



Georgia Rural Health Care, a State of Transformation

JIMMY LEWIS, NOVEMBER 20, 2014



National – State – Local Perspectives

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Now that there has been an election?





HomeTown Recent Experience to draw conclusions?

- **Quoted and resource for many media including**
 - **USA Today, Wall Street, AJC, New York Times, Washington Post, LA Times, NPR, GPR, Modern Health Care, Kaiser others**
- **33 Hospital visits since mid June 2014 with policymakers over five 2-day trips**
- **Four strategic plans in last 10 weeks**
- **Two board training sessions**
- **Member Governor's 2014 Rural Hospital Stabilization Committee**
- **EBOLA**



Georgia Hospital Closures

8 closed or downsized to near loss of hospital status in last 2 years



Calhoun
Memorial
Hospital



Georgia Hospital Closures

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Georgia Hospital Closures

8 closed or downsized to near loss of hospital status in last 2 years

- **15 hospitals currently highly financially fragile**
 - **6 Georgia rural hospitals could go tomorrow due to low cash (zero in some case)**
- **Rural hospital is the economic engine – without it the local economy dies forever**
- **Rural County government does not know what to do in this case – does not know how to plan through it because it is uncharted territory**
- **Leaves 3rd world health care in rural Georgia**
- **1.8 million Georgians lose or alter access**
- **Rural demographics and economic profile no longer support rural hospitals(Medicare, Medicaid, self pay, Medicare Advantage, and state health benefit plan)**



Georgia Health Care Access Transformation

8 closed or downsized to near loss of hospital status in last 2 years

- Hospital closures in last couple of years
 1. Telfair Regional Hospital, McRae, Ga– Closed Sept 2008
 2. Hart County Hospital Hartwell, Ga- consolidate to Ty Cobb close – June 2012
 3. Arlington’s Calhoun Memorial Hospital, Arlington, Ga – closed February 2013
 4. Stewart Webster Hospital, Richland, Ga.– Closed Mar 2013
 5. Charlton Memorial Hospital, Folkston, Ga – Closed Aug 2013
 6. Phoebe County Clinic, Ashburn, Ga – Closed August 2013
 7. Flint River Hospital, Montezuma , Ga - drop acute care convert to Mental Health Crisis Center – Sept 2013
 8. Lower Oconee Hospital, Glenwood Ga. – Closed Feb 2014 reopen Mar 2014; closed finally June 2014
- 9. Six more hanging by a thread today
- 10. 9 more fragile within 12 months



Georgia Health Care Access Transformation

The Future has PAIN

- State Health Benefit Plan
- \$300,000,000 savings to state annually
- Based on \$103,000 per FTE, then \$300 million in annual provider cuts will equate to 3,000 job loss much in rural Georgia
- *****
- Medicare Advantage



Georgia Health Care Access Transformation

The Future considers all options – some good ! some not good!

- **Stand Alone ED's not an option due to costs**



Georgia Health Care Access Transformation

The Future considers all options – some good ! some not good!

- **CON may go away – is highly threatened in 2015**



Georgia Health Care Access Transformation

The Future considers all options – some good !some not good!

- **Hospital Management contracts do not work unless County is willing to fund ongoing loses to protect jobs**



Georgia Health Care Access Transformation

The Future considers all options – some good !some not good!

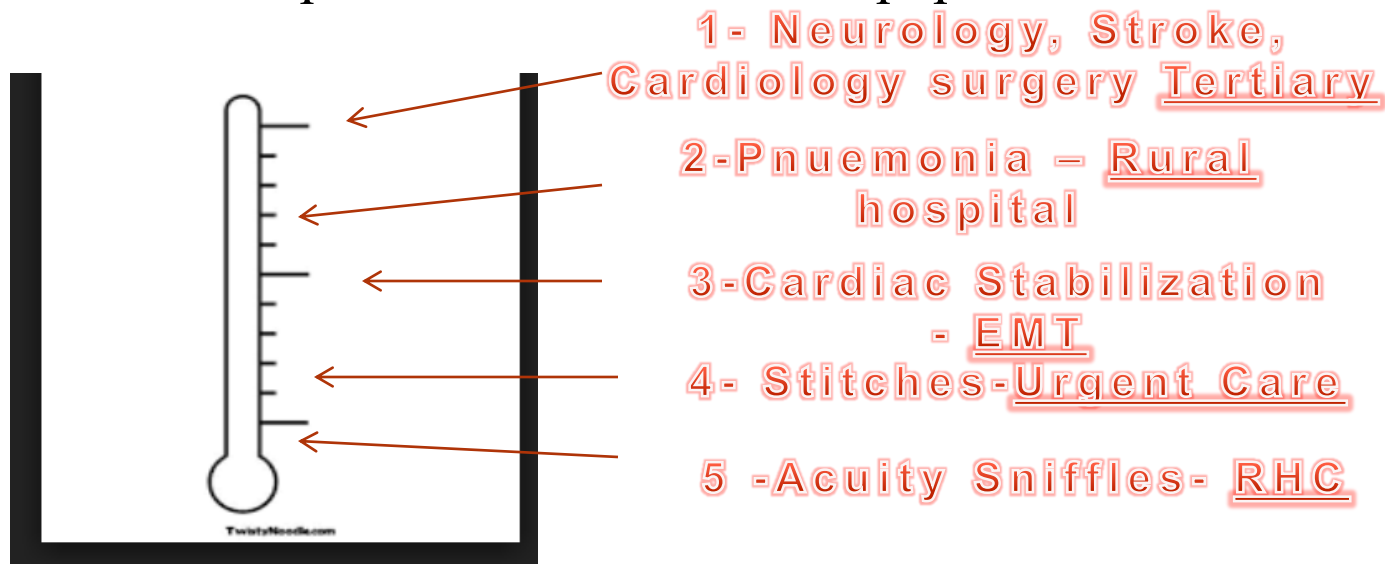
- **Affiliations do not work unless larger hospital is willing to fund ongoing loses in hopes of tertiary referrals. Usually last about 2-3 years as losses grow**



Georgia Health Care Embraces Change

Coordinated Access Points - “ Regional Acuity Thermometer”

- So what will Work?
- Acuity driven access based on an Access Point "Acuity Thermometer" published in local newspapers



Georgia Health Care Embraces Change



So what will work for rural health care?????

- **Systems – hospital, hospital based nursing home, FQHC, RHC’s Home Health**
- **Urgent Care units such as Apple Care and**
- **Technology = telemedicine tele-monitoring**
- **Stripped down silo walls between access points**
- **Acuity driven access based on an “Acuity Thermometer”**



Georgia Health Care Embraces Change

8 closed or downsized to near loss of hospital status in last 2 years

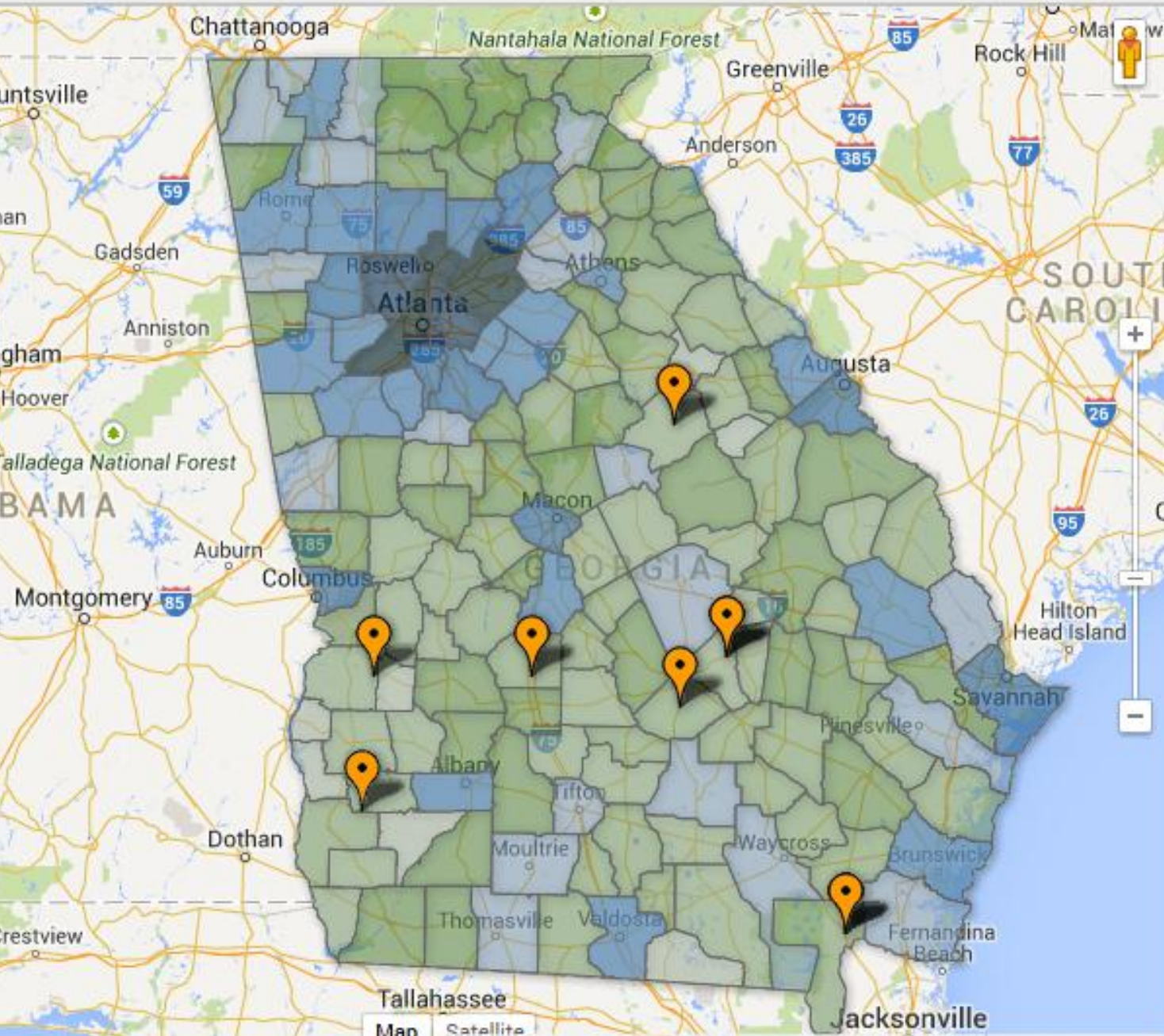
- **Health Care System's will be foremost to survive**
 - **System definition**
 - **Hospital**
 - **with hospital based nursing home**
 - **With RHC**
 - **With Home Health**
 - **Owned physicians**



Georgia's rural health care future!

BUT! There will be a future!!! For rural health care!! As in systems!

- **Health Care System's will be foremost to survive**
 - **Systems within definition , e.g.,**
 - **Effingham**
 - **Appling**
 - **Tanner**
 - **Archbold**
 - **Emanuel**
 - **Crisp**
 - **Miller County**
 - **Union General**
 - **Habersham**



General Hospitals

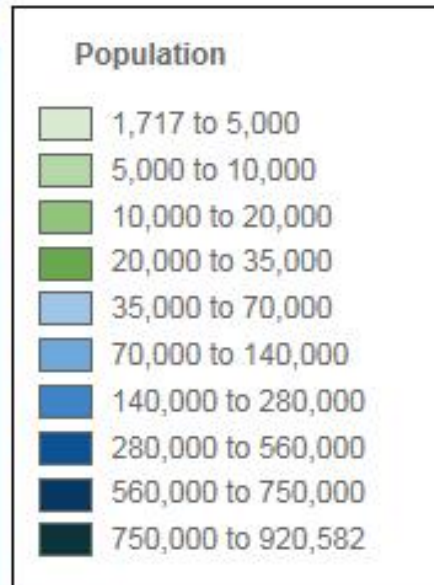
- Critical Access
- Rural General Hospitals
- Closed Rural Hospitals since 2001
- Urban General Hospitals

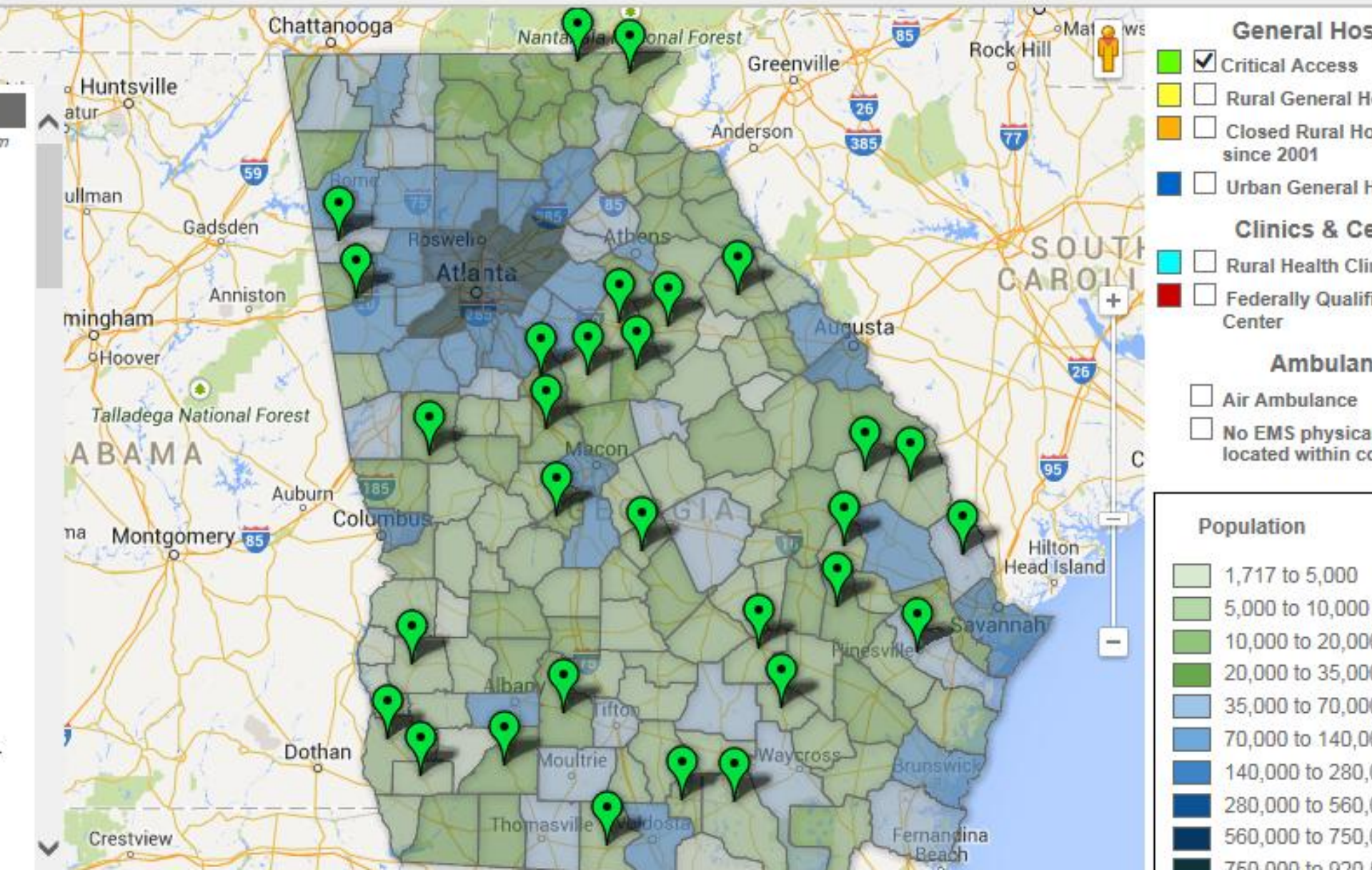
Clinics & Centers

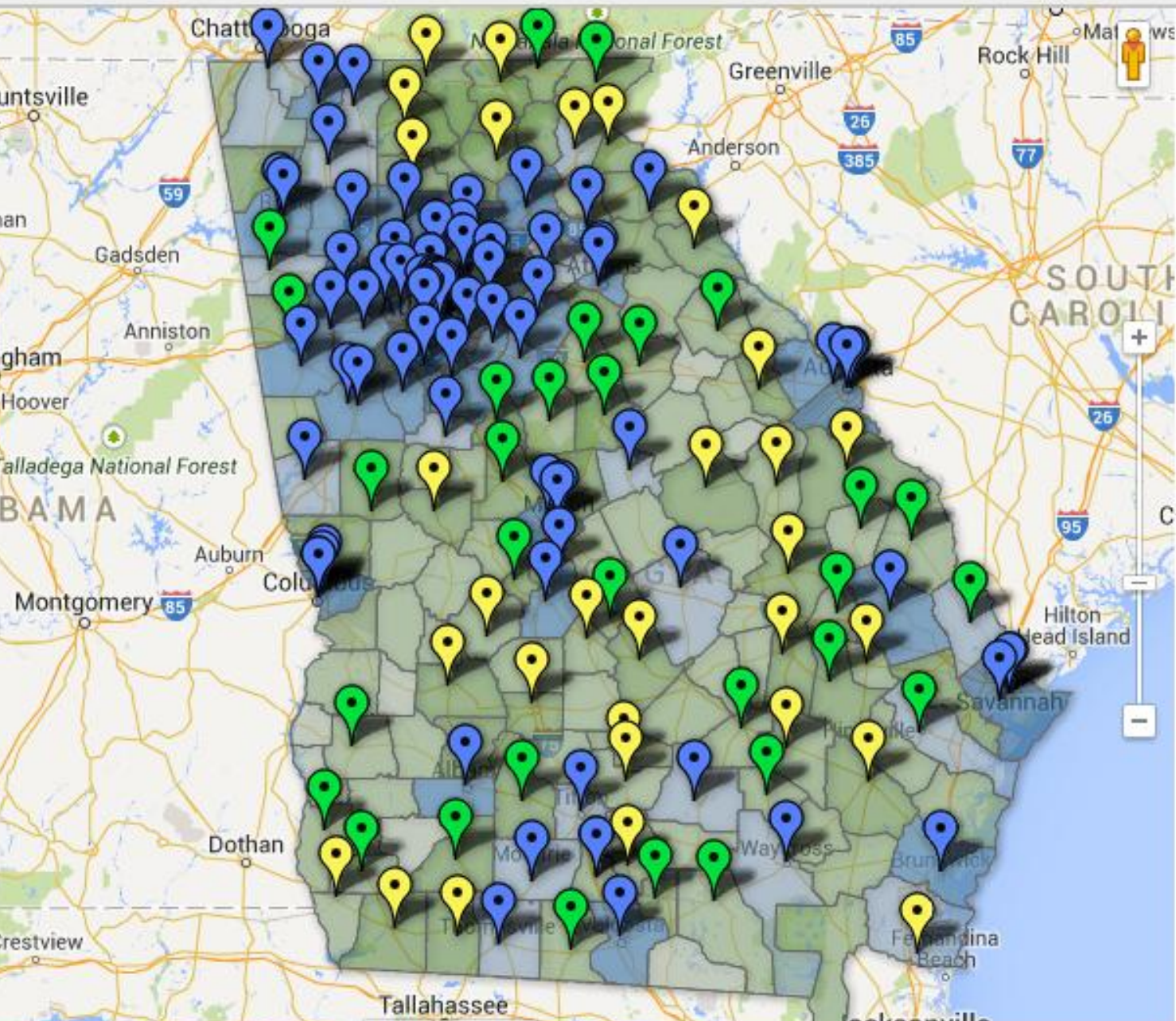
- Rural Health Clinic
- Federally Qualified Health Center

Ambulance

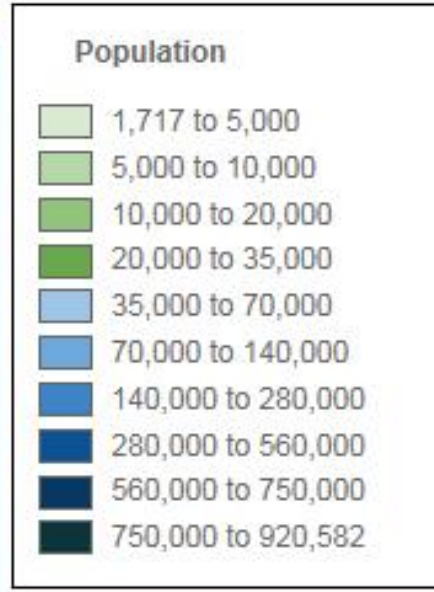
- Air Ambulance
- No EMS physically located within county

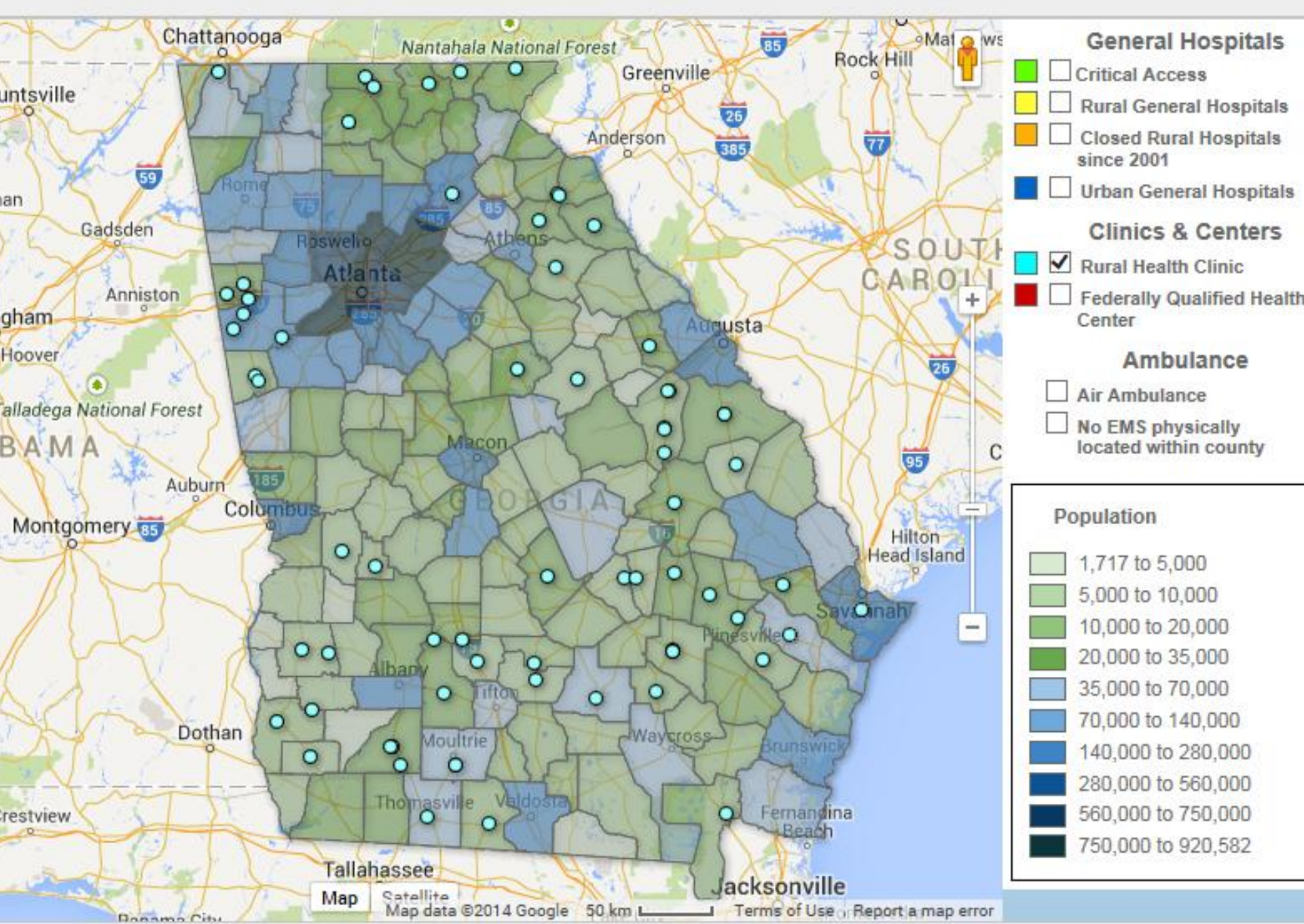




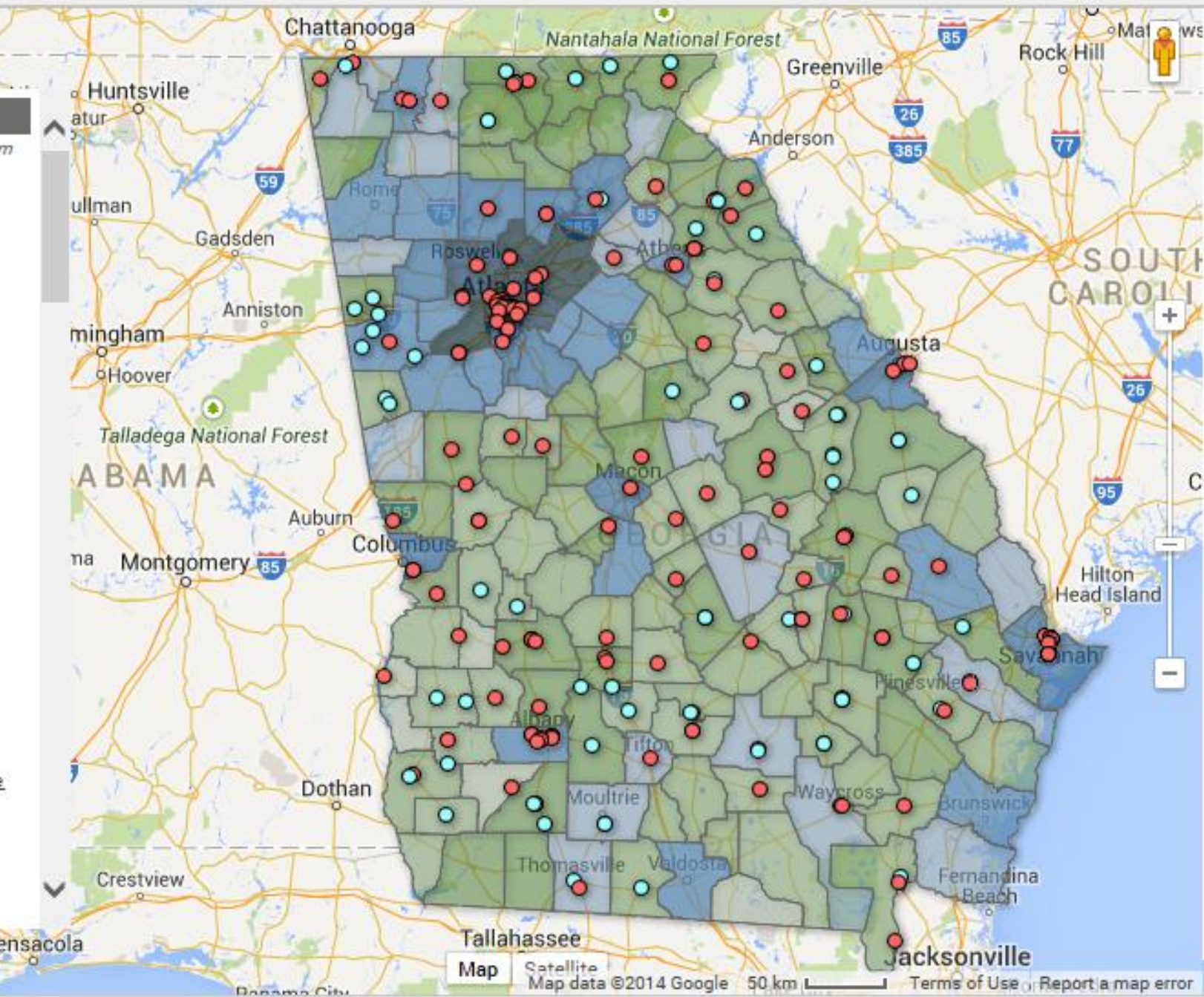


- ### General Hospitals
- Critical Access
 - Rural General Hospitals
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- Rural Health Clinic
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Facility Name	Facility Type	Address	City	State	Zip	County
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General Health

- Critical Access
- Rural General
- Closed Rural Health since 2001
- Urban General

Clinics & Centers

- Rural Health Center
- Federally Qualified Health Center

Ambulance Services

- Air Ambulance
- No EMS physician located within

Population

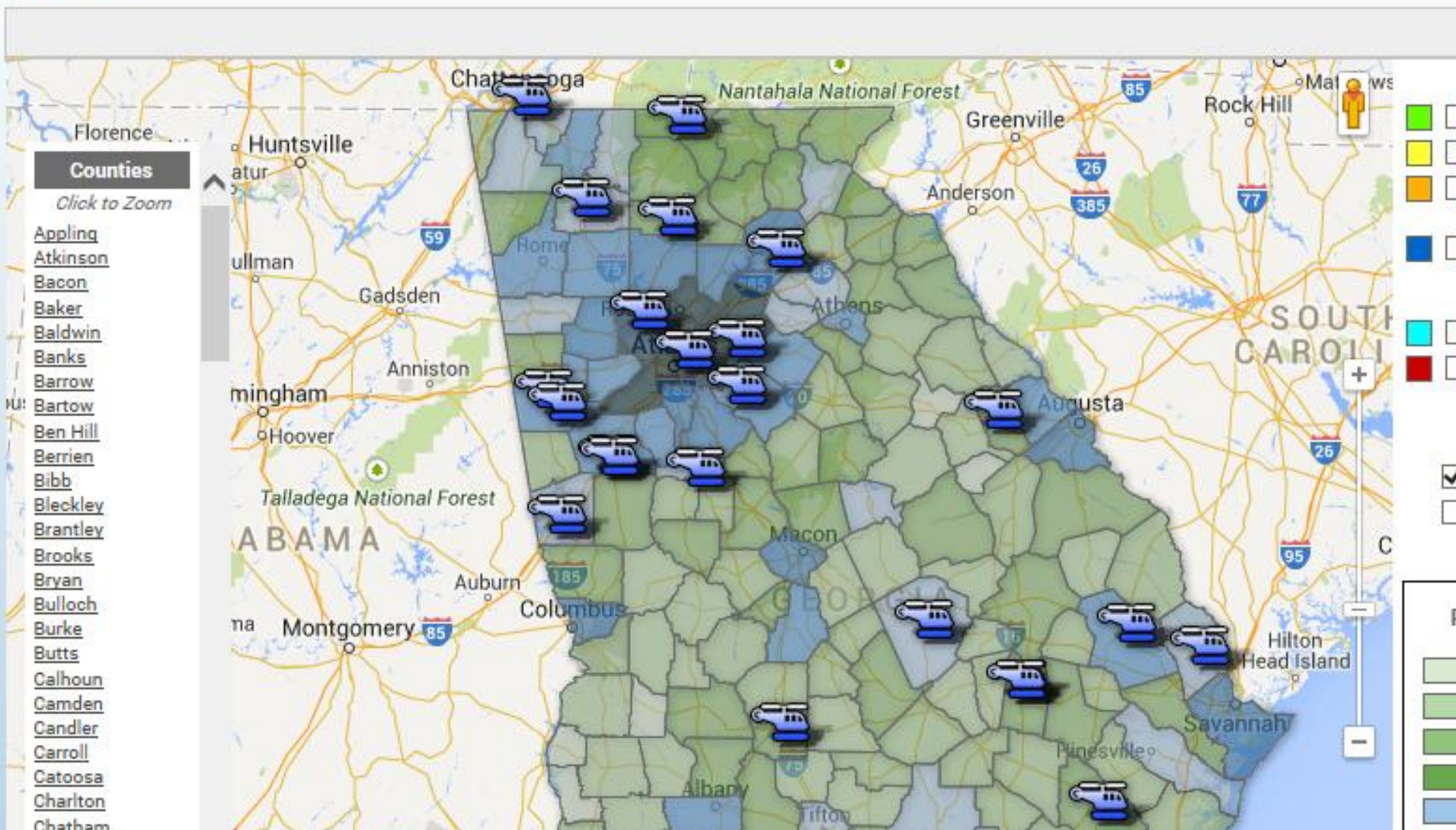
	1,717 to 5,000
	5,000 to 10,000
	10,000 to 20,000
	20,000 to 35,000
	35,000 to 70,000
	70,000 to 140,000
	140,000 to 280,000
	280,000 to 560,000
	560,000 to 750,000
	750,000 to 920,000

Select

Suggested Sites Web Slice Gallery



Georgia Department of Community Health

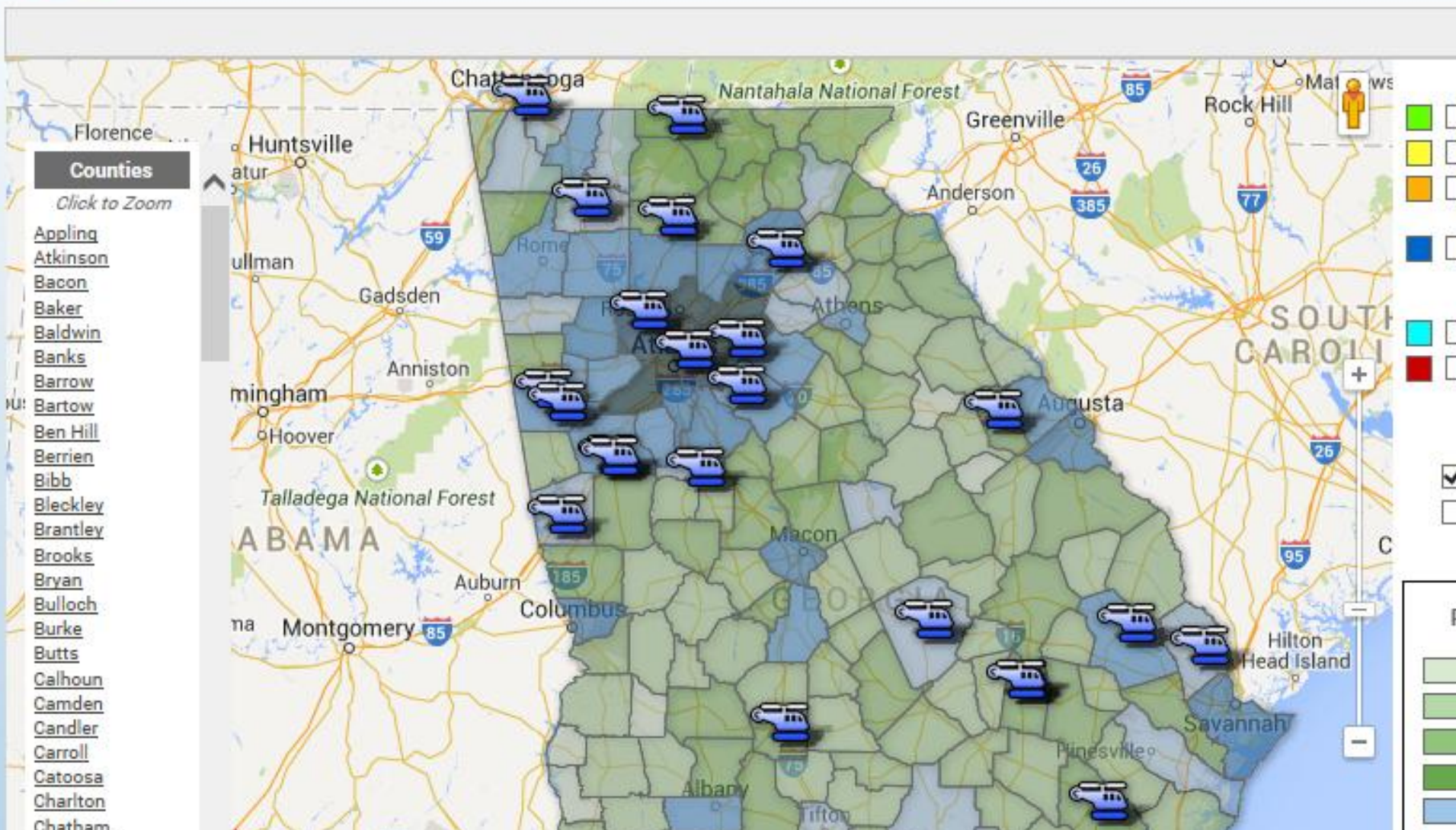


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Suggested Sites Web Slice Gallery



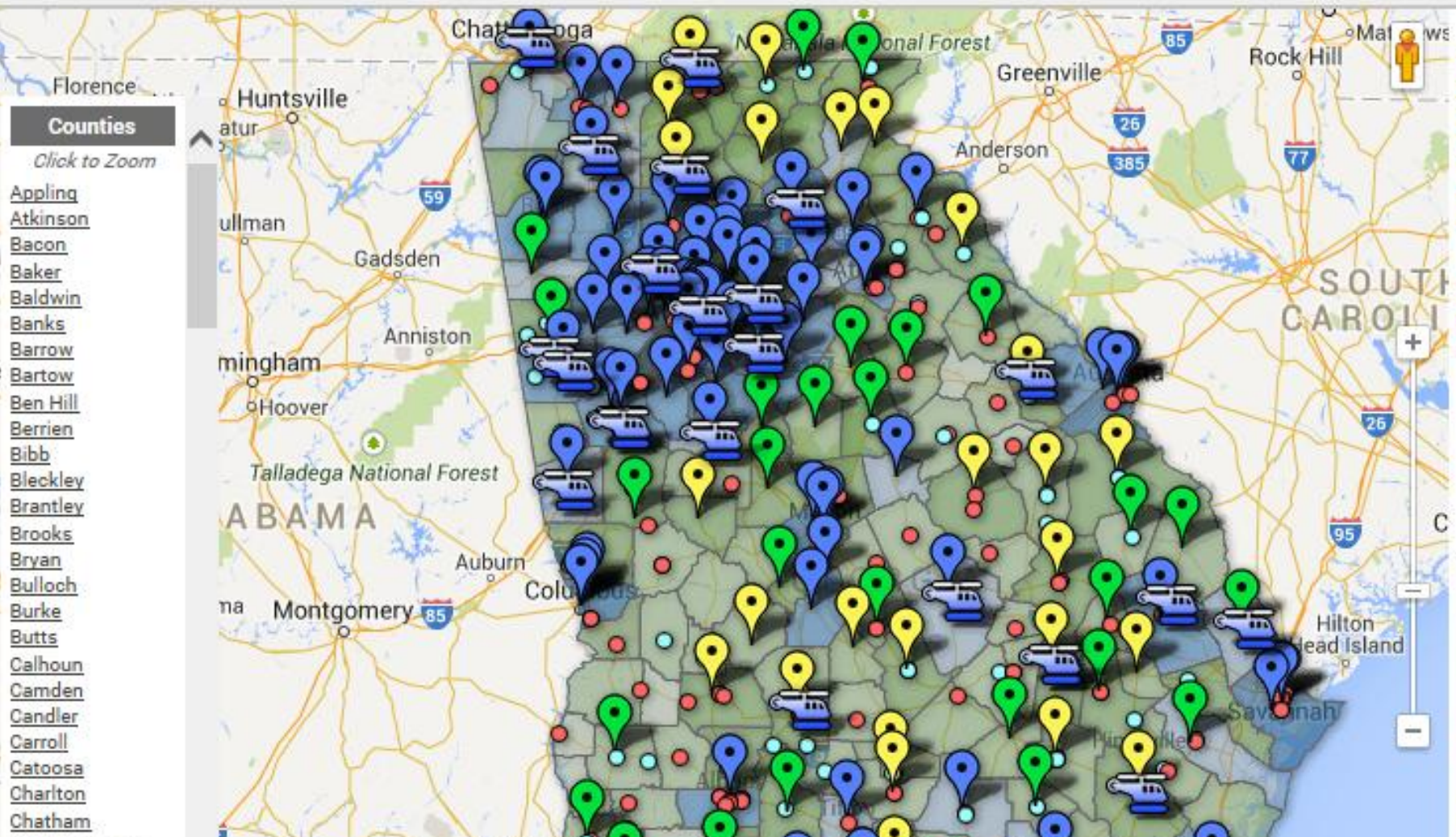
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Suggested Sites ▾ Web Slice Gallery ▾



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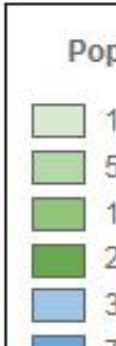
Counties

Click to Zoom

- [Appling](#)
- [Atkinson](#)
- [Bacon](#)
- [Baker](#)
- [Baldwin](#)
- [Banks](#)
- [Barrow](#)
- [Bartow](#)
- [Ben Hill](#)
- [Berrien](#)
- [Bibb](#)
- [Bleckley](#)
- [Brantley](#)
- [Brooks](#)
- [Bryan](#)
- [Bulloch](#)
- [Burke](#)
- [Butts](#)
- [Calhoun](#)
- [Camden](#)
- [Candler](#)
- [Carroll](#)
- [Catoosa](#)
- [Charlton](#)
- [Chatham](#)

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Georgia Hospital Closures

Its all about reimbursement! No money - no mission!

- **Stand Alone ED's**

- Minimum staffing \$1,600,000 to staff
- \$1,500,000 building and infrastructure
- Average ED Visit cost \$1,233
 - <http://www.washingtonpost.com/blogs/wonkblog/wp/2013/03/02/an-average-er-visit-costs-more-than-an-average-months-rent/>
- Average ER visit - 420 per 1000 population; e.g. 10,000 population = 4200 per year at \$1233 per visit = \$5,178,000 total costs to be funded by local government
- Cost exceeds revenue this no go!!



Georgia health care analytics

It's about the demographics! There must be sufficient demographics

Table 1. Emergency department visits, by selected hospital characteristics: United States, 2010

Selected hospital characteristic		Number of visits in thousands (standard error in thousands)	Percent distribution (standard error of percent)	Number of visits per 100 persons per year ^{1,2,3} (standard error of rate)
All visits		129,843 (6,216)	100.0 ...	42.8 (2.0)
Ownership				
Voluntary		94,673 (5,965)	72.9 (3.0)	31.2 (2.0)
Government		21,245 (3,291)	16.4 (2.5)	7.0 (1.1)
Proprietary		13,925 (2,933)	10.7 (2.2)	4.6 (1.0)
Metropolitan status ⁴				
MSA		107,799 (6,000)	83.0 (2.3)	42.0 (2.3)
Non-MSA		22,044 (3,131)	17.0 (2.3)	47.1 (6.7)
Geographic region				
Northeast		24,306 (2,418)	18.7 (1.7)	44.5 (4.4)
Midwest		27,731 (2,544)	21.4 (1.8)	42.1 (3.9)
South		52,785 (4,420)	40.7 (2.5)	47.1 (3.9)
West		25,021 (2,737)	19.3 (1.9)	35.2 (3.8)
Teaching hospital				
Teaching hospital		21,030 (2,624)	16.2 (2.0)	6.9 (0.9)
Non-teaching hospital ⁵		108,813 (6,216)	83.8 (2.0)	35.8 (2.0)
Trauma center				



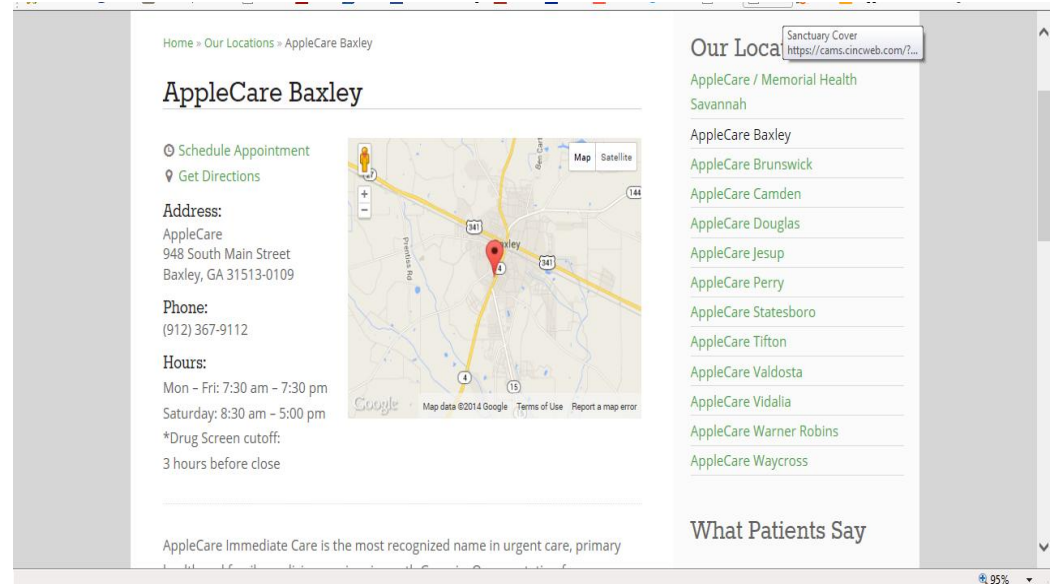
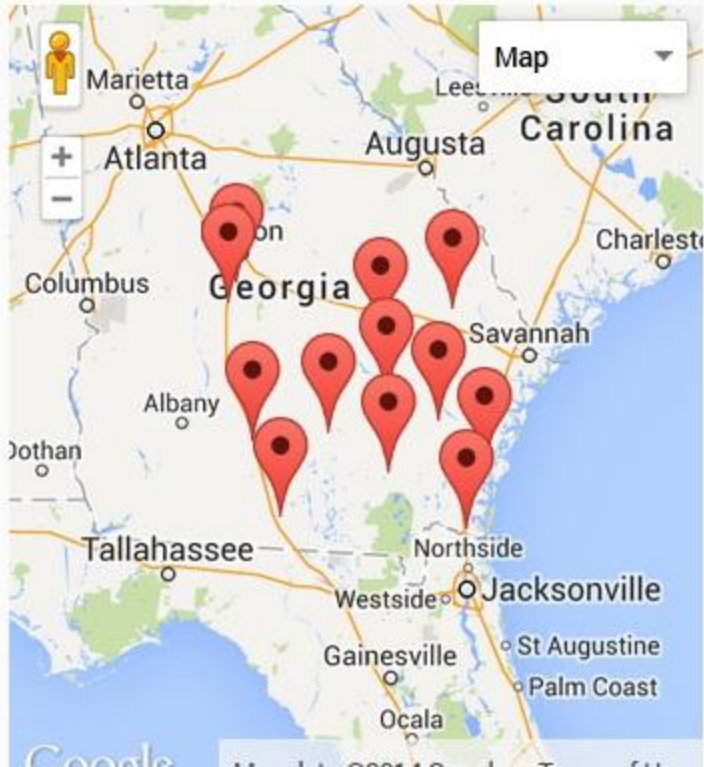
http://www.cdc.gov/nchs/data/ahcd/nhamcs_emergency/2010_ed_web_tables.pdf



Georgia health care options - 1 example

Urgent Care – AppleCare - <http://applecaresdoctors.com/locations>

Our Locations





Georgia's rural health care does have a future – but it is a lot different than today!

There are plenty of Access Points! Just no coordination/Communication!!

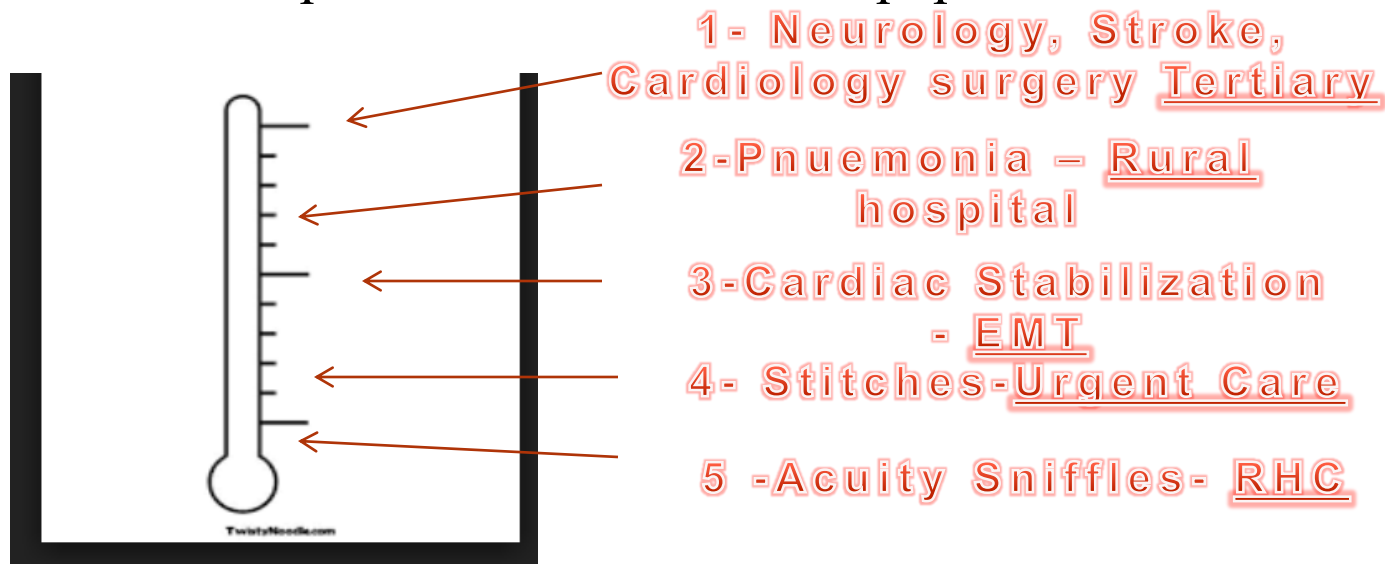
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 - **Stripped down silo walls between access points**
 - **Acuity driven access based on an “Acuity Thermometer”**
 - **Different coordination tools**



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Georgia's rural health care does have a future – but it is a lot different than today!

There are plenty of Access Points! Just no coordination!!

- **Private enterprise will evolve the access methodology!, e.g., Apple Care, CVS, Wal-Mart absent county support and lost access!**



THANKS!

Questions?