacted quarterly for possible follow up testing and counseling. Donalsonville Hospital has already contacted the local county government and school system to assist them in establishing and implementing a similar program.

## **2. Obesity in Adults**

**Promotion of Dietary Consulting by DHI Dietary Department** - Currently our dietary manager is available Mon. – Fri. for dietary consultations for not only in-house patients but also for any individuals from the community. Local physicians send their patients to the hospital for dietary consults on an outpatient basis. Donalsonville Hospital is performing those consultations for free and is planning to host classes and actual participative sessions where individuals from the community can come and learn how to cook healthier meals. We are planning to host a class in the hospital dining room and it is open to the public and teach techniques for cooking healthier meals according to the American Dietetic Association.

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**Weight Loss Consulting by Local Physicians** – Local physicians offer weight loss consultations for patients. One program used by a local physician involves an initial visit where the patient is examined and medical history reviewed. Their weight and height are taken for their BMI calculation. Based on the BMI results, the patient is counseled regarding their diet and given educational information on nutrition and how certain foods affect the body. They are consulted on the importance of exercise and how various types of exercise burn calories in different ways. They are asked to maintain a food and activity diary listing the date and time of each meal and the specific foods eaten, as well as the specific activities in which they participated daily. They are given educational information listing “food weight loss tips.” (Source - American Medical Association) There has been a good response to these programs offered by our local physicians. The CHNA panel is committed to supporting these programs

offered through our local physicians and contributing funds for advertising and promotion of these programs. There will be numerous ads and promotions occurring on an ongoing basis in 2014 and beyond to make the public aware of the programs available by the local healthcare providers. The Hospital is allowing the use of their facilities for meetings and presentations so the public will have a resource for participating in an event to help them learn about how to manage their diet and exercise activities.

### 3. Cancer

**Promotion of New Digital Mammogram Machine and CAD system** – In October of 2011 Donalsonville Hospital purchased a new Hologic Digital Mammography machine and CAD system. Studies show that especially for certain age groups of women, the digital testing is more effective in finding cancer than with the film testing. The CAD (Computer Aided Detection Device) adds an extra set of eyes looking for abnormalities and issues. Donalsonville Hospital will continue to aggressively promote and advertise the availability of the Digital Mammography machine through the Donalsonville Hospital Website, local newspaper and radio advertising.

**Offering free Mammography screenings to the public** – In October of 2012, Donalsonville Hospital sponsored a breast cancer program in honor of breast cancer awareness month. Newspaper and radio ads were done to encourage women to contact their local physician and schedule a free mammogram during the month of October. The enormous response prompted the Hospital to continue the free mammogram screenings through November 15, 2012. Donalsonville Hospital will continue to offer free mammogram screenings to encourage women to have their annual screenings or diagnostic testing done, if needed. The same promotion during October will occur as well as others quarterly.

**Offering free PSA lab testing for men** – Donalsonville Hospital has historically offered free PSAs through various health fairs in the community. These free lab tests have proven to detect multiple prostate cancer incidents in men locally. Donalsonville Hospital will offer free PSA screenings to the public as well as to employees of local businesses during their annual health fairs.

#### 4. Mental Health

**Funding of local Psychotherapist** – Donalsonville Hospital has a long standing relationship with Dr. Gary Smith, Psychotherapist, located in the Wiregrass Medical and Surgical building. He has been an asset to the local healthcare community in counseling and assisting in the treatment of individuals in the community with mental health issues. Donalsonville Hospital will continue funding for Dr. Smith to have him available to assist the medical staff with treatment and transfer of local mental health patients.

**Geriatric-Psychiatry Unit** - Donalsonville Hospital has realized that there is a need in the community for a facility to treat local mental health patients. A study performed by an independent consulting firm shows that there is a need for Geriatric-psychiatry beds in this community. (Horizon health study dated May 24, 2013) Due to changes in Medicare and Medicaid reimbursements, Donalsonville Hospital management has not made the commitment in the past to allocate funds for starting this service. With the recent announcements of the closing of a state mental health facility in Thomasville, GA, Donalsonville Hospital has committed to moving forward with the C.O.N. process. The Donalsonville Hospital board is planning to have a geriatric-psychiatry unit open and running by July 1, 2014.

**Alzheimer Inpatient Beds** – Studies show that there is a need for Alzheimer beds in the local community. Located on the same campus with Donalsonville Hospital is a 75 bed nursing home. Historically, the nursing home has averaged 60 residents per day. This 15 bed vacancy is available for other service areas. Studies performed at the nursing home and input from local physicians show that there is a need for Alzheimer beds in this community. Donalsonville Hospital/Seminole Manor Nursing is moving forward with investigating the Certificate of Need process to see what is needed to convert 10 to 12 of the current Skilled nursing home beds into Alzheimer beds.