



2016

*Annual Report  
to the Community*



HOUSTON HEALTHCARE



# Message From Our CEO



I've said it many, many times before – there is no other place I would rather be serving than right here at Houston Healthcare and in Houston County. We are fortunate for a number of reasons. The first being the people we work with each day. Our employees, volunteers and physicians are truly committed to providing our patients

with quality care. We have seen our staff, on countless occasions, go the extra mile to make sure the patient or their family have what they need. As healthcare finances and reimbursements continue to fluctuate, our staff is doing a great job at monitoring expenses. We're proud of their continued efforts of making the dollar stretch farther, for sharing their ideas on improvements, and for working to positively impact our bottom line.

Another reason we are fortunate at Houston Healthcare is because of the dedication of our Board of Directors. They are committed to providing the necessary technology and services for our System in order to enhance patient care and improve staff and physician efficiency and relationships. Healthcare technology has changed dramatically over the past five years. In keeping up with these changes, we have given our staff greater tools in providing the best possible solutions for diagnostic and treatment of our patients. We were fortunate to implement several advanced systems this year

that enhanced the overall care of our patients, such as an advanced radiology imaging system and an automated vital sign monitoring solution. These solutions make early detection and prevention an essential component in providing quality healthcare services for our community.

As our community's needs continue to evolve, we must expand and evolve as well. During this past year, we finalized renovations for the Houston Health Pavilion and the space has already proven to be an asset to our patients and the community. By moving several of the departments from Houston Medical Center to the Pavilion, we are able to now provide much needed expansion space at Houston Medical Center. Each of these areas serves a different need in our community; however, the common goal is about taking care of our patients and meeting their medical needs. We're fortunate to be able to expand our facilities in order to accommodate our staff and physician needs but also to make the space more user-friendly for our patients and their family members.

As we continually look for ways to enhance the services we provide and improve the overall patient experience, it's the daily encounters with members of our community that mean the most. Thank you for your support of your local healthcare System. We're committed to providing advanced medical care, closer to home.

Cary Martin,  
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 for others.

*Connecting  
People, Community  
and Care.*



# Ways We *Benefit* Our Community

- **Athletic Trainers Program** 2,188 student athletes  
*Spring Sports Physicals, Saturday Sports Injury Clinics, community events and sports medicine education*
- **SeniorCare Program** 11,139 senior contacts  
*Ongoing exercise and health education*
- **Perinatal Coalition** 2,358 female contacts  
*Case management and interpretation services for non-English speaking women with high risk pregnancies, gestational diabetes and case management*
- **Childbirth & Baby Education** 2,020 family member contacts  
*Education classes on early pregnancy, breastfeeding, older sibling roles, childbirth education, grandparenting, and baby care*
- **Diabetes Education** 3,774 contacts  
*Self-management education and support*
- **Community Health Improvement** 9,212 contacts  
*Glucose and blood pressure screenings, influenza immunizations, community and industrial health fairs, vulnerable population outreach, and health education*

## *Community Benefit in Action ...*

### Keeping Student Athletes Safe

Keeping high school student athletes safe while practicing and competing in sports is the primary goal of Houston Healthcare's Athletic Training program, which is available to all public high schools in Houston County. A staff of five full-time Certified Athletic Trainers serve as health care liaisons between student athletes, their coaches, physicians, and parents, as part of Houston Healthcare's Rehabilitation and Sports Medicine program.

Led by Mike Edgar, AT, C, LAT, Sports Medicine Coordinator, the athletic trainers work daily in the schools attending practices, weight training and conditioning sessions, as well as sporting events throughout the school year.

Additionally, they provide health education to coaches, athletic directors, students and parents on a wide variety of topics, including

sports safety and preventive and wellness measures, as well as treatment of minor injuries. In the event of an injury, the athletic trainers also serve as liaisons between the student athletes and local physicians.

According to Edgar, the primary concern of the athletic trainer is student safety, first and foremost. "Our job is to keep the student athletes safe," he explains. "When a student is injured, we immediately contact the team physician, and we can make referrals to orthopedic specialists quickly without the normal wait time. Houston County is one of the few counties in the state where the local health care

System provides certified athletic trainers to the high schools. The relationship our athletic trainers have with the local physicians ensures a rapid response time for treatment of a student's sports-related injuries."

Edgar adds the students are not the only ones benefiting from the expertise of the trainers. "With the athletic trainers in the schools, the coaches are free to coach because they don't have to worry about making the injury assessments anymore. We also alleviate some stress from the students' parents. They are more secure knowing that the trainers are there to keep their children safe during practice, as well

as during the games," he says.

All of Houston Healthcare's athletic trainers are certified through the National Athletic Trainers Association (NATA) and are licensed athletic trainers in the state of Georgia.

Together, the

team has nearly 100 years of training experience. Staff members cover football, basketball, baseball, softball, wrestling, soccer, track, and also assist as needed with cheerleading and cross country.

"The Athletic Training program is an excellent example of how serious we are in our commitment to improving the health and wellness of people in our community," says David Campbell, Administrator at Perry Hospital. "We are proud to have this partnership with the Houston County Board of Education."



# Houston Healthcare Provides Mammograms ...

## for Lower Income Uninsured Women

During the most recent Community Health Needs Assessment conducted by Houston Healthcare, the data revealed that rates for mammograms for women in Houston County are lower than the state and national average among women over the age of 40. Mammograms provide early diagnosis for breast cancer which significantly reduces the mortality rates.

Women who are lower income and uninsured are less likely to obtain the recommended screening as well as diagnostic mammograms for a couple of reasons – cost and lack of overall knowledge of the health care system. To further stress the point, consider patient “Sally”. Sally does not speak English. Through a family member, we learned she felt a lump in her breast and was starting to make funeral arrangements. Sally was unfamiliar with the health care system, scared because of what she had heard about cancer, and lacked knowledge on how to access the care she needed. Fortunately for Sally, and many others in our community, Houston Healthcare has a system in place to address this situation and others similar to it.

In order to better serve the lower income women in our community, we have put the following in place:

- A physician may call and refer a patient for mammogram services (all patients must have a physician’s order).

- The patient brings the order to EduCare, our Community Education department, located in the Houston Health Pavilion.
- The patient is then sent to qualify for indigent services in Financial Services Department, which is also conveniently located within the Houston Health Pavilion.
- Community Education staff assists with scheduling the patient for their mammogram and the patient is given a voucher for this service (the voucher includes the name of the group providing the funding).
- Imaging Services provides the mammogram and reports are sent to the ordering physician.
- As needed, Community Education staff will assist with scheduling any follow-up screening required.

For 2016, Houston Healthcare successfully provided education, navigation assistance, as well as mammogram related services, for over 200 women.

If you’re wondering about Sally, she received the appropriate education and care through the assistance of our programs and services. The lump was not cancerous and she, along with her family, could not have been happier.

# Pink Picnic Draws Large Crowd ...

## for Breast Cancer Awareness

Everyone loves a picnic. Add to this a sea of pink decorations, and women dressed in pink – some celebrating breast cancer survival, others attending to increase their knowledge about breast cancer. Together, it creates a fun and educational event for women in the Central Georgia area. The Pink Picnic event promotes breast health and prevention of breast cancer with emphasis on the importance of early detection and is the largest breast cancer educational program in Central Georgia. This unique event is scheduled in October each year and was held at the Century of Flight Hangar at the Museum of Aviation. The Pink Picnic has averaged about 500 participants for the past couple of years. The program includes informational tables on health resources, women’s health, breast health and breast cancer, as well as resources for a mammogram. This event also includes a boxed picnic lunch, as well as speakers to increase the awareness of breast health.

For 2016, Becky Olson shared her experiences as a breast cancer survivor, author, and national speaker. Few would guess any woman who has raised five children and battled breast cancer three times, while maintaining a successful management career would have any energy left for a busy schedule of traveling and

speaking. But Becky Olson is not any woman. The author of “The Hat That Saved My Life”, Becky brought her perpetual positive outlook from a bounty of life experiences to her programs. Each story evoked both the humor and heartache that stem from that experience. More importantly, Becky shared her spunk and her insights into keeping the spark and enthusiasm of our inner child alive and well while managing life’s many responsibilities.

Houston Healthcare partnered with Aetna, Community Health Works and Robins Air Force Base for this year’s event, which included a fashion show highlighting cancer survivors, as well as a photo booth for all participants to enjoy. The Pink Picnic is designed to appeal to a diverse population of women. Participants attend from all over Central Georgia. Several educational methods are utilized to reach this diverse group of participants. From the decorations, all the way through to the final speaker, the focus is on increasing the awareness, prevention and early detection of breast cancer in the communities we serve.



*Participants enjoyed playing dress up with pink props as they celebrated each other and our many survivors.*



*This year’s speaker, Becky Olson, as she shares her many experiences and life changing moments with the crowd.*

# Financial Report

## Annual Stats for 2016

Admissions (excluding newborns)	15,219
Patient Days (excluding newborns)	68,791
Emergency Department Visits	81,713
Births	1,922
Surgeries & Endoscopies	16,903
Med-Stop Visits	46,422
EMS Trips	29,016
Employees (Full & Part-time)	2,499

## Financial Report for 2016 (audited)

Net Operating Revenue	\$242,086,000
Expenses	\$245,668,000

Net Operating Margin	(\$3,582,000)
Non-Operating Revenue	\$ 6,982,000

Excess of Revenue	\$ 3,400,000
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*Invested for Capital Improvements, Expansions, Renovations, New Technology, Information Systems, New Equipment and Community Services*

Indigent, Charity Care and Bad Debt at Cost	\$ 23,646,208
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# 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
- HODAC
- Houston County Volunteer Medical Clinic
- Komen for the Cure
- 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



# Caring for the Community ...

## Diabetes Management

Houston Healthcare is committed to providing ongoing education to our patients and their caregivers. Our Community Benefit program echoes our organization's mission and outlines four priority areas: prevention of illness or disease; providing easy access to needed health care services; managing chronic disease; and providing additional assistance for vulnerable populations. Our programs and events are specifically planned to meet identified community health needs.

The most recent Community Health Needs Assessment initiated by Houston Healthcare showed 11.7 percent of Houston County's population has a diagnosis of diabetes. However, for those over the age of 60, the prevalence rate rises to 27 percent.

Diabetes is the leading cause of kidney failure, lower-limb amputations and adult onset blindness. More than 20 percent of health care spending is for people with diagnosed diabetes. The good news is diabetes, although it cannot be cured, can be controlled or managed. Houston Healthcare's Diabetes Management Program meets all the American Diabetes Association's standard to receive the honor of a Nationally Recognized Diabetes Management Program. Taught by Registered Nurses and Dietitians who have had additional training in the latest information and techniques for managing diabetes, the program has been able to demonstrate improved diabetes control, as well as decreased health care cost for the program participants.

During 2016, Houston Healthcare had over 3,400 contacts with patients diagnosed with diabetes and their caregivers. This was done through education – one-on-one and in a group setting – along with events, care provided at the bedside, our gestational

diabetes program, and the diabetes support group. Of those people attending the comprehensive Diabetes Management Program, the outcomes were very positive. A1C levels decreased by 1.8 percent, visits to the Emergency Room decreased by well over 50 percent, and hospitalizations due to complications from diabetes also decreased by over 50 percent.

The goal of the Diabetes Management program is to improve the quality of life of those with a diagnosis of diabetes as well as decrease their long term complications. Participants in Houston Healthcare's Diabetes Management program scored higher than the state and national rates for obtaining the recommended standards for care. The standards include having yearly eye and foot exams, checking their blood glucose levels daily, obtaining an A1C at least twice a year, and receiving an annual vaccination for the flu.

Knowledge is power, and we're pleased to be a small part of improving the healthcare of our community through education.



*Several EduCare staff members demonstrate and discuss healthy cooking options during Houston Healthcare's annual Diabetes Day event held each Fall.*

## 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

## Check-in Express Expands ...

### to Include Med-Stop Locations

Houston Healthcare began offering Check-in Express in January 2016 at our three Med-Stop locations - Houston Lake, Lake Joy and Pavilion Med-Stops. Check-in Express is an online tool which allows patients with a minor illness or injury to reserve a spot in line at one of our convenient Med-Stop locations. Instead of waiting in one of the Med-Stops, patients can wait in the comfort of their home.

As an organization, we began using Check-in Express for our Emergency Departments at Houston Medical Center and Perry Hospital in 2015. It was a successful implementation and the community has benefitted from this added service. Because of this, we explored adding it for our Med-Stop locations. By starting this process at our three Med-Stops, it has allowed us to streamline our processes to ensure we are

providing quality care to those in our community.

The goal for patients who use Check-in Express is to be seen as close to their check-in time as possible, but as in all situations, patients will be seen based on the severity of their illness. Each Med-Stop is staffed by registered nurses and physicians - at all times. Basic lab and x-ray services are available onsite. Having the ability to hold your place in line - similar to call ahead seating - makes it much more convenient for our patients.

Check-in Express is a free service offered by Houston Healthcare. For more information about this service, visit [www.hhc.org/checkin](http://www.hhc.org/checkin).

Check-in online,  
wait at home



## Houston Heart Institute ...

### Receives Recognition

During 2016, Houston Heart Institute, located on the campus of Houston Medical Center, received full accreditation for cardiac catheterization and for percutaneous coronary intervention by Accreditation for Cardiovascular Excellence, and organization dedicated to ensuring adherence to the highest quality standards for cardiovascular and endovascular care. ACE accreditation is a professional review of an organization's structure, internal processes, patient safety practices, and clinical outcomes to determine if it meets the standards established by experts in cardiac and endovascular care. Houston Healthcare is one of only four hospital systems in Georgia to receive the accreditation.

The ACE evaluation process involves an in-depth independent review of personnel, quality-assurance processes, facility equipment, and outcomes information. All data collected is measured against nationally-accepted standards for the highest-quality cardiovascular care. Facilities who undergo this voluntary and rigorous process demonstrate an exceptional commitment to providing the best possible care to patients.



**ACE™**  
Accreditation for  
Cardiovascular Excellence

Health Connections Cardiac and Pulmonary Rehab, which is part of the Houston Heart Institute, also received recognition during 2016. Health Connections was recognized for its commitment to improving the quality of life by enhancing standards of care by the American Association of Cardiovascular and Pulmonary Rehabilitation.

Cardiovascular and pulmonary rehabilitation programs are designed to help people with cardiovascular problems (e.g., heart attacks, coronary artery bypass graft surgery) and pulmonary problems (e.g., chronic obstructive pulmonary disease [COPD], respiratory symptoms) recover faster and improve their quality of life. Both programs include exercise, education, counseling, and support for patients and their families.

Certified programs are recognized as leaders in the field of cardiovascular and pulmonary rehabilitation because they offer the most advanced practices available.

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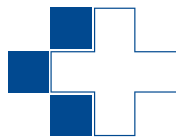
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## HOUSTON HEALTHCARE

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

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### 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.

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*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.