

FY 2014 – FY 2016

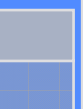


# Implementation Plan

## Community Health Needs and Benefits

Memorial Hospital and Manor's CHNA Implementation Plan was developed by The Community Health Needs Assessment Steering Committee based on research and recommendations from the Georgia Southern University Jiann-Ping Hsu College of Public Health.

**MEMORIAL**  
HOSPITAL AND MANOR



## Contributors

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Memorial Hospital and Manor's CHNA Implementation Plan for FY 2014 – FY 2016 was developed by the following appointed Steering Committee of Administrative and Departmental Leaders:

Billy Walker, Chief Executive Officer

Lee Harris, FACHE, Assistant Administrator, Support Services

Cynthia Vickers, RN, BSN, Assistant Administrator, Nursing Services, and Memorial Manor Administrator.

Karen Faircloth, Chief Financial Officer

Angel Sykes, Chief of Culture and People

Delores Eidson, RN, Med/Surg Nurse Manager

Jan Godwin, Marketing and Volunteer Coordinator, Site Leader for CHNA

## Background

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Memorial Hospital and Manor in Bainbridge, Georgia, has served the healthcare needs of Decatur County and surrounding communities for over 50 years. The 80-bed community hospital and 107-bed long-term care facility, along with Willow Ridge, a 22-bed personal care facility, and 11 physician practices are owned and operated by the Hospital Authority of the City of Bainbridge and Decatur County.

Memorial Hospital and Manor's dedicated team of physicians, employees, and volunteers fulfill the motto, "Excellence in Service," through friendly, compassionate care. Memorial Hospital and Manor's ongoing efforts of recruiting outstanding physicians and staff, improving facilities, procuring state-of-the-art equipment, and promoting a healthy community exemplify its commitment to quality.

### Our Mission

The staff of Memorial Hospital and Manor strives to provide the patient with a friendly, caring environment and quality medical care. Memorial Hospital and Manor is dedicated to continuing the tradition of "Excellence In Service" in health care.

## Our Vision

To fulfill our mission, Memorial Hospital and Manor is committed to improve the quality of life in Bainbridge and Decatur County; provide needed care to all patients, regardless of their individual condition, beliefs or financial circumstances; embrace the philosophy of performance improvement in all services provided by our dedicated physicians, employees and volunteers; develop leadership in health care excellence throughout the facility; evaluate and respond to the changing healthcare needs of the service area; and, ensure fiscal responsibility and long-term financial viability.

## Our Values

Values endorsed by Memorial Hospital and Manor are Quality, Teamwork, Courtesy, Improvement, and Integrity.

# Executive Summary

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The Patient Protection and Affordable Care Act, which is regulated by the Internal Revenue Service (IRS), requires all nonprofit tax-exempt hospitals to complete a community assessment every three years to evaluate the health needs and assets of the community. In addition, these hospitals are required to develop an implementation strategy designed to address priorities identified through the assessment process.

The purpose of this Community Health Needs Assessment project was for Georgia Southern University's Jiann-Ping Hsu College of Public Health to provide technical assistance to 18 nonprofit hospitals in completing the Community Health Needs Assessment (CHNA). In June, 2012, Memorial Hospital and Manor was selected to participate in this assessment. Although Memorial Hospital and Manor had participated in a Community Health Needs Assessment with Miller County in 2010, the opportunity for a new assessment was welcomed by Administration as an additional means to determine and address the health needs in Decatur County.

The CHNA initiative was organized around four specific aims to take place in all 18 target communities by June 30, 2013: *(1) to organize core steering groups to provide assessment support and guidance; (2) to complete community health assessments (needs identification and assets inventory); (3) to prioritize identified community health issues; and (4) to educate core steering group members and community members on the principles and practices of health promotion program planning and evaluation.*

After receiving the completed CHNA on March 12, 2013, from the Principle Investigator Dr. Stuart Tedders, Professor of Epidemiology at the Georgia Southern University Jiann-Ping Hsu College of Public Health, the Memorial Hospital and Manor Steering Committee identified goals and strategies to address the community health needs. This Implementation Plan, presented to the Hospital Authority of the City of Bainbridge and Decatur County on March 19, 2013,

describes the hospital's plan to meet the identified needs, or to explain why the hospital cannot meet a specific need.

## Assessment Process

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The CHNA Steering Committee recruited 20 individuals to serve on a Community Advisory Committee (CAC) to help distribute and collect surveys. CAC members were recruited by selecting members from various socio-economic groups in the geographic locations within the county. These included elected officials, business owners, hospital volunteers and community volunteers. Survey completion relied on the efforts of CAC members and a Hospital led community health fair on October 24, 2012. The Georgia Southern project leaders provided 400 copies of the survey to the CAC for distribution in Decatur and Seminole Counties. These were the only two counties selected for Memorial Hospital and Manor's survey because 88% of patients in 2011 were from Decatur County and 5.2% were from Seminole County. Other surrounding counties represented a very low percentage of patients. Of the 400 surveys that were distributed, 324 were returned for an excellent response rate of 81%.

Three focus groups of 6 to 8 members each were conducted in October, 2012. One focus group was composed of CAC members, while the other two focus groups were composed of community members recruited by CAC members. The purpose of this strategy was to minimize hospital bias and to encourage representation of marginalized groups in the community that may not have been included in the CAC membership.

Overall, primary data from the surveys and focus group participants indicated a broad spectrum of the target demographic area was represented. Secondary demographics were included as part of the Georgia Southern research data.

After data collection and analysis were completed, the Georgia Southern project team presented an overview of the project, a review of data collection approaches, select secondary data highlights, and select primary data highlights (community-based survey and focus groups) to the Steering Committee and CAC members. The following eleven health-related issues emerged from the data and were prioritized by the Steering Committee and CAC.

1. Community Image of the Hospital (Morale, Turnover, Wait-time)
2. Community Health Education (Exercise, Diet, Tobacco)
3. Economic Development (Unemployment, Poverty)
4. Access to Healthcare (Transportation, Cost, Issues Affecting elderly)
5. Heart Disease
6. Mental Health
7. Diabetes
8. Issues Involving Youth (Teen Pregnancy, Lack of Recreational Activities)
9. Cancer
10. Respiratory Disease/Asthma
11. Dental Care

A summary of the project indicated that many of the participants felt that this is a safe, friendly, rural community with a peaceful “small town” atmosphere. They also noted that the economic downturn in recent years is a barrier to healthy lifestyles and access to healthcare. Prevailing issues were lack of employment, public transportation, entertainment, and mental health services. Other adverse issues included a large uninsured population, illegal aliens, and chronic health conditions.

## Plan of Action

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Five pillars of operational excellence, adopted by Memorial Hospital and Manor in FY 2011 from the Baptist Leadership Group, form the support structure of our patient-centered excellence initiative. This initiative is known internally as our “Bridge to Excellence.” The pillars serve as principal categories for the organizational culture, as well as for the implementation plan. The pillar goals reflect the purposeful activities that will be used to carry out and emulate Memorial Hospital and Manor’s mission, vision and values.

The CHNA Steering Committee focused on the health-related issues that could be reasonably addressed in an Implementation Plan for Community Health Needs and Benefits. Such issues as transportation, unemployment, and lack of recreational activities were deemed too far out of Memorial Hospital and Manor’s immediate control and were excluded from the plan.

Internal issues regarding the Community Image of the Hospital, including employee morale and turnover, are being addressed through our “Bridge to Excellence” initiative, and are not included in the Implementation Plan for Community Health Needs and Benefits.

## Issues Grouped by Operational Pillars

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### *People*

Community Image of the Hospital  
Community Health Education  
Cancer, Heart Disease, Diabetes  
and other chronic diseases.

### *Service*

Community Image of the Hospital  
Community Health Education  
Diabetes  
Heart Disease  
Cancer  
Teen Pregnancy  
Mental Health  
Respiratory Disease/Asthma  
Dental Care

### *Quality*

Community Image of Hospital  
Access to Healthcare

### *Financial*

Access to Healthcare

### *Growth*

Economic Development  
Community Image of the Hospital

## Goals and Strategies

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### *People*

#### **Goal: To increase community leadership and health advocacy.**

- Encourage employees and physicians to become mentors for middle school and high school students.
- Inform employees and the community about legislative issues pertaining to healthcare and encourage advocacy to improve disease research and treatment.
- Support disease research and services by participating in organized fundraiser and awareness programs such as the American Cancer Society Relay for Life.

### *Service*

#### **Goal: To increase educational and informational resources for disease prevention and awareness, and to promote early intervention of major diseases that affect the community.**

- Provide educational and informational resources for Diabetes and other chronic diseases to at risk individuals.
- Provide free educational opportunities on prepared childbirth, breastfeeding, and infant care.
- Partner with civic organizations, churches, schools, and other groups to provide health screenings, diet and exercise resources, and recreational opportunities to promote wellness.
- Provide a speakers bureau of health care experts to support community health education.
- Sponsor Health Fairs for community, senior citizens, children, government employees, industrial employees, and other groups in the community.
- Offer free screenings at Health Fairs to identify health risks.
- Sponsor Bainbridge Half Marathon and other events to promote fitness.
- Sponsor Camp Joy for disabled children.
- Provide free athletic physicals for high school and middle school students.

## *Quality*

**Goal: To increase access to quality healthcare resources and information for families, especially low-income and medically underserved individuals.**

- Provide extended office hours for Adult and Pediatric Primary Care services for better access to health providers.
- Identify opportunities for improvement by utilizing suggestions and feedback from employees and patients.

## *Financial*

**Goal: To contain the increasing cost of healthcare while providing assistance to the medically underserved.**

- Provide access to healthcare services for farm workers by accepting vouchers through the Georgia Farm Worker Association.
- Provide free care to individuals with incomes below 125% of the FPL.
- Provide discounted care to individuals with incomes below 250% of the FPL.
- Provide free health screenings in disadvantaged areas in the county.

## *Growth*

**Goal: To increase organizational growth, as well as community growth for economic development.**

- Support the economic development initiatives of the Industrial Development Authority of Bainbridge and Decatur County to enhance the overall community image and growth potential.
- Continue physician recruitment efforts to reduce shortages in certain specialties.
- Support employee involvement on community boards and in charitable civic organizations.



- Facilitate clinical learning opportunities for health occupations for high school, college, and medical students.
- Provide scholarships for students in health care programs of study.

### *Our Bridge to Excellence*

*We want to improve the perception of our hospital to our patients and their families by providing an atmosphere of respect, courtesy and quality. We will be the best hospital in South West Georgia when:*

- *we are delivering excellent customer service*
- *we are respected in the community*
- *we have engaged employees*
- *we are the provider of choice*
- *thus assuring our long term financial stability.*

*Every patient, every time.*

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