

Donalsonville Hospital, Inc.

Community Health Needs Implementation Plan

Approved by Donalsonville Hospital Board of Directors – July 26, 2022

FY 2023 - 2025

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1. Introduction and Overview

The Hospital

Donalsonville Hospital is a not-for-profit general, acute care hospital owned by the corporation and governed by an eight-member governing body, the Donalsonville Hospital Board of Directors. The hospital is served by a twenty-member medical staff, which includes eleven active staff members and nine 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 and Southern Emergency Medicine Consultants provide 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. The hospital added inpatient mental health services in July 2017. Currently, 24 of the 65 total beds are designated for inpatient mental health services. Seminole Manor Nursing Home is also owned and operated by Donalsonville Hospital, Inc. 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 June 18, 2022, Donalsonville Hospital had 249 full-time equivalent employees, composed of 227 full-time and 39 part-time employees -including 156 registered, licensed, and/or certified clinical personnel. FYE 6/30/2021 salaries and wages paid to employees totaled 13.4 million or 44 % of total operating expenses. Seminole Manor Nursing Home had 56 full-time employees, composed of 46 full-time and 19 part-time employees including 55 registered, licensed, and/or certified clinical personnel. FYE 6/30/2021 salaries and wages paid to employees totaled 1.9 million or 46 % of total operating expenses.

Perceptions.

As of June 2022, the perceptions of the hospital medical staff and the community are positive. The most notable perceptions from the medical staff are:

The communication is good with the management of the hospital and nursing home. The hospital is responsible to the needs of the community and the medical staff and is experiencing positive growth with the Behavioral Health Unit and outpatient services. Patient care has continued to improve over the last three years. "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.

Over the past 10 years the hospital has received awards for being the one of the top 10 hospitals in the state of Georgia. In December 2020, for the second year in a row, Donalsonville Hospital has been selected as one of the Top Hospitals in our size category and ranked #3 in the state by Georgia Trend Magazine. In December 2021, Donalsonville Hospital received the

ranking of #1 by Georgia Trend Magazine for a rural mid-sized hospital. We are accredited by DNV, and we are ISO 9001:2015 and NIAHO® compliant.

The financial condition of the hospital is stable but has weakened in recent years due to COVID-19, Hurricane Michael, insurance company denials, reduced reimbursement rates for all payors, and other factors related to Medicare and Medicaid cuts. In 2018 Hurricane Michael caused economic damages in the tens of millions of dollars to the community. The effects of this disaster will have a long-term effect on this community for many years to come.

The picture that emerges from the financial analysis is a stable hospital with minimal debt. The only “clouds on the horizon” result from deeper cuts from Medicare and Medicaid and possible exclusion of managed care and catastrophic national healthcare reform, which could dissolve the patient mix. This would possibly limit the facility of capital improvements due to limited cash flow.

2. Donalsonville Hospital Vision Statement

In 2026, 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 2026, 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. The community has experienced the addition of a Federally Qualified Health Center look-alike facility. This facility is set up to serve the patients of Seminole and surrounding counties without regard to their ability to pay. The clinic offers a sliding fee scale for the underinsured.

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 2023 and forward will be:

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

The physical plant pertaining to and the capital equipment within the areas providing these priority services will have been upgraded significantly from their 2020 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 two general surgeons, internal medicine, one pediatrician, two OB-GYNs, and one psychiatrist.

In 2022 and forward, major areas of commitment for the hospital will include:

1. Organizational Improvement/Medical Staff Relations
2. Employee Relationships and Development
3. Relationships with Seminole County Business Community

3. Donalsonville Hospital Mission Statement

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.

4. Community Profile

a. Environmental Assessment

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 2021, out of 1,539 inpatients for the top demographics, Donalsonville Hospital's inpatient origins were as follows:

- 491 were from Seminole County
- 197 were from Early County
- 169 were from Decatur County
- 94 were from Miller County
- 569 were from other counties in Georgia
- 19 were from other states

Service demographics show that the hospital's patient base includes significant percentages of African American patients (42% 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.
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.
4. Erin Lenz, our marketing consultant, is working with local businesses to set up health fairs for their employees. This will ensure local patients are familiar with services offered by our facility.

b. Level of Patient Needs

Patient needs require that Donalsonville Hospital provide general-acute primary and secondary care. Our inpatient and outpatient populations are primarily adult, with the inpatient population having a heavy geriatric emphasis. Our level of care does not require an intensive, cardiac, or other special care unit. Our patient mix and level require that we make special provisions in terms of furniture, equipment, and supplies for treating pediatric patients, but does not require a specialized pediatric inpatient unit.

Patient needs require that our Level I Emergency Center provide care.

c. Patient Satisfaction

Patient satisfaction with an input into decisions regarding their care and treatment at Donalsonville Hospital is a major concern of this facility. Patient rights and organizational ethics are considered in all levels and phases of organizational planning and in the decisions made regarding the care and treatment of specific patients. Donalsonville Hospital has adopted the CMS Guidelines for Patient Rights. Employees are educated on Patient Rights as part of the new Employee Education Program and during Annual Education updates. Patients are presented a copy upon admission.

Donalsonville Hospital distributes patient satisfaction surveys and analyzes the information obtained, thereby improving organizational performance and patient care. Among the means of obtaining feedback are the following:

1. Distribution of patient surveys to inpatients and outpatients treated at Donalsonville Hospital.
2. Availability of patient satisfaction surveys in the Emergency Center for all patients presenting to the Emergency Center

Information from the surveys is analyzed and presented to appropriate managers and committees, including the Governing Body, the Medical Staff, and the Quality Improvement Steering Committee in order to improve patient care.

Additionally, there is a structure process for patient complaints that encourages dissatisfied patients to voice their concerns and that allows for investigation of and feedback concerning the complaint. Inpatients are furnished information on the procedures for registering complaints upon admission, and such information is available in the Emergency Center and outpatient areas of the hospital. Data regarding patient complaints is tracked and information is presented to the Quality Improvement Steering Committee, the Medical Staff, and appropriate Department Heads.

The Patient Liaison position was created in an attempt to reduce the number of complaints received from patients by addressing, prior to discharge, any issues or concerns that the patient and/or their family members may report. The Patient Liaison serves as the organization's liaison

for complaints, complaint documentation and required responses based on state, federal and accreditation requirements.

As part of the Patient Liaison responsibilities, daily rounds are made on all patients to encourage patient satisfaction surveys and to troubleshoot issues that may have developed regarding hospitalization. The Patient Liaison assists with the development and implementation of policies and procedures, collection and analysis of risk related information, and also facilitates and advises departments in designing risk management programs. The Patient Liaison works closely with Department Supervisors, QI Coordinator, Infection Control Nurse, and the Safety Officer to promote safe quality care for our patients.

d. Scope of Services

Donalsonville Hospital provides the following Scope of Services on site:

1. Medical
2. Surgical
3. Dietic
4. Diagnostic Radiology
5. Emergency
6. Respiratory
7. Pharmaceutical
8. Social Work
9. Pathology and Clinical Laboratory
10. Physical Therapy
11. Occupational Therapy
12. Speech Therapy
13. Mobile Magnetic Resonance Imaging
14. Nuclear
15. Obstetrical
16. Behavioral Health

We provide pathology through a contract: a great deal of the service is provided at a site other than the hospital. In addition, some clinical laboratory tests are sent to a reference laboratory. (Lists of off-site and reference procedures and tests are available in the Laboratory Policy and Procedure Manual.) All off-site work meets all applicable NIAHO® Hospital Accreditation requirements as is evidenced by the providers being fully accredited by DNV GL Healthcare and/or College of American Pathologists accredited. The Medical Advisor of the Laboratory is a member of the Medical Staff.

Our patients are transferred to Southeast Health, which meets DNV GL Healthcare standards.

Our Dietary services utilize a contracted licensed dietician.

All physical therapy, both inpatient and outpatient, is provided on-site. Patients needing physical rehabilitation services and occupational services are stabilized and transferred to off-site providers.

Points of care at Donalsonville Hospital include one inpatient medical-surgical unit (with ability to have 16 telemetry monitored beds), Emergency Center, surgery, and outpatient services.

Each point shall, at all times, be adequately supplied with personnel. Equipment and supplies are to meet the needs of the patients receiving care there, including the age-specific needs of the pediatric and geriatric patients treated. Detailed information relating to staffing, supplies and equipment is found in the policy and procedure manuals located in various points of care.

e. Integration of Care

We believe that patient care is most effectively and efficiently provided by means of a fully integrated, multi-disciplinary approach. Therefore, we systematically provide opportunities for the integration of departments and services. These opportunities include multi-disciplinary makeup of the Leadership Group, structured medical staff and service input the development of the capital budgeting process, multi-disciplinary interaction with the Medical Staff Executive Committee, multi-disciplinary quality improvement teams, and specific purpose multi-disciplinary meetings.

The inter-relationships of the hospital's departments and services are specified in our organizational chart.

f. Recruitment Scholarship/Loan Program

The Physician Loan Program has been one of the best programs implemented by the hospital. Currently, nine of the fourteen existing physicians on staff were recipients of the physician loan program. Two physicians who received loans that chose, for personal reasons, not to return to Donalsonville repaid their obligations. The list below are the students currently in our Physician Scholarship/Loan Program.

1. Jake Holley returned to practice in Donalsonville in August 2018. He currently practices General Surgery.
2. Craig Lenz returned to practice in Donalsonville in July 2017. He currently practices OB/GYN services.
3. Desmond Henry started his OB/GYN residency in July 2016. He returned to Donalsonville in August 2020.
4. Brandon Brookins and Belinda Bell both began their first year of medical school in 2019. Evan Hall began her first year of medical school in 2020. They plan to return to Donalsonville once completed with residency.

Donalsonville Hospital and Seminole Manor Nursing Home also have a very competitive nurse, lab, x-ray, and ultrasound technician loan/scholarship program. There are currently 15 employees working or in the academic stage of this scholarship program. Donalsonville Hospital also has a very active free ACLS, PALS, and ATLS training program for RNs, physicians, and any interest qualified participants.

5. Community Health Needs Assessment Process and Methodology

Donalsonville Hospital started the process of assessing the needs of the community by getting input from the local physicians. Donalsonville Hospital has 11 active physicians on staff that consist of a variety of primary care physicians; there are 3 Board Certified General Surgeons, 3 OB-GYNs, 1 Pediatrician, 2 Family Practice, 1 Internist, 1 Psychiatrist, and 1 Dermatologist. DHI Management and Medical Staff work closely together to provide the best medical treatment available at our facility. 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 eight (8) members of the board. One is a retired Director of Nursing with a vast knowledge of clinical data. One is involved in local county and city governments. Two other members are involved with other nonprofit organizations and are active community leaders. The other board members have a vast knowledge and experience in the agricultural area, which makes up a major party of the industry and residents of Seminole County. The board of directors suggested that there should be an additional member added to the CHNA panel as this would help with assessing the needs of the community. A local county commissioner, Brenda Peterson, is a co-pastor of Vision Faith Outreach Ministries.

First, statistics were gathered from our internal data base examining the patients that have visited Donalsonville Hospital in the past 2 years. The data gathered 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

6. 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. Health Department 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.

2. Obesity in Adults

Promotion of a Wellness – The hospital has worked with the CHNA panel to start measures to prevent and attack the problem of obesity in the county. Donalsonville Hospital employees are encouraged to maintain a healthy lifestyle that includes excellent availability to healthcare, tobacco free living, healthy diets and regular exercise. Donalsonville Hospital requires all employees to have a physical done annually. As part of the physical, employees are able to have lab testing performed at no charge. Employees are able to have lab testing performed to fit their specific health situation. Common labs that are available for all employees include: Lipid Profile (includes total cholesterol, LDL & HDL), Blood Sugar levels, PSA, CBC, Metabolic panel and thyroid screenings. DHI employees are also given discounts on local gym memberships if they visit regularly. The hospital pays ½ of the monthly cost of the membership.

Currently our dietary manager is available Monday – Friday for dietary consultations for in-house patients and any individual 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 classes in the hospital dining room open to the public to teach techniques for cooking healthier meals

according to the American Dietetic Association.

On a periodic basis, Donalsonville Hospital provides an educational presentation to the local senior citizens center. These presentations are focused on presenting daily habits that help with the prevention of obesity.

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 host a class in the hospital dining room quarterly open to the public and teach techniques for cooking healthier meals according to the American Dietetic Association.

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 2020 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 2018, Donalsonville Hospital purchased a new Hologic 3D 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 2018, Donalsonville Hospital sponsored a breast cancer program in honor of breast cancer awareness month. Newspaper, social media, and radio ads were done to encourage women to contact their local physician and schedule a free mammogram during the month of October. 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 in 2019.

Offering free PSA lab testing – 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

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. In recent years, the Medical Staff has had difficulty in placing mental health patients in the State of Georgia. In July 2017, Donalsonville Hospital opened up a 20-bed mental health wing of the hospital consisting of 12 Geriatric Psychiatric and 8 Child/Adolescent Psychiatric beds. In June 2019, the hospital was approved for four additional beds to add to the child/adolescent unit.

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.

7. Community Health Needs Assessment Summary

The Donalsonville Hospital Community Health Needs Assessment panel reviewed and discussed data gathered from outside sources, input from local Medical Staff, employee meetings, input from local government, input from local businesses as well as internal data. In utilizing these sources, the panel established the specific needs of the community based on the following criteria: severity, number of cases, impact on community and the organization's ability to implement a solution to improve the needs.

Donalsonville Hospital is dedicated to sustaining a state-of-the-art facility that is capable of meeting the primary healthcare needs of the community. The hospital is focused on continuing to assess the needs of the community and strives to keep the healthcare in the community stable and ongoing. In the next three years the hospital will be moving forward with the implementation of the strategies for meeting the health needs identified in this study.