

Annual Report to the Community  
2018



COMMUNICATION HEALTH  
INNOVATION BABY NUTRITION  
*Quality Care* FITNESS  
PATIENT  HEART  
*Safety* COMMUNITY RESEARCH *Senior*  
RESOURCE EDUCARE WELLNESS *Care*  
*Growth* TECHNOLOGY  
SURGERY COMMUNICATION

# Message From Our CEO



With the ever-changing landscape of healthcare, the mission of Houston Healthcare remains the same – “to improve the healthcare of the communities we serve by providing patient-focused, high quality, cost-effective services while promoting health and wellness.” Over the years, how we successfully implement and live out the mission has changed. Our people, quality care, patients, and successful physician and community partnerships continue to be our driving force and where our investments must lie.

Over the past year, both Houston Medical Center and Perry Hospital have been awarded top quality grades in patient safety. Positive outcomes, a strong commitment from staff and physicians, and consistently reviewing internal processes have led us to this achievement. As providing high-quality care is a part of our mission, Houston Healthcare successfully completed the transition to DNV-GL Healthcare for accreditation. As an organization, we are continuously looking for ways to increase operational efficiencies, improve the overall patient experience, and achieve optimal health outcomes. DNV’s annual review of Houston Medical Center and Perry Hospital has proven beneficial for our staff, and we know we will continue to enhance the quality provided to our patients through this process.

Accessing stroke care services is now easier for Houston County and surrounding areas. As a health care system and in collaboration with our medical staff, we have implemented processes to provide treatments that can minimize or even prevent the debilitating effects of stroke, if treatment is given in time. We have implemented technology that places a stroke specialty physician at the patient’s

bedside and have also developed a stroke treatment program that involves our Emergency Medical Services staff, as well as our Emergency and Critical Care employees. We are continuing to invest in the necessary services to improve the health and delivery of health services of the communities we serve.

Our community members and partners are dedicated to improving the health of those close to home and are invested in developing ways to better meet the medical needs in our community. By providing programs such as the Athletic Training program to the Houston County Board of Education, we are able to enhance the health services available to student athletes and their families. We are proud to partner with organizations within our community who are also dedicated to making the lives of those in our community better.

A large part of our success as an organization are the physicians who provide care each day at our facilities. We encourage their continued involvement in process improvement, setting goals, and evaluation of new services and technologies. Expanding our services and partnering with rural communities to enhance their quality of healthcare will only strengthen our system overall.

Houston Healthcare is committed to providing excellent care and offering services that meet the needs of our growing community. As we continue to face the challenges ahead, we are confident our team will continue to develop initiatives that will yield significant improvements in quality outcomes and patient satisfaction.

Charles Briscoe,  
Interim President and Chief Executive Officer

## Our Mission

*To improve the healthcare of the communities we serve by providing patient-focused, high quality, cost-effective services while promoting health and wellness.*

## Our Vision

*“A caring health system dedicated to excellence - today and tomorrow.”*

## Our Values

**Respect** - entails a high regard for worth of each person. It gives everyone a voice and promotes teamwork.

**Integrity** - promotes honesty and straightforwardness in dealing with each other in attempting to make our system work to its full potential.

**Service Innovation** - encourages creativity in seeking continuous quality improvements and in meeting customer requirements.

**Excellence** - fosters constant, continuous striving for quality service in duty and work done.



# Connecting People, Community and Care.



# Ways We Benefit Our Community

- **Athletic Trainers Program** 1,701 student athletes  
*Spring Sports Physicals, Saturday Sports Injury Clinics, community events and sports medicine education*
- **SeniorCare Program** 11,486 senior contacts  
*Ongoing exercise and health education*
- **Perinatal Coalition** 2,063 female contacts  
*Case management and interpretation services for non-English speaking women with high risk pregnancies, gestational diabetes and case management*
- **Childbirth & Baby Education** 1,552 family member contacts  
*Education classes on early pregnancy, breastfeeding, older sibling roles, childbirth education, grandparenting, and baby care*
- **Diabetes Education** 3,917 contacts  
*Self-management education and support*
- **Community Health Improvement** 12,890 contacts  
*Glucose and blood pressure screenings, influenza immunizations, community and industrial health fairs, vulnerable population outreach, and health education*

# Financial Report

## Annual Stats for 2018

Admissions (excluding newborns)	14,625
Patient Days (excluding newborns)	67,953
Emergency Department Visits	77,109
Births	1,887
Surgeries & Endoscopies	15,920
Med-Stop Visits	51,855
EMS Trips	32,243
Employees (Full & Part-time)	2,495

## Financial Report for 2018 (audited)

Net Operating Revenue	\$ 239,559,000
Expenses	\$ 261,631,000
Net Operating Margin	\$ (22,072,000)
Non-Operating Revenue	\$ 8,631,000
Net of Revenue	\$ (13,441,000)
Indigent, Charity Care and Implicit Price Adjustments at cost	\$ 25,431,825

# Community Organizations and Partners

## Including, but not limited to:

- Alzheimer's Association
- American Cancer Society
- American Red Cross
- Central Georgia Technical College
- Community Health Works
- Habitat for Humanity
- Houston County Volunteer Medical Clinic
- Kids and Pros
- March of Dimes
- Middle Georgia Community Action Agency
- Middle Georgia State University
- Museum of Aviation
- Rainbow House Children's Resource Center
- United Way of Central Georgia

# Our Family of Services

Houston Medical Center • Perry Hospital • Houston Heart Institute • The Surgery Center • Pavilion Diagnostic Center • Pavilion Family Medicine Center • Pavilion Rehab Center • Houston Lake Rehab • Houston Lake Med-Stop • Lake Joy Med-Stop • Pavilion Med-Stop • EduCare • Health Connections Cardiac & Pulmonary Rehab • Physician Referral & Health Information



# Board of Trustees



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Houston Healthcare System



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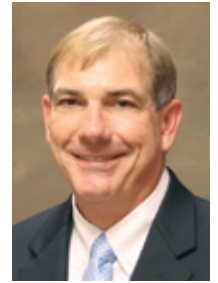
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MD**



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**Trudie Warren**



**D. Scott Westmoreland,  
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## Boards of Trustees

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## In Memoriam

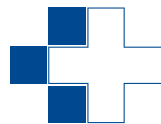
**Arthur P. Christie, Sr.**

November 22, 1950 – April 29, 2019

Vice-Chair, Houston Hospitals Board of Trustees

2009 - 2019 ~ 10 years of service

**Outstanding board member and community servant dedicated to  
improving healthcare for those we serve.**



**HOUSTON HEALTHCARE**

[www.hhc.org](http://www.hhc.org)

### Statement of Nondiscrimination

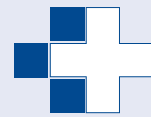
Houston Healthcare complies with applicable Federal civil rights laws and does not discriminate on the basis of race, color, national origin, age, disability, or sex.

**ATTENTION: Language assistance services, free of charge, are available to you. Call 478-975-5662 (Houston Medical Center) or 478-218-1635 (Perry Hospital).**

*Spanish:* ATENCIÓN: si habla español, tiene a su disposición servicios gratuitos de asistencia lingüística.

Llamen al 478-975-5662 (Centro Médico de Houston) o 478-218-1635 (Hospital de Perry).

*Korean:* 주의: 한국어를 사용하시는 경우, 언어 지원 서비스를 무료로 이용하실 수 있습니다. 478-975-5662 (Houston Medical Center), 478-218-1635 (Perry Hospital) 번으로 전화해 주십시오.



# Community Benefit

Community Benefit is a planned, managed, organized and measured approach to meet identified community health needs. Programs and services respond to an identified community need and also meet specific criteria. Services, total dollar amounts, information regarding aspects of the Community Health Needs Assessment, and our Community Benefit Plan are reported annually to the Internal Revenue Service.

## Areas of Focus:

- Population Health & Wellness
- Access to Care
- Management of Chronic Disease
- Vulnerable Populations

## Promote Population Health & Wellness

Improve modifiable risk factors including healthy weight, high blood pressure, and tobacco. Provide screenings for early diagnosis.

- Community & Worksite Wellness
- Health Education - Health Fairs & Screenings
- Community Coalitions

## Improve Access to Health Care Services

Focus on ease of access to appropriate care including medical homes, end of life care, usage of ED, referral to health services, transitional care and adequate health providers.

- Indigent & Charity Care - Referral & Resource Line
- Nurse Navigator and Case Management for Uninsured

## Improve Individual Management of Chronic Diseases

Focus on improving management of heart failure, diabetes, COPD, and kidney disease.

- Asthma - Cholesterol - COPD - Diabetes
- Heart Failure - Hypertension - Stroke

## Provide Additional Assistance to Vulnerable Populations

Provide additional assistance to higher risk populations or individuals including elderly, women with high risk pregnancies, behavioral health, and superusers.

- Care Management Services - Pregnancy Care
- Senior Health - Community Coalitions

## Areas of Opportunity

(as identified in the Community Health Needs Assessment for 2018 - 2020)

### Population Health & Wellness

- Nutrition, Exercise & Weight Status
- Tobacco
- Preventive screenings

### Access to Care

- Access to Services - ongoing medical home

### Management of Chronic Disease

- Diabetes
- Cancer
- Hypertension
- Heart Disease & Stroke
- Chronic Kidney Disease
- Respiratory Diseases

### Vulnerable Populations

- Maternal, Infant Health, Elderly and Behavioral Health

## 2018 Year in Review

### Community Benefit

Indigent, Charity Care, Bad Debt, Shortfalls and Unreimbursed - at cost

**\$19,769,345**

Community Health Improvement, Health Professions Education, Subsidized Services, Cash & In-kind Donations, Community Building Activities & Community Benefit Operations

**\$7,535,806**

**Total: \$27,305,151**