

# 2013 Community Health Needs Assessment



**Hamilton**  
Medical Center



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## **I. EXECUTIVE SUMMARY**

### **OUR BACKGROUND**

Hamilton Health Care System, Inc. (“Hamilton”) is a non-profit health care system that owns and operates Hamilton Medical Center (“HMC”), a 282-bed regional referral hospital located in Dalton, Georgia. Hamilton Medical Center, originally Hamilton Memorial Hospital, opened on May 12, 1921 in response to the 1918 flu epidemic and the need for health care services for workers at Crown Cotton Mills. Over the years, as the region has thrived and grown, the health system has evolved to meet the needs of the community by expanding its scope of services and its reach in the region through establishment of a satellite clinic location in Eton, Georgia (Murray County). Hamilton’s mission is to deliver quality services in a caring atmosphere for patients and their families, as well as to provide leadership, partnerships, and seamless resource coordination to meet health care needs that advance the quality and dignity of life.

Hamilton is a regional referral hospital system in northwest Georgia whose primary and secondary markets extend from Whitfield and Murray counties to Catoosa and Gordon counties. In 2012, Hamilton conducted a Physician Needs Assessment (also known as a medical staff development plan) to determine the physician manpower needed within the identified service area. The assessment examines the estimated physician needs of the population and estimates the appropriate number and mix of physician specialties needed to meet those needs. The results of the assessment identified a need for additional primary care physicians, as well as hematology/oncology, neurology, and rheumatology. The Physician Needs Assessment, coupled with the Community Health Needs Assessment (“CHNA”), has allowed Hamilton to identify the current community health needs and to put a plan in place to strategically address these needs.

### **IMPLEMENTED PROGRAMS & COMMUNITY PARTNERSHIPS/OUTREACH**

Hamilton Medical Center started in response to the community’s needs and has since partnered with various community groups to establish programs for the betterment of those living within the community. Hamilton has a strong partnership with the local clergy to assist patients with the transition process from inpatient care to home care.

In 1987, Hamilton built Bradley Wellness Center, which promotes fitness, nutrition, and other wellness services. Bradley Wellness Center is a 60,000-square-foot facility that provides necessary health education, health assessment, and a variety of exercise programs to accommodate individuals who are concerned with obtaining and maintaining a healthy lifestyle.

In October 2009, Hamilton developed Hamilton University as a way to provide health-related educational opportunities to the surrounding community. Hamilton University provides leadership development and training for Hamilton’s associates and volunteers to improve patient care. Hamilton hopes to design and offer similar educational programs to the general public in the future. Additionally, Hamilton University offers a free community service activity, The Hamilton Health Speakers Bureau, which provides medical/wellness expertise and educational programs.

In 2011, Hamilton contributed over \$40 million in services to the community through direct patient care and education, screening, and support activities.<sup>1</sup>

In addition to Hamilton, other organizations in the community contribute to the health and wellness of the residents. Northwest Georgia Health Partnership (“NGHP”) was organized in 1992 to create fundamental changes in the delivery of health services in Whitfield and Murray counties. Resources to initiate the formation of NGHP were primarily supplied by Hamilton with additional funding from the Georgia Hospital Association. NGHP has developed and participated in several programs over the years that address the current health needs of the community. The following programs only highlight a small portion of the programs developed and implemented over the years. In 2002, NGHP started the MedBank program, which is a prescription medication assistance program for people living in Whitfield and Murray counties. During the five-year time period during which the program was under NGHP, it provided \$10 million in prescription medications; in 2005, the MedBank program became part of the local county health department. The Promotoras de Salud (Community Health Workers) program was implemented in 2004 to bring the underserved and uninsured (both Latinos and non-Latinos) into care and increase their knowledge about health issues. In 2006, NGHP conducted a health education fair for more than 2,000 elementary school children regarding obesity. Then, in 2011, NGHP developed the “Think About What You Drink” program to address the increasing rate of childhood obesity within the community. The program has partnered with three advertising firms to promote the consumption of water instead of sugary drinks.

The city of Dalton and Whitfield County have implemented the “Readers to Leaders” program, a literacy program aimed at getting children to read at their appropriate grade levels. This program has a positive trickle-down effect: an increased level of literacy will lead to more educated individuals and thus, ideally, better health care choices in the future.

The Murray County Commissioner’s Office has established a wellness program for county employees that provides flu shots, in addition to mandatory smoking cessation classes.

Dalton City Schools has partnered with the Whitfield County Health Department to implement the School Nursing Program to help schools meet the health needs of their students by providing nurses in all local schools. Additionally, it is the Dalton City Schools Superintendents’ stated goal to expand existing programs to include fitness, nutrition, technology, and wellness.

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<sup>1</sup> 2011 Hamilton Health Care System’s Community Benefits Report.

## **PRIORITY COMMUNITY NEEDS**

The top community needs were identified through interviews of community physicians and leaders, as well as review of the medical staff and community surveys, county health rankings, and the top 25 diagnoses identified by Hamilton and Alliant Health. A Hamilton executive committee determined which of the needs were significant and prioritized them accordingly. The significant community health needs identified are:

- Primary Care
- Access to Free and Reduced Cost Care
- Heart Disease/Hypertension
- Diabetes Prevention and Care
- Outreach to Hispanic Community
- Substance Abuse
- Lifestyle Education

## **COMMUNITY NEEDS IMPLEMENTATION PLAN**

Hamilton has developed an implementation plan to address the community health needs identified through its CHNA process. This document outlines plans for Hamilton to support specific community benefit efforts as part of a larger community-wide plan. Details of the plan are discussed later in this document.

### ***Priority #1 - Primary Care***

Hamilton Medical Center recognizes that additional primary care physicians are needed in Whitfield and Murray counties to provide health care for residents.

### ***Priority #2 – Access to Free & Reduced Cost Care***

Hamilton Medical Center recognizes limited access to free and reduced cost care keeps the citizens of Whitfield and Murray counties from receiving the care they need at the times it is needed. By increasing how we, as a community, can reach these individuals, we hope to see their health needs taken care of in a more preventative manner.

### ***Priority #3 - Heart Disease/Hypertension***

Hamilton Medical Center recognizes that heart disease and hypertension are two valid health concerns in Whitfield and Murray counties. This has been established as a concern in the community. Local physicians and HMC want to help community members take a more proactive approach to heart and vascular health.

### ***Priority #4 - Diabetes Prevention & Care***

Hamilton Medical Center recognizes that diabetes is a growing problem throughout Whitfield and Murray counties. Combined with local community organizations, we attempt to offer the tools necessary for patients to monitor and control their diabetes from the first diagnosis.

***Priority #5 - Outreach to Hispanic Community***

Hamilton Medical Center recognizes that 32% of the population of Whitfield County and 13% of the population of Murray County are of Hispanic or Latino origin. It is important, as a health community, that we provide resources for this segment of population.

***Priority #6 - Substance Abuse***

Hamilton Medical Center recognizes that substance abuse is a problem in our community. We are also aware of our limitations as a hospital, and defer to two local resources to provide this care for these community members.

***Priority #7 - Lifestyle Education***

Hamilton Medical Center recognizes that lifestyle education is an important contributor to changing several health issues throughout the community. We hope that with education and preventative screenings, we can help improve the overall health of our community.

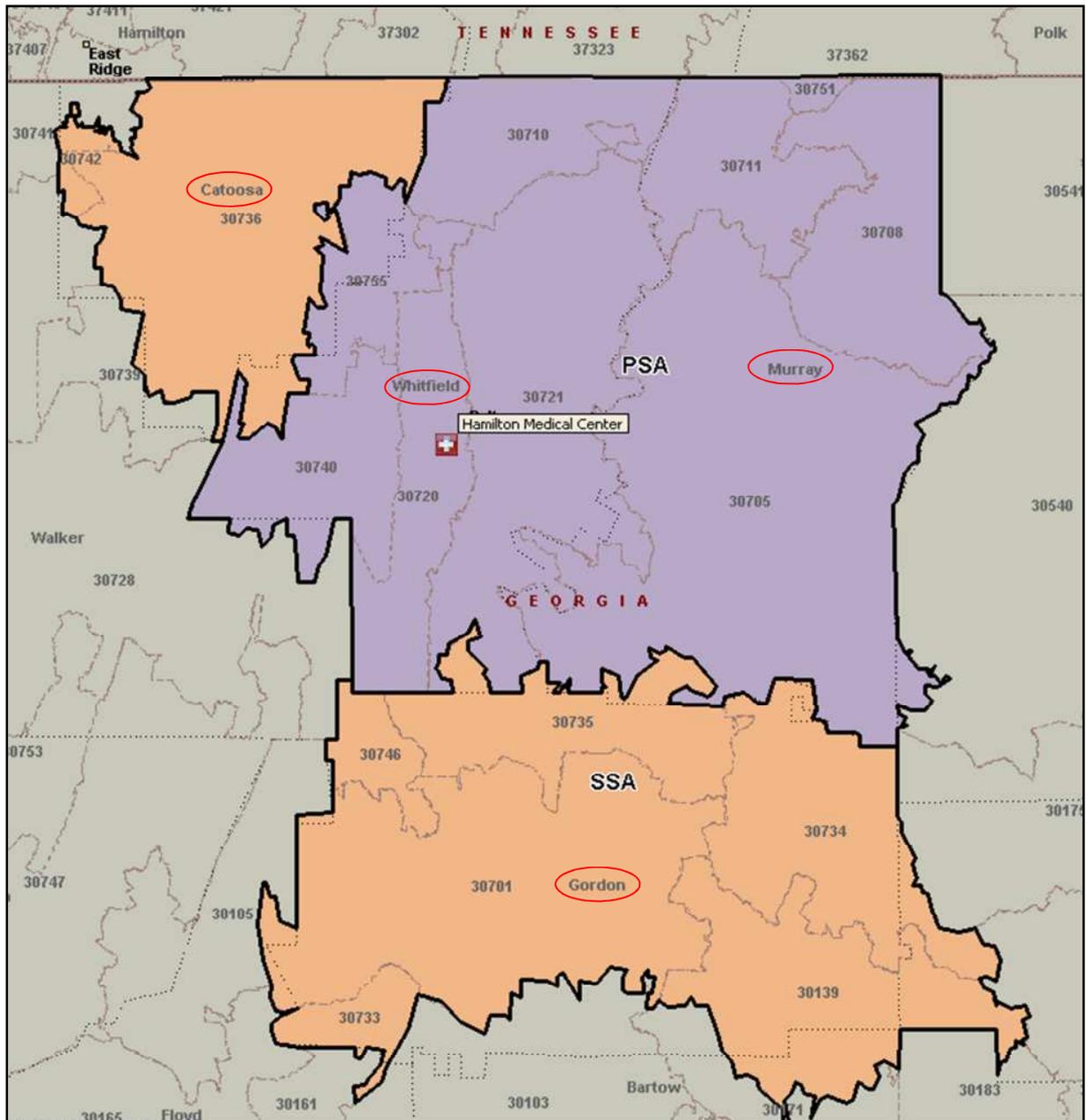
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## II. COMMUNITY NEEDS ASSESSMENT

### COMMUNITY DESCRIPTION

#### Defining Our Community

Hamilton Health Care System is a regional referral hospital system in northwest Georgia whose primary service area (“PSA”) (as defined by inpatient admissions and physical proximity to Hamilton Medical Center) includes most of Whitfield and Murray counties as indicated on the map below. The secondary service area (“SSA”) includes the majority of Gordon and Catoosa counties.



■ Primary Service Area ■ Secondary Service Area

The total service area population for 2013 (to include only the zip codes shown on the map on the prior page) is estimated to include 251,023 individuals, growing to 257,947 individuals by 2018 (a 3% increase). People 65 years of age and older comprise the fastest growing component of the service area.

2013 Population <sup>2</sup>					
Service Area	Ages 00-17	Ages 18-44	Ages 45-64	Ages 65+	Total
PSA	39,834	51,899	35,496	17,279	144,508
SSA	27,339	37,153	27,739	14,284	106,515
<b>Total</b>	<b>67,173</b>	<b>89,052</b>	<b>63,235</b>	<b>31,563</b>	<b>251,023</b>
% Population	27%	35%	25%	13%	100%

2018 Population <sup>3</sup>					
Service Area	Ages 00-17	Ages 18-44	Ages 45-64	Ages 65+	Total
PSA	39,898	51,407	36,628	19,877	147,810
SSA	27,480	37,105	28,790	16,762	110,137
<b>Total</b>	<b>67,378</b>	<b>88,512</b>	<b>65,418</b>	<b>36,639</b>	<b>257,947</b>
% Population	26%	34%	25%	14%	100%

% Change in Population					
<b>2013-2018</b>	<b>0.3%</b>	<b>-0.6%</b>	<b>3.5%</b>	<b>16.1%</b>	<b>2.8%</b>

### **Service Area County Demographics**<sup>4,5</sup>

#### **Whitfield County Demographics:**

- 2010 population consisted of 102,599 individuals
  - 50.0% of the population is female, and 50.0% is male (2011)
  - 91.2% of the population is White, 4.3% is Black, and 4.5% is Other (2011)
  - 32.3% of the population is of Hispanic or Latino origin (2011)
  - 18.6% are foreign-born individuals (2006-2010)
  - 29.9% speak a language other than English at home (2006-2010)
  - 19.2% of individuals are below the poverty level, compared to 15.7% for the state of Georgia (2006-2010)
  - \$42,345 is the median household income (2006-2010)

<sup>2</sup> Nielsen Clairitas MarketPlace.

<sup>3</sup> Nielsen Clairitas MarketPlace.

<sup>4</sup> U.S. Census Bureau's State & County Quick Facts: <http://quickfacts.census.gov/qfd/states/13000.html>. Note: "Other" under percent population by race includes American Indian and Alaskan Native, Asian, Native Hawaiian and Other Pacific Islander, and persons reporting more than two races.

<sup>5</sup> 2012 County Health Rankings & Roadmaps for Georgia: [www.countyhealthrankings.org/georgia](http://www.countyhealthrankings.org/georgia).

- 2008-2010 high school graduation rate was 85%, compared to 81% for the state of Georgia
- 2006-2010 bachelor degree or higher rate was 15.1%, compared to 27.2% for the state of Georgia
- 2010 unemployment rate was 12.0%, compared to 10.2% for the state of Georgia
- 2009 rate of uninsured individuals was 28%, compared to 21% for the state of Georgia

#### **Murray County Demographics:**

- 2010 population consisted of 39,628 individuals
  - 50.4% of the population is female, and 49.6% is male (2011)
  - 95.9% of the population is White, 1.4% is Black, and 2.7% is Other (2011)
  - 13.6% of the population is of Hispanic or Latino origin (2011)
  - 8.1% are foreign-born individuals (2006-2010)
  - 12.1% speak a language other than English at home (2006-2010)
  - 17.1% of individuals are below the poverty level, compared to 15.7% for the state of Georgia (2006-2010)
  - \$38,226 is the median household income (2006-2010)
- 2008-2010 high school graduation rate was 77%, compared to 81% for the state of Georgia
- 2006-2010 bachelor degree or higher rate was 6.7%, compared to 27.2% for the state of Georgia
- 2010 unemployment rate was 12.0%, compared to 10.2% for the state of Georgia
- 2009 rate of uninsured individuals was 24%, compared to 21% for the state of Georgia

#### **Catoosa County Demographics:**

- 2010 population consisted of 63,942 individuals
  - 51.4% of the population is female, and 48.6% is male (2011)
  - 93.8% of the population is White, 2.8% is Black, and 3.4% is Other (2011)
  - 2.5% of the population is of Hispanic or Latino origin (2011)
  - 2.0% are foreign-born individuals (2006-2010)
  - 3.1% speak a language other than English at home (2006-2010)
  - 11.2% of individuals are below the poverty level, compared to 15.7% for the state of Georgia (2006-2010)
  - \$46,544 is the median household income (2006-2010)

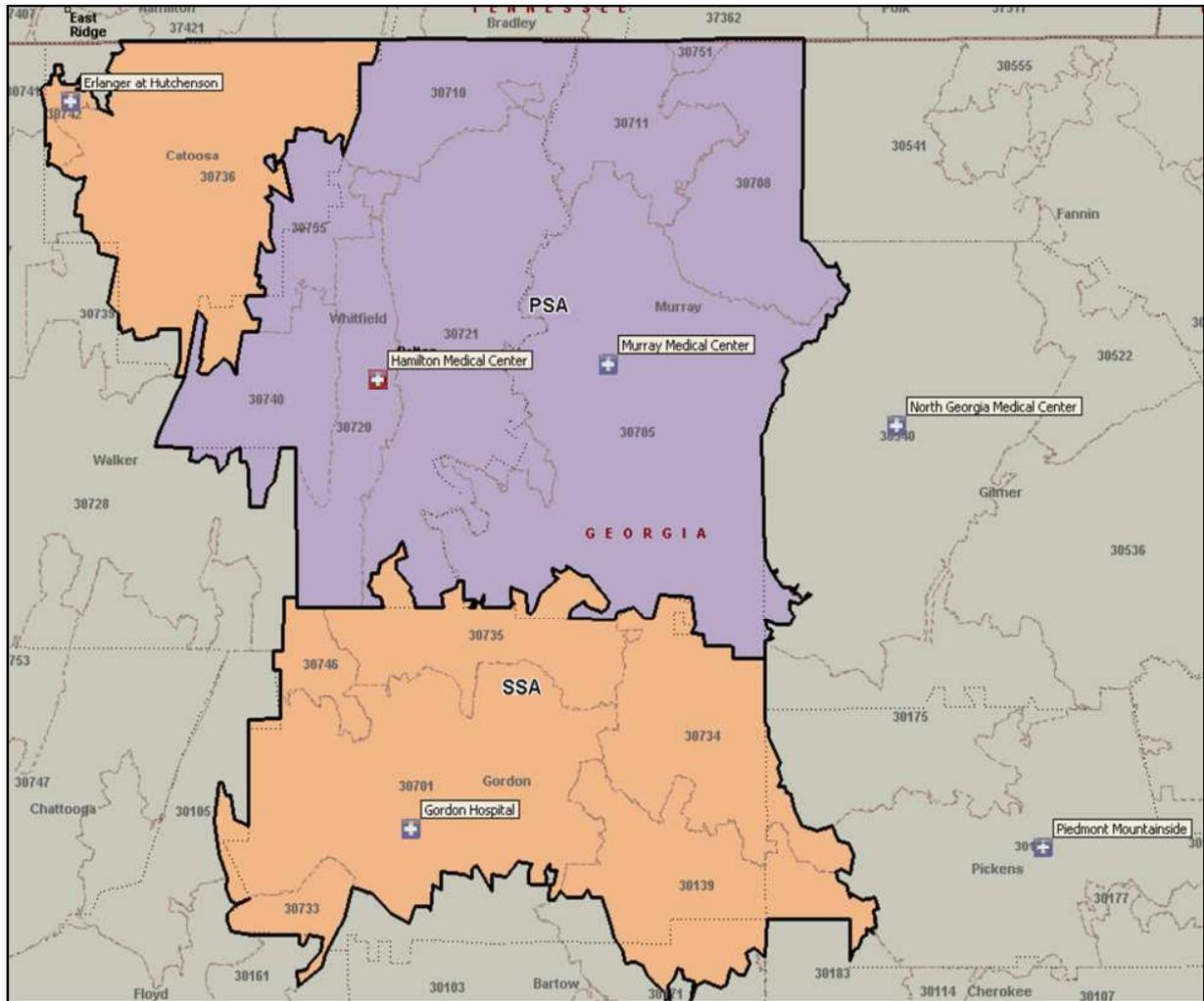
- 2008-2010 high school graduation rate was 80%, compared to 81% for the state of Georgia
- 2006-2010 bachelor degree or higher rate was 17.3%, compared to 27.2% for the state of Georgia
- 2010 unemployment rate was 8.0%, compared to 10.2% for the state of Georgia
- 2009 rate of uninsured individuals was 18%, compared to 21% for the state of Georgia

**Gordon County Demographics:**

- 2010 population consisted of 55,186 individuals
  - 50.2% of the population is female, and 49.8% is male (2011)
  - 92.1% of the population is White, 4.4% is Black, and 3.5% is Other (2011)
  - 14.2% of the population is of Hispanic or Latino origin (2011)
  - 8.9% are foreign-born individuals (2006-2010)
  - 13.5% speak a language other than English at home (2006-2010)
  - 17.1% of individuals are below the poverty level, compared to 15.7% for the state of Georgia (2006-2010)
  - \$40,916 is the median household income (2006-2010)
- 2008-2010 high school graduation rate was 84%, compared to 81% for the state of Georgia
- 2006-2010 bachelor degree or higher rate was 12.7%, compared to 27.2% for the state of Georgia
- 2010 unemployment rate was 12.4%, compared to 10.2% for the state of Georgia
- 2009 rate of uninsured individuals was 24%, compared to 21% for the state of Georgia

### **Existing Health care Facilities**

The map below includes three competing hospital facilities within Hamilton’s PSA and SSA, as well as two competitors that are outside of Hamilton’s service area but still relatively nearby.

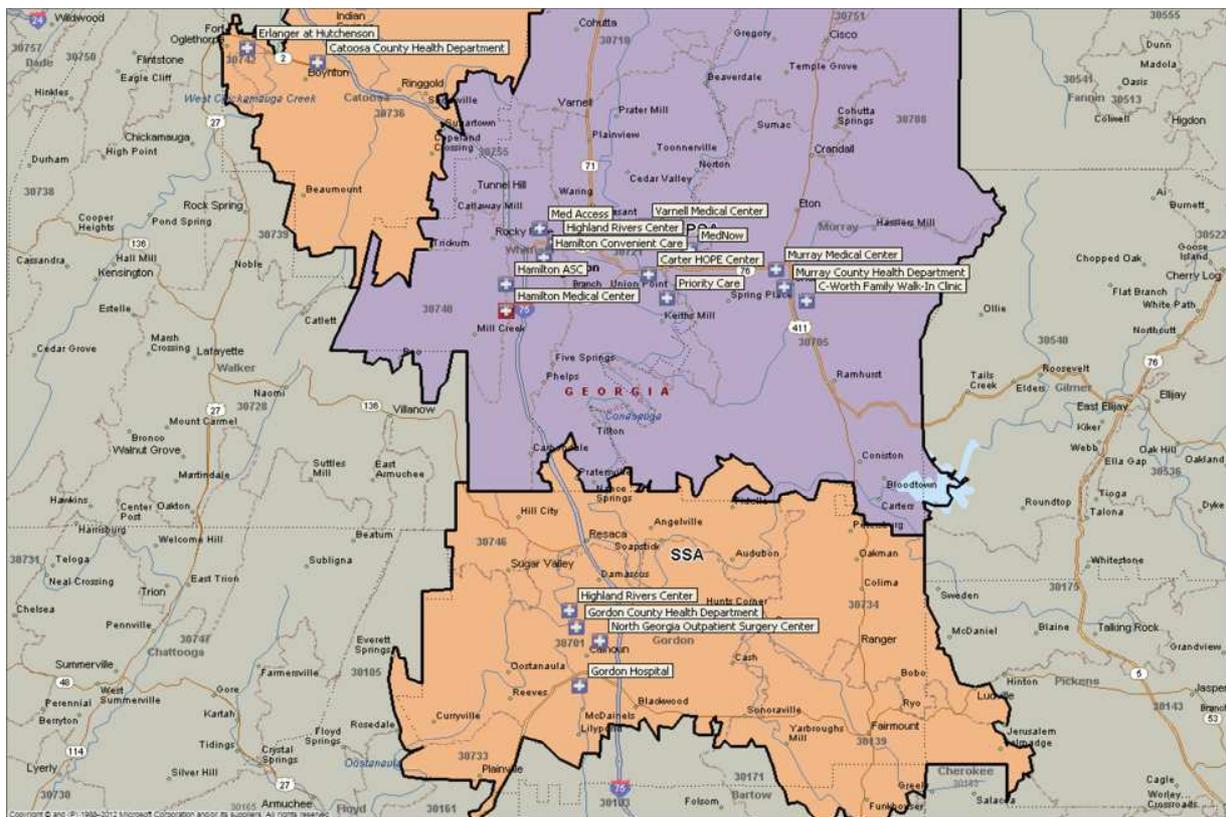


■ Primary Service Area ■ Secondary Service Area

Hospitals					
Facility	Entity Type	# of Beds	Miles from HMC	Services	Insurance/ Uninsured
Erlanger at Hutcheson Medical Center	Non-Profit	60	23.74 miles	<ul style="list-style-type: none"> <li>• Cancer Care</li> <li>• Children's Learning Center</li> <li>• Emergency Services</li> <li>• Hospice</li> <li>• Imaging</li> <li>• Occupational &amp; Community Wellness</li> <li>• Short-term Rehabilitation</li> <li>• Skilled Nursing</li> <li>• Women's Health</li> </ul>	<ul style="list-style-type: none"> <li>• Uninsured – discounted Fee-for-Service (“FFS”)</li> <li>• Medicaid</li> <li>• Medicare</li> <li>• PeachCare</li> <li>• Insurance</li> </ul>
Gordon Hospital	Non-Profit	69	23.64 miles	<ul style="list-style-type: none"> <li>• Cancer Care</li> <li>• Clinics <ul style="list-style-type: none"> <li>– Eye Care</li> <li>– Family Care</li> <li>– Primary Care</li> <li>– OB/GYN Urgent Care</li> <li>– Orthopedics and Sports Medicine</li> <li>– Urology</li> </ul> </li> <li>• Emergency Services</li> <li>• Men's Health</li> <li>• Rehabilitation Services</li> <li>• Sleep Disorder Center</li> <li>• Surgical Care</li> <li>• Women's Health</li> </ul>	<ul style="list-style-type: none"> <li>• Uninsured – discounted FFS</li> <li>• Medicaid</li> <li>• Medicare</li> <li>• PeachCare</li> <li>• Insurance</li> </ul>
Murray Medical Center	Non-Profit	42	13.25 miles	<ul style="list-style-type: none"> <li>• Emergency Services (including EMS Services)</li> <li>• Imaging</li> <li>• IP/OP Surgical Services</li> <li>• Laboratory</li> <li>• Respiratory Therapy</li> </ul>	<ul style="list-style-type: none"> <li>• Uninsured – discounted FFS</li> <li>• Medicaid</li> <li>• Medicare</li> <li>• PeachCare</li> <li>• Insurance</li> </ul>
North Georgia Medical Center	For-Profit	140	39.60 miles	<ul style="list-style-type: none"> <li>• General Medical and Surgical Care for Inpatient and Outpatient</li> <li>• Emergency Room</li> <li>• Dietary</li> <li>• Laboratory</li> <li>• Radiology</li> <li>• Rehabilitation</li> <li>• Respiratory Sleep Lab</li> </ul>	<ul style="list-style-type: none"> <li>• Medicare</li> <li>• Medicaid</li> <li>• Insurance</li> </ul>

Hospitals (continued)					
Facility	Entity Type	# of Beds	Miles from HMC	Services	Insurance/ Uninsured
Piedmont Mountainside Hospital	Non-Profit	42	49.86 miles	<ul style="list-style-type: none"> <li>Emergency Services</li> <li>Intensive Care Unit Services</li> <li>Women's Services (including OB)</li> <li>General Medical/Surgical Services</li> <li>Diagnostic Services: Diagnostic Cardiac Catheterization, CT, Nuclear Medicine, MRI, Interventional Radiology, Ultrasound, and Mammography</li> <li>Outpatient Services: Arthroscopic and Laparoscopic Surgery, Physical Therapy, Respiratory Therapy and Pulmonary Function, Sleep Studies, and Cardiac Testing</li> </ul>	<ul style="list-style-type: none"> <li>Insurance</li> <li>Medicare</li> <li>Medicaid</li> <li>Financial Assistance: Fee Care Discounted Catastrophic</li> </ul>

The map below identifies other health care facilities (Ambulatory Surgery Centers, Mental Health, Clinics/Urgent Care) within Hamilton's primary and secondary service areas. Details regarding each of these facilities are included on the following pages.



Primary Service Area
  Secondary Service Area

The following table lists other health care facilities that are available in Hamilton’s primary and secondary service areas.<sup>6</sup>

Facility	Entity Type	Miles from HMC	Services	Insurance/ Uninsured
<b>Ambulatory Surgery Center</b>				
Hamilton Ambulatory Surgery Center	Non-Profit	On Campus	<ul style="list-style-type: none"> <li>• Outpatient procedures such as arthroscopies, biopsies, tubal ligations, hernia repairs, cholecystectomies, and many others</li> </ul>	<ul style="list-style-type: none"> <li>• Uninsured – discounted FFS</li> <li>• Medicaid</li> <li>• Medicare</li> <li>• PeachCare</li> <li>• Insurance</li> </ul>
North Georgia Outpatient Surgery	For-Profit	23.95 miles	<ul style="list-style-type: none"> <li>• Outpatient procedures such as arthroscopies, eye surgery, cholecystectomy, colonoscopy, lithotripsy, ovary surgery, shoulder surgery, upper GI repair, hernia repairs, and many others</li> </ul>	<ul style="list-style-type: none"> <li>• Insurance</li> </ul>
<b>Clinics/Urgent Care</b>				
Hamilton Convenient Care	Non-Profit	0.18 miles	<ul style="list-style-type: none"> <li>• Common Illnesses</li> <li>• Lab Tests – Basic</li> <li>• Sore Throat</li> <li>• Earache</li> <li>• Lacerations</li> <li>• Sprains</li> <li>• Flu</li> <li>• Physical Examinations - Routine</li> <li>• Stitches</li> <li>• Immunizations</li> <li>• Poison Ivy</li> <li>• On-site x-rays</li> </ul>	<ul style="list-style-type: none"> <li>• Cost is lower than the Emergency Room</li> <li>• Accepts most insurance plans</li> </ul>
Priority Care	Private/ For-Profit	3.34 miles	<ul style="list-style-type: none"> <li>• Walk-In Clinic</li> <li>• Worker’s Compensation</li> <li>• Drug Screening</li> <li>• Breath Alcohol Tests</li> </ul>	<ul style="list-style-type: none"> <li>• Insurance</li> <li>• Does NOT accept Medicaid/ Medicare</li> </ul>
MedNow	Private/ For-Profit	4.80 miles	<ul style="list-style-type: none"> <li>• Walk-In Clinic</li> <li>• Worker’s Compensation</li> <li>• Physicals</li> <li>• Orthopedics</li> <li>• On-Site x-Rays</li> <li>• Minor Emergencies</li> <li>• Lab</li> <li>• Family Care</li> <li>• Drug Testing</li> </ul>	<ul style="list-style-type: none"> <li>• Insurance</li> <li>• Does NOT accept Medicaid/ Medicare</li> </ul>

<sup>6</sup> All facility-related information was acquired from individual facility websites.

Facility	Entity Type	Miles from HMC	Services	Insurance/ Uninsured
Med Access Clinic (Whitfield County Health Department)  <b>Rural Health Clinic</b>	Non-Profit/ Governmental	0.84 miles	<ul style="list-style-type: none"> <li>• Regular Check-ups, Diagnosis, Treatment</li> <li>• Physical Examinations</li> <li>• Breast &amp; Cervical Cancer Screening for qualified women</li> <li>• Diabetes Care</li> <li>• Tuberculosis Screening and Treatment</li> <li>• Sexually Transmitted Disease diagnosis and treatment for men and women age 16 and older</li> <li>• HIV Counseling and Testing</li> <li>• Medical Management of Chronic Disease Processes</li> <li>• Laboratory Testing</li> <li>• Patient Education</li> <li>• Physical Exams for Refugees</li> </ul>	<ul style="list-style-type: none"> <li>• Sick Visits (\$15.00 - \$30.00 fee based on income)</li> <li>• Accepts self-pay, Medicaid, Medicare, and private insurance</li> <li>• Some fees are sliding scale and based on proof of income</li> </ul>
C-Worth Family Walk-In Clinic	Private/ For-Profit	10.81 miles	<ul style="list-style-type: none"> <li>• Basic Family Practice</li> <li>• DOT Physicals</li> <li>• Family Nurse Practitioner</li> <li>• Minor Emergencies</li> <li>• Sports Physicals</li> <li>• Walk-Ins</li> </ul>	<ul style="list-style-type: none"> <li>• Insurance</li> <li>• Medicaid</li> <li>• Medicare</li> </ul>
Catoosa County Health Department	Non-Profit	12.76 miles	<ul style="list-style-type: none"> <li>• Blood Pressure Checks</li> <li>• Height/Weight Checks</li> <li>• Head Lice/Scabies Check</li> <li>• HIV Testing &amp; Counseling, STD Services</li> <li>• Pregnancy Test, Family Planning, Car Seat Inspections</li> <li>• Women, Infants, &amp; Children Services</li> <li>• Breast &amp; Cervical Cancer Prevention</li> <li>• Immunizations</li> <li>• Hearing, Vision, and Dental Screening</li> <li>• Hepatitis B Testing, PPD (Tuberculin Skin Test), Lead Screening</li> <li>• Metabolic Screening</li> <li>• Children 1<sup>st</sup> Program, Children's Medical Services</li> <li>• Walk-Ins</li> </ul>	<ul style="list-style-type: none"> <li>• Presumptive Eligibility</li> <li>• Women's Cancer</li> <li>• Medicaid</li> <li>• Insurance</li> </ul>
Gordon County Health Department	Non-Profit/ Governmental	21.26 miles	<ul style="list-style-type: none"> <li>• Blood Pressure Checks</li> <li>• Height/Weight Checks</li> <li>• Head Lice/Scabies Check</li> <li>• Pregnancy Test</li> <li>• Women, Infants, &amp; Children Services</li> <li>• PKU Metabolic Testing</li> <li>• Immunization Certificates</li> <li>• Walk-Ins</li> </ul>	<ul style="list-style-type: none"> <li>• Presumptive Eligibility</li> <li>• Medicaid</li> <li>• Insurance</li> </ul>

Facility	Entity Type	Miles from HMC	Services	Insurance/ Uninsured
Murray County Health Department	Non-Profit/ Governmental	13.25 miles	<ul style="list-style-type: none"> <li>• Family Planning</li> <li>• Perinatal Case Management</li> <li>• Children 1<sup>st</sup> Program</li> <li>• Well Child Services</li> <li>• Health Checks</li> <li>• Women, Infants, &amp; Children Services</li> <li>• Breast &amp; Cervical Cancer Screening</li> <li>• Dental Health</li> <li>• STD Services</li> <li>• Scoliosis Screening</li> </ul>	<ul style="list-style-type: none"> <li>• Sliding Fee Scale</li> <li>• Presumptive Eligibility Medicaid</li> </ul>
Partnership Health Center (Georgia Mountains Health)  <b>(Federally Qualified Health Center)</b>	Non-Profit	2.33 miles	<ul style="list-style-type: none"> <li>• Primary Care Services</li> <li>• Dental Services</li> </ul>	<ul style="list-style-type: none"> <li>• Sliding Fee Scale</li> </ul>
<b>Mental Health</b>				
Highland Rivers Center	NA	Day Treatment: 3.75 miles  Clinic Site: 23.98 miles	<ul style="list-style-type: none"> <li>• Addictive Diseases Outpatient Services – Adult and Child and Adolescent</li> <li>• Community Supports – Adult</li> <li>• Community Supports – Child &amp; Adolescent</li> <li>• Crisis Stabilization Programs – Adult</li> <li>• Developmental Disability Services</li> <li>• Mental Health Outpatient Services – Adult</li> <li>• Mental Health Outpatient Services – Child &amp; Adolescent</li> <li>• Peer Supports – Adult</li> <li>• Women Ready for Work (TANF)</li> </ul>	<ul style="list-style-type: none"> <li>• Fee-For-Service</li> </ul>
Carter HOPE Center	NA	2.20 miles	<ul style="list-style-type: none"> <li>• Low Intensity Residential Treatment</li> <li>• Outpatient Treatment</li> <li>• Relapse Prevention Treatment</li> </ul>	<ul style="list-style-type: none"> <li>• Fee-For-Service</li> </ul>

In addition to the clinics listed above, Shaw Floors and Mohawk Industries offer clinic services to their employees. Services offered include occupational health and wellness, as well as other basic health services. These clinics are limited to employees of each organization and their dependents.

Physicians who are part of Hamilton’s medical staff include: 11 family practice physicians, 18 internal medicine physicians, 13 hospitalists, 11 OB/GYN physicians, 34 pediatricians, nine general surgeons, 13 cardiologists, two vascular surgeons, and physicians from 27 other specialties.

## DATA COLLECTION APPROACHES

### I. Community Survey Questionnaire:

In spring 2012, Hamilton Health Care System developed a community survey questionnaire to provide to persons within its service area. Paper copies as well as an online survey were made available in both English and Spanish. Hamilton advertised its community survey through a press release in the local newspaper, a post on the organization's Facebook page, and an email to all Hamilton associates; Hamilton also handed out flyers and paper copies of the survey at a minority-specific community health fair and two free hospital screening events.

The survey questionnaire included 14 topic questions related to demographics, socioeconomic status, and individual health care. Hamilton received 418 returned responses. The participants' races closely reflect the racial make-up of Murray County and Whitfield County; however, the household income of the majority of the respondents was slightly above the median household income for those counties. Respondents were predominately female, not atypical for this type of survey, and showed greater representation of 30- to 64-year-olds as compared to respondents over the age of 65. Detailed survey results are included in *Appendix A*.

### II. Physician and Community Interviews:

Interviews were conducted with physicians and leaders within the community to assess the health of the community, as well as its specific needs. Also, a written survey was provided to all physician offices in the community. The physician and community leader interviews and the physician survey were conducted during October and November 2012. Below is a listing of the number of interviews conducted and completed surveys received. Detailed results of the interviews and surveys are discussed later in this report. Background information on individuals surveyed is also included in *Appendix B*.

- Nineteen physicians were interviewed on-site at Hamilton or by phone.
- Thirty-eight physicians responded to written surveys.
- Three Hamilton administration personnel were interviewed on-site at Hamilton.
- Eight community leaders were interviewed on-site or by phone.

### III. Statistical Data Sources:

The following sources were used to identify statistical information related to education, jobs, access to and quality of health care, environment, and individual behaviors for the state of Georgia and the four service area counties (Whitfield, Murray, Catoosa, and Gordon):

- 2012 County Health Rankings & Roadmaps for Georgia:  
[www.countyhealthrankings.org/georgia](http://www.countyhealthrankings.org/georgia)
- Georgia Department of Public Health's Office of Health Indicators for Planning OASIS: Behavioral Risk Factors Web Query Tool:  
<http://oasis.state.ga.us/oasis/oasis/brfss/qryBRFSS.aspx>

- Georgia Health Equity Initiative’s 2008 Health Disparities Report: A County-Level Look at Health Outcomes from Minorities in Georgia
- US Census Bureau’s State & County Quick Facts:  
<http://quickfacts.census.gov/qfd/states/13000.html>

The statistical findings are presented on the following pages.

## SUMMARY OF FINDINGS FROM HEALTH AND COMMUNITY DATA

### General Findings<sup>7,8</sup>

The tables below highlight several health-related measures (education, jobs, access to and quality of health care, environment, and individual behaviors) and corresponding statistical data for national, state, and county levels. Blue highlighted boxes identify any counties that are either significantly higher or lower than the state and/or the national benchmark/finding

Social/Economic Demographics <sup>9</sup>	US	GA	Whitfield County	Murray County	Catoosa County	Gordon County
High School Graduation Rate (2008-2010)	Not Reported	81%	85%	77%	80%	84%
Some College (2006-2010)	68%	58%	38%	26%	61%	37%
Unemployment Rate (2010)	5%	10%	12%	12%	8%	12%
Children in Poverty (2010)	13%	25%	27%	27%	21%	26%
Inadequate Social Support (2006-2010)	14%	21%	27%	31%	18%	20%
Access to Recreational Facilities per 100,000 population (2009)	16	8	9	0	9	6

Overall, the counties included in Hamilton’s service area have a higher rate of unemployment and children living in poverty than both state and national levels. In addition, the prevalence of fast food restaurants (versus other restaurants) coupled with the rate of physical inactivity and other health-related behaviors are also higher than state and national levels and can contribute to the higher rate of obesity as indicated on the following chart.

<sup>7</sup> 2012 County Health Rankings & Roadmaps for Georgia: [www.countyhealthrankings.org/georgia](http://www.countyhealthrankings.org/georgia).

<sup>8</sup> Georgia Department of Public Health’s Office of Health Indicators for Planning OASIS: Behavioral Risk Factors Web Query Tool: <http://oasis.state.ga.us/oasis/oasis/brfss/qryBRFSS.aspx>.

<sup>9</sup> See Footnote 7.

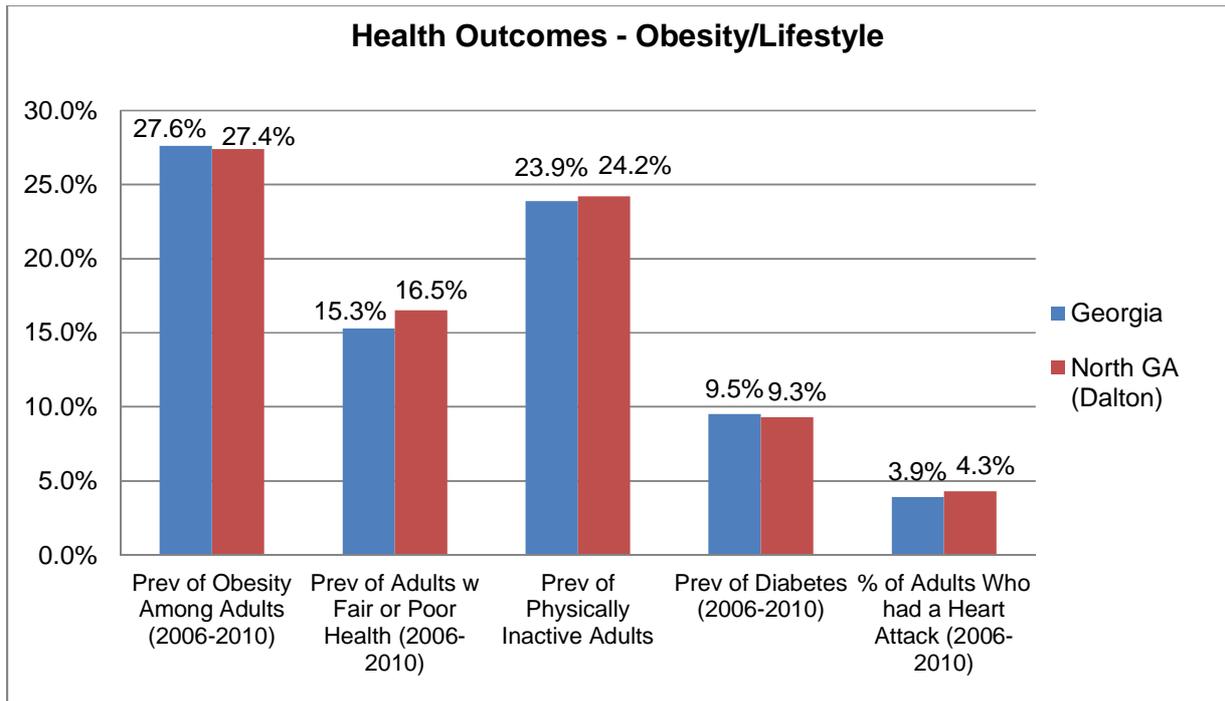
<b>Health-Related Behaviors<sup>10</sup></b>	<b>US</b>	<b>GA</b>	<b>Whitfield County</b>	<b>Murray County</b>	<b>Catoosa County</b>	<b>Gordon County</b>
Adult Smoking (2004-2010)	14%	19%	22%	28%	29%	22%
Adult Obesity (2009)	25%	28%	29%	30%	33%	31%
Fast Food Restaurants (out of total restaurants) (2009)	25%	50%	61%	72%	59%	60%
Physical Inactivity (2009)	21%	24%	28%	32%	30%	29%
Excessive Drinking (2004-2010)	8%	14%	8%	11%	12%	12%
Motor Vehicle Crash Death per 100,000 Lives (2002-2008)	12	17	19	25	16	22
Sexually Transmitted Infections per 100,000 Population (2009)	84	411	270	144	123	161
Teen Birth Rate per 1,000 Female Ages 15-19 (2002-2008)	22	54	101	98	55	91

<b>Clinical Care<sup>11</sup></b>	<b>US</b>	<b>GA</b>	<b>Whitfield County</b>	<b>Murray County</b>	<b>Catoosa County</b>	<b>Gordon County</b>
Uninsured under Age 65 (2009)	11%	21%	28%	24%	18%	24%
Primary Care Physicians (2009)	631:1	1,299:1	1,320:1	8,108:1	2,258:1	1,765:1
Preventable Hospital Stays per 1,000 Medicare Enrollees (2009)	49	68	73	99	66	79
Diabetic Screening (2009)	89%	83%	81%	85%	87%	83%
Mammography Screening (2009)	74%	66%	64%	58%	65%	52%

<sup>10</sup> See Footnote 7 on Page 16.

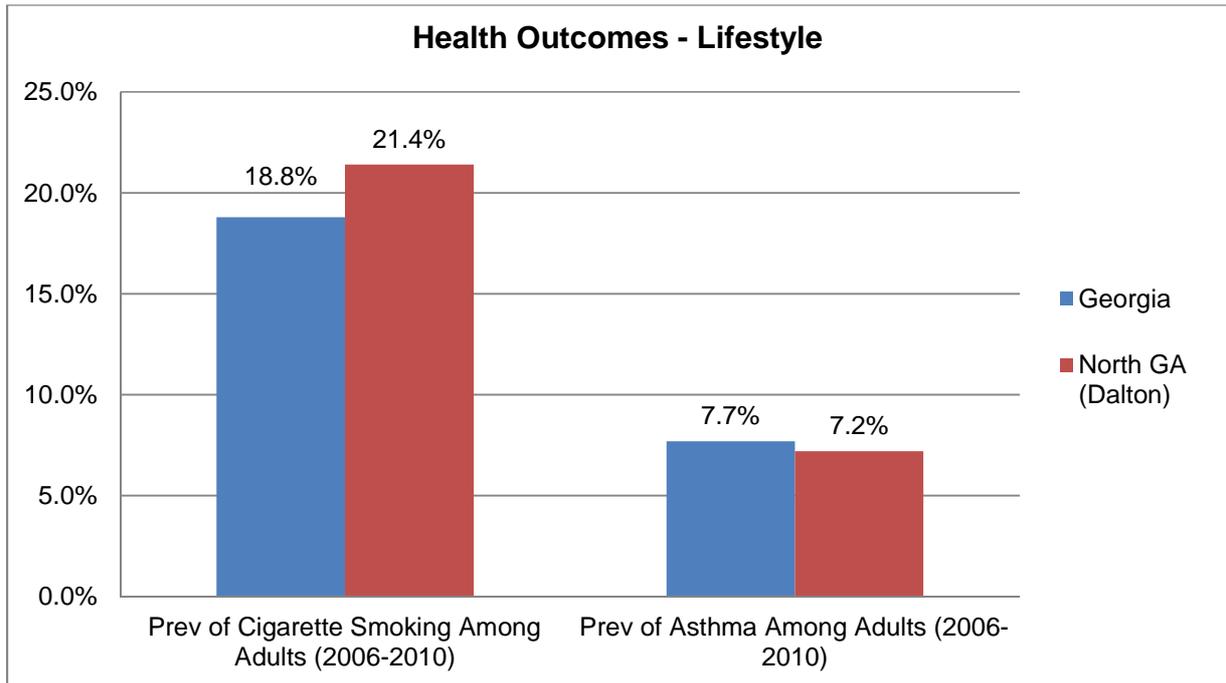
<sup>11</sup> See Footnote 7 on Page 16.

The preceding table reveals that the percentage of individuals without insurance coverage under the age of 65 is much higher in Hamilton’s service area (especially in Whitfield County) compared to the state of Georgia and national averages. Mammography screenings are significantly lower in the service area compared to national averages. Also significant is that the ratio of population to the number of primary care physicians is higher in the service area, especially in Murray and Catoosa counties; this reflects a need for additional primary care physicians. This finding is consistent with the findings in the 2012 Physician Needs Assessment referenced earlier in this document.

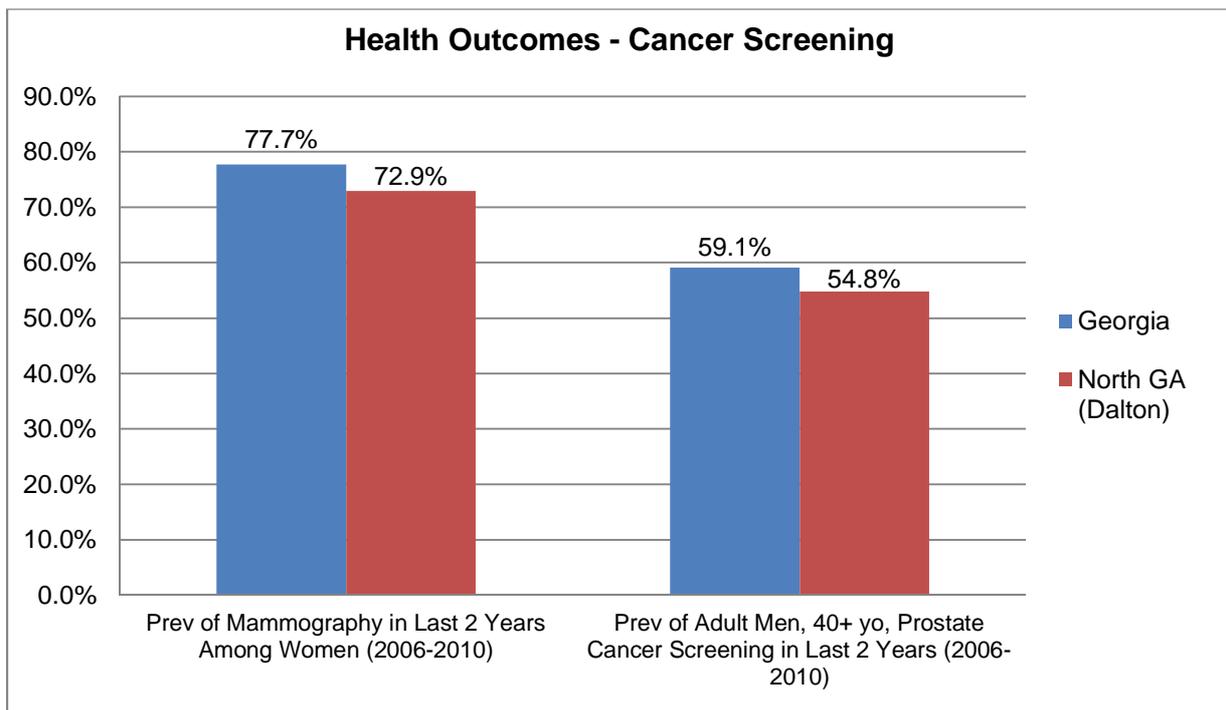


12

<sup>12</sup> See Footnote 8 on Page 16. **Note:** North Georgia (Dalton) represents the following counties: Whitfield, Murray Fannin, Gilmer, Pickens, and Cherokee.



13



14

<sup>13</sup> See Footnote 8 on page 16.

<sup>14</sup> See Footnote 8 on page 16.

Health Outcomes <sup>15</sup>	GA	North GA (Dalton)
Prevalence of No Health Coverage Among Adults (2006-2010)	18.4%	19.4%

The table below identifies the county rankings for health outcomes and health factors; the lower the number, the healthier the county. In summary of the following statistical data table, Murray County is rated as having the poorest health outcomes and factors compared to the other counties in Hamilton’s primary and secondary service areas.

Health Rankings by County (of 156) <sup>16</sup>	Whitfield County	Murray County	Catoosa County	Gordon County
Health Outcomes	34	106	37	45
Mortality	37	69	11	52
Morbidity	34	148	95	48
Health Factors	78	133	44	74
Health Behaviors	68	135	139	99
Clinical Care	109	136	28	101
Social & Economic Factors	77	94	9	59
Physical Environment	89	148	113	61

**Findings: Health Disparities by County by Ethnicity & Race for the Primary Service Area<sup>17,18</sup>**

Health Outcomes	Whole County Rate/Measure	African-American Rate in County	Hispanic Rate in County	County Grade <sup>19</sup>
<b>Whitfield County</b>				
% Below Poverty (2000)	11.5%	12.5%	23.6%	A
Education (adults with <9 <sup>th</sup> grade education) (2000)	18.2%	9.8%	52.8%	A+
Adult Unemployment (2000)	3.6%	8.3%	6.7%	B-
Years of Potential Life Lost – 75 Rate (2003-2005)	8,195	8,970	3,558	B
Age-Adjusted Death Rate per 100,000 (2003-2005)	1,010	1,163	368	B

<sup>15</sup> See Footnote 8 on Page 16.

<sup>16</sup> See Footnote 7 on Page 16.

<sup>17</sup> Georgia Health Equity Initiative’s 2008 Health Disparities Report: A County-Level Look at Health Outcomes for Minorities in Georgia.

<sup>18</sup> U.S. Department of Health and Human Services’ Health Resources and Services Administration website: <http://hpsafind.hrsa.gov/HPSASearch.aspx>.

<sup>19</sup> County grade ranges from an A = Excellent outcomes with good to excellent level of equality to F = Extremely poor outcomes and/or extremely severe racial inequality.

Health Outcomes	Whole County Rate/Measure	African-American Rate in County	Hispanic Rate in County	County Grade
Preventable Emergency Dept. Visits per 100,000 (2003-2005)	21,274	37,824	*	D+
Mental Health Emergency Dept. Visits (2003-2005)	3,347	4,017	*	F
Access to Primary Care Providers (as of 11/27/12)*	HPSA			F
Health Professional Diversity (Black & Latino physicians per 100,000 Black-Latino population) (2004)	81.0			C
Uninsured Rate as a % of Population (2000-2005)	17.9%			D
Oral Health Access (as of 11/27/12)*	HPSA			Ungraded
Mental Health Access (as of 11/27/12)*	HPSA			F
<b>Murray County</b>				
% Below Poverty (2000)	12.7%	21.1%	30.2%	A-
Education (adults with <9 <sup>th</sup> grade education) (2000)	17.3%	23.8%	52.3%	F
Adult Unemployment (2000)	4%	5.1%	5.2%	A+
Years of Potential Life Lost – 75 Rate (2003-2005)	10,129	4,908	3,088	A
Age-Adjusted Death Rate per 100,000 (2003-2005)	1,112	1,244	*	A
Preventable Emergency Dept. Visits per 100,000 (2003-2005)	23,702	6,542	*	A
Mental Health Emergency Dept. Visits (2003-2005)	3,450	1,869	*	B+
Access to Primary Care Providers (as of 11/27/12)*	HPSA			C
Health Professional Diversity (Black & Latino physicians per 100,000 Black-Latino population) (2004)	17.8			F
Uninsured Rate as a % of Population (2000-2005)	16.1%			C
Oral Health Access (as of 11/27/12)*	HPSA			Ungraded
Mental Health Access (as of 11/27/12)*	HPSA			C

\*See **Appendix C** for detailed information on Health Professional Shortage Areas and Medically Underserved Areas by county.

The health disparities by race tables above for Whitfield and Murray counties (Hamilton’s primary service area) indicate a socioeconomic disparity among minorities (especially the Hispanic community) compared to the “whole county.” Both counties are also below average when it comes to the number of Black and Latino physicians serving the population, which was also noted during interviews of community physicians and leaders.

### III. FINDINGS FROM COMMUNITY INPUT PROCESS

#### PROCESS FOR CONSULTING WITH PERSONS REPRESENTING THE COMMUNITY'S INTERESTS

Hamilton developed and distributed a community survey questionnaire to receive input from the residents of the community regarding current health behaviors and health needs. In addition, as part of the assessment of the community and the community's needs, interviews were conducted with community physicians and leaders (refer to *Appendix B* for list of interviewees) in order to ascertain the current health of the community, its health needs, and any programs currently implemented to address these needs. Interviews were conducted either in person or by phone in October and November 2012. Additionally, a telephone survey of 22 physician practices was conducted to determine availability of medical care to new patients with Medicare and/or Medicaid, as well as to determine "wait times" for an appointment.

#### Community Survey Results

The questions on the community survey focused on health behaviors and concerns. Full results of the survey are included in *Appendix A*. Highlights of the results included the following:

- While most of the respondents always followed label directions for taking prescription and over-the-counter medicines, a significant portion (approximately 24% for prescription and 37% for over-the-counter) indicated that they don't always take as directed.
- Approximately 59% of the respondents exercise only sometimes or not at all.
- Approximately 68% regularly drink at least one caloric beverage (soda, tea, coffee), although 56% indicate that they regularly drink eight 8-oz glasses of water.
- Most of the respondents had routine physicals, flu shots, dental cleanings, blood pressure checks, cholesterol screenings, blood sugar checks, and mammograms.

The respondents indicated that drug/alcohol abuse and obesity are the biggest health concerns in the community. In addition, more respondents ranked educational programs for tobacco prevention, substance abuse, and well child/pediatric/adolescent preventive health care as very important for the community. Finding a place to get an appointment quickly, finding an office or clinic open outside normal working hours, and finding a place that took the insurance or offered free or reduced services were the biggest issues related to access to health care.

## Community Physicians & Leaders Interview Results

The following outlines the top responses received from the interviews in each category. See *Appendix B* for a list of interviewees.

### A. What do you perceive as the biggest health needs in the community?

- Primary Care
- Wellness/Nutrition Education
- Diabetes and Kidney Disease Prevention and Care
- Substance Abuse Help
- Services for the Elderly
- Access
- Indigent Care
- Obesity Prevention/Dietary Lifestyle Education
- Education

### B. What are the main diseases faced by individuals in the community?

- Diabetes
- Heart Disease/Hypertension
- Obesity
- Cancer
- Drug Addiction
- Tobacco Use
- Mental Illness/Dementia
- Orthopedics/Musculoskeletal Problems

### C. What are the barriers to individuals in the community receiving needed care?

- Poverty
- Financial/Cost Pressure
- Poor Insurance Coverage/High Deductible/Co-Payment
- Access to Care
- Lack of Education
- Amount of/Availability of Primary Care

### D. What are the types of specialty care and/or health services that are missing in the community?

- Pediatric Subspecialties
- Kidney and Dialysis
- Lifestyle Education (Exercise and Nutrition)
- Open Heart Surgery/Procedures
- Cancer Programs (Radiation Oncology, Tumor Registrar, Patient Navigation)
- Perinatology
- Thoracic Surgery
- Intensivist Programs
- Interventional Radiology
- Endocrinology
- Services for the Aging and the Elderly

E. What are the top areas you feel are the most important in making the residents of the community healthier?

- Primary Care
- Cardiology
- Gastroenterology/Nutrition
- Network with Other Non-profits
- Do More With Hispanic Community
- Outreach and Evaluation
- Neurosurgery and Ophthalmology Limited
- Literacy
- Educating Children (e.g., water not soda)
- Obesity Control (education and prevention)
- Chronic Conditions
- Wellness Programs – Blood Tests
- Health Department – Flu Shots
- Knowledge of How to Access Services
- General Wellness and Exercise
- Partner with Businesses/Schools/NW Georgia Health Partnership
- Chronic Heart Failure
- Nurse and Medical Home Concept
- Marketing and Planning – Outreach
- Early Screening
- Health Fairs/Public Awareness
- Smoking Cessation
- Children – School Lunches, Recess
- Access to Care & Physicians

F. Where do you go for your non-emergency health services?

- Doctor's Office
- Primary Care Physician
- Walk-In Clinic

G. What areas do you believe should receive more emphasis in the community than they do now?

- Primary Care
- Dental Care (Adult and Children)
- Obesity Prevention in Children (School Lunches, Physical Education Time)

H. What type of health education services are most needed in the community?

- General Wellness/Nutrition/Weight Management
- Literacy
- Aging and Elderly
- Education of immigrant population so that they use sources of free or reduced cost care instead of the Emergency Room ("ER")

## **Wait Time Survey Results**

An analysis of appointment wait times and Medicare/Medicaid acceptance was conducted to assess access to care within the community. Calls were made to physician practices in Hamilton's service area in the specialties of family practice, internal medicine, pediatrics, cardiology, OB/GYN, orthopedics, otolaryngology, hematology/oncology, and neurology. The results of the survey indicated that a majority of the practices accepted Medicare and/or Medicaid; however, the first available appointment ranged from not accepting new patients (some internal medicine practices) to <1-2 weeks (family practice, pediatrics, and cardiology practices) to greater than one month (some OB/GYN practices). See *Appendix E* for detailed results of the Practice Appointment Wait Time Survey.

## **IV. IMPACT INITIATIVES**

### **PRIORITY HEALTH ISSUES**

#### **Priority Health Issue #1: Primary Care**

##### Description of Community Need

The ratio of the number of primary care physicians to population in the area is low compared to national and Georgia averages.

##### Vision

Hamilton recognizes that additional primary care physicians are needed in Whitfield and Murray counties to provide health care for residents.

##### Partner Agencies and Roles

- Hamilton Primary Care
- Hamilton Convenient Care

##### Hospital Strategy

Hamilton will be heavily involved in meeting the Primary Care need in Whitfield and Murray counties. In the past 18 months, as a part of the Hamilton Physician Group, we have brought two local primary care practices under hospital employment - Hamilton Primary Care and Hamilton Primary Care – Murray. By adding these groups, the hospital is able to enhance the stability of primary care by encouraging them to remain within the community.

In 2009, HMC opened Hamilton Convenient Care, which was created for illnesses and injuries that require prompt attention but are not emergencies. They are open extended hours during the day as well as on the weekends. In late 2013, Hamilton Convenient Care will open another location to better serve the members of our community in northern Whitfield County.

According to the last physician manpower study, by 2018, Whitfield and Murray counties will have a deficit of 13 internal medicine doctors and six family practice doctors. Hamilton recognizes that deficit and has a physician recruiter on staff to help bring additional primary care physicians to the area over the next few years.

### Measure

We plan to evaluate our success by repeating the physician manpower study in a timely manner to make sure that deficit is decreasing for primary care physicians.

### Priority Health Issue #2: Access to Free & Reduced Cost Care

#### Description of Community Need

Access to care was determined as a top priority for Hamilton to address. Access for some individuals is limited due to income or insurance status.

#### Vision

Hamilton recognizes limited access to free and reduced cost care keeps the citizens of Whitfield and Murray counties from receiving the care they need at the times it is needed. By increasing how we, as a community, can reach these individuals, we hope to see their health needs taken care of in a more preventative manner.

#### Partner Agencies and Roles

- Northwest Georgia Healthcare Partnership offers:
  - Child Health Advocates – Assists families through the Medicaid/PeachCare enrollment by providing streamlined and convenient assistance.
  - Promotoras (Community Health Workers) will drive patients to doctor appointments out of town, if needed (ex. If a pregnant mom needs to see the high-risk doctors in Chattanooga, they have been known to drive them to their appointments).
    - **Role #1:** Create a bridge between the community and health system (provide assistance in accessing the health care system, assist with completion of service applications, and facilitate patient-provider communication).
    - **Role #2:** Providing culturally appropriate health education and information (teach concepts of health promotion, disease prevention, and self-management of chronic diseases).
    - **Role #3:** Assisting people in getting the services they need (care management, referrals, and follow-up).
    - **Role #4:** Providing informal counseling and social support (individual support and forming/leading support groups).
    - **Role #5:** Providing advocacy services for individuals to help them meet their health care needs (advocate for individuals to meet their basic health care needs).
- Health Department
  - Operates Whitfield County MedBank Services – An effort to secure prescription drugs from the patient-assistance programs of pharmaceutical companies. Medications are free, MedBank services are \$15 per month.

- Operates Murray County MedBank Services – An effort to secure prescription drugs from the patient-assistance programs of pharmaceutical companies. Medications are free, MedBank services are \$10 per month.
- HHCS/Hamilton Sports Medicine
  - Provides athletic trainers to all high schools in Whitfield and Murray counties for all sports. Any athlete who needs their care throughout the season can see them.

### Hospital Strategy

Several organizations in the community are working to improve access to care, including HMC. As an organization, HMC provides athletic trainers to all high schools in Whitfield and Murray counties for all sports. They also offer baseline concussion tests using the ImPACT concussion testing software to all student athletes. This is an ongoing program that will continue throughout the 2013-2014 school year.

Outside of the hospital, partners in the community offer the following to address the needs of those that may need free and reduced cost care:

- Whitfield County Health Department has a Medical Access Clinic and Children’s Access Clinic that offers income-based fees on a sliding scale.
- The Whitfield and Murray County Health Departments also have a MedBank, which allows participants to get the medications they need for free. The cost of the service itself ranges between \$10 and \$15 per month.
- Partnership HealthCenter (Whitfield County) and Georgia Mountain Health (Murray County) are full-service family practices that target patients without any type of health coverage, but will also accept Medicaid/Medicare/Private Insurance.
- The Dalton Episcopal Outreach (“DEO”) Clinic offers free medical care and social work assistance two nights per week at a Dalton location.

### Measure

HMC has several measures in place to track the services provided by the athletic trainers. These will continue to be monitored over the next three years to make sure our programs continue to grow and help as many students as possible.

### **Priority Health Issue #3: Heart Disease/Hypertension**

#### Description of Community Need

Through the CHNA process, heart disease and hypertension were identified as diseases prevalent in the Community.

#### Vision

Hamilton recognizes that heart disease and hypertension are two valid health concerns in Whitfield and Murray counties. This has been established as a concern in the community. The

local physicians and the hospital want to help the community take a more proactive approach to heart and vascular health.

#### Partner Agencies and Roles

- Take it To Heart – A two-part education seminar and cardiac risk assessment. Free to anyone who has a family history of heart disease and is not currently being treated by a cardiologist. Offered four times per year.
- Dare to Care – A two-part cardiovascular disease program and screening. Free to anyone over the age of 60 or those over the age of 50 with vascular risk factors. Offered four times per year.
- Bradley Wellness Center (“BWC”) (a division of HMC) – Offers dietary consults with dietician in the cardiac rehab program.

#### Hospital Strategy

Hamilton currently offers two programs that offer education and screenings for heart disease and hypertension. These are free to the community and typically reach around 350 people per year. Our goal with these programs is to reach the population of Whitfield and Murray counties not under the care of a physician, but may be at-risk for heart disease and hypertension.

#### Measure

We plan to measure our effectiveness by monitoring program attendance as well as the frequency of visits to the hospital for cardiac or vascular reasons in the six months following a patient’s participation in the program.

#### ***Priority Health Issue #4: Diabetes Prevention and Care***

#### Description of Community Need

Through the CHNA process, diabetes was identified as one of the main diseases prevalent in the community.

#### Vision

Hamilton recognizes that diabetes is a growing problem throughout Whitfield and Murray counties. Combined with local community organizations, we attempt to offer the tools necessary for patients to monitor and control their diabetes from the first diagnosis.

#### Partner Agencies and Roles

- HMC Diabetes and Nutrition Center offers:
  - Six and a half hour class for newly diagnosed patient (\$689 before insurance).
  - Medication Management – One-on-one and one class per month (\$53 for class, \$91 one-on-one).

- Nutrition Classes – One-on-one and one class per month (\$53 for class, \$91 one-on-one).
- Gestational Diabetes – One-on-one and one class per month (\$53 for class, \$91 one-on-one).
- Support Groups for Type I and Type II – Once per Quarter (free).
- Insulin Pump Users Support Group.
- Partnering with DEO Clinic at St. Marks Church to offer a mini-class for those who are unable to afford the 6.5 hour class. This will be two-hour session held once per month.
- Have self-care tools and community resource book for indigent care available in the Diabetes and Nutrition Center office.
- Free speakers twice per year for Diabetes Awareness Day.
- Participation in health fairs throughout the year.
- Educate school nurses and bus drivers every year, and as needed.
- Camp Sweet Control for T1/T2/At-Risk Kids ages 6-14. Two-day Camp held at Bradley Wellness Center during the summer.
- Northwest Georgia Healthcare Partnership
  - Promotoras (Community Health Workers) – Help patients with diabetes understand their physician’s orders. Also go to HMC’s Diabetes and Nutrition Center once per week to work as Spanish translators.
  - Received grant in 2013 from Appalachian Regional Commission for Diabetes outreach in Murray County (including testing and helping patients get their diabetes under control)

### Hospital Strategy

HMC’s Diabetes and Nutrition Center offers a comprehensive class for the newly diagnosed, as well as separate classes on Medication Management, Nutrition, and Gestational Diabetes. There are also self-care tools and a community resource book available at the center. Free support groups for Type I and Type II, and for Insulin Pump users are available at the center once per quarter.

The Diabetes and Nutrition Center staff participates in health fairs throughout the county, as well as educates school nurses and bus drivers each year on how to help the children with diabetes in their care.

Outside of the hospital, the Northwest Georgia Health Partnership views diabetes as a priority, and offers the following programs:

- Translators for the HMC Diabetes and Nutrition Center.
- Promotoras provides case management for diabetic patients.

- New grant from the Appalachian Regional Commission for Diabetes for outreach, including testing and helping patients in Murray County control their diabetes.

### Measure

Hamilton plans to monitor attendance at the classes held within the Diabetes and Nutrition Center, including the free mini-classes offered in conjunction with the DEO Clinic.

The NGHP provides an Executive Summary of their Outcome Projections, and within, they monitor the monetary benefits to our community for promoting good health through their Promotoras Program. In 2012, they reported that the total potential prevented costs to our community for diabetes treatment (fewer hospitalizations, reduced risk of amputation, reduced A1c) was approximately \$425,000.

### ***Priority Health Issue #5: Outreach to the Hispanic Community***

#### Description of Community Need

A third of the population of Whitfield county (HMC's primary service county) is of Hispanic or Latino origin. In many homes in the community, Spanish is the primary language spoken in the home.

#### Vision

Hamilton recognizes that 32% of the population of Whitfield County and 13% of the population of Murray County are of Hispanic or Latino origin. It is important, as a health community, that we provide resources for this segment of the population.

#### Partner Agencies and Roles

- Northwest Georgia Healthcare Partnership offers:
  - Promotoras (Community Health Workers) will drive patients to doctor appointments out of town, if needed (e.g. If a pregnant mom needs to see the high risk doctors in Chattanooga, they have been known to drive them to their appointments).
    - **Role #1:** Create a bridge between the community and health system (provide assistance in accessing the health care system, assist with completion of service applications, and facilitate patient-provider communication).
    - **Role #2:** Providing culturally appropriate health education and information (teach concepts of health promotion, disease prevention, and self-management of chronic diseases).
    - **Role #3:** Assisting people in getting the services they need (care management, referrals, and follow-up).
    - **Role #4:** Providing informal counseling and social support (individual support and forming/leading support groups).
    - **Role #5:** Providing advocacy services for individuals to help them meet their health care needs (advocate for individuals to meet their basic health care needs).

### Hospital Strategy

The Northwest Georgia Health Partnership's Promotora program assists the community in getting the services they need. The Promotora de Salud (Community Health Worker) program was developed as a response to Latinos not understanding how to access the health care system and therefore not receiving the appropriate medical care. The program provides interpretation, case management, and transportation as needed.

### Measure

NWGHP measures their success of the Promotora program by estimating the total potential prevented costs to our community for prenatal care, diabetes, and breast health.

### ***Priority Health Issue #6: Substance Abuse***

#### Description of Community Need

Substance abuse help was mentioned in both the community wide survey as well as community leader interviews as a service that was needed.

#### Partner Agencies and Roles:

- Carter Hope Center
  - Outpatient treatment
  - Long-term, residential treatment for alcohol or drug addiction
- Highland Rivers
  - Outpatient treatment
  - Men's short-term, residential treatment
  - Women's Outreach

### Hospital Strategy

Hamilton recognizes that substance abuse is a problem in our community. We are also aware of our limitations as a hospital and defer to the two local facilities to provide care for these community members.

Carter Hope Center and Highland Rivers both offer outpatient treatment as well as long-term residential treatment for alcohol and substance abuse.

### ***Priority Health Issue #7: Lifestyle Education***

#### Description of Community Need

Preventable diseases identified in the community (diabetes, hypertension, heart disease) can be traced to lifestyle of the population including poor nutrition and lack of exercise. Other lifestyle factors can also affect the overall health of the population.

## Vision

Hamilton recognizes that lifestyle education is an important contributor to changing several health issues throughout the community. We hope that with education and preventative screenings, we can help improve the overall health of our community.

## Partner Agencies and Roles

- Hamilton Medical Center offers:
  - Back on Track - Free program that provides education on treating pain related to the spine. Offered twice per year.
  - ThinkFirst – Local chapter is Hamilton Neurosurgery and Spine Center. A representative travels to middle schools in the area for presentations with the goal of presenting to every eighth grader in Whitfield County this year.
  - Joint Moves – Free program offering information on non-operative and operative options for people with joint pain.
  - Childbirth Education – Two-week class designed for the expectant mom and her support person, \$40 per mom. Offered once per quarter.
  - Baby Care Basics and Breastfeeding – Practical baby care information and what to expect the first few days of life, \$20 per mom. Offered once per quarter.
- Bradley Wellness Center offers:
  - Cholesterol Screens – Every Tuesday from 8 a.m.-12 p.m., \$25 for members and non-members.
  - Free 5k and 10k training – Twice per year, free to members and non-members.
  - Keeping Fit articles written by fitness staff for the Daily Citizen every two weeks.
  - YouTube videos on website include proper exercise techniques and healthy cooking information.
  - Camp BWC – A four-day fitness camp for kids ages 5 to 11. This camp, offered twice in the summer, promotes an active lifestyle by getting the kids involved in a variety of fun fitness activities and nutritional education, \$115 for members, \$140 for non-members.
  - Nutrition Consultation – One-on-one consultation with a registered dietician, \$28/hour for members, \$56/hour for non-members.
  - Weight Loss Support Group – Meets once per month.
  - Childhood Obesity Pilot Group – Patients are selected by Dr. Susan Hartley, and they meet twice per week with a personal trainer for group exercise. Includes active involvement from Dr. Hartley and parent/child education on diet and exercise.
- Northwest Georgia Health Partnership:
  - Community in Motion Program - An initiative to get people that work or live in Whitfield or Murray counties in Georgia IN-MOTION.

- Diabetes and Nutrition Center offers:
  - Surgical Weight Management Support Group – Offered monthly.
  - Surgical Weight Management (Bariatric Surgery) Information Seminar – Offered quarterly.
  - Hamilton Healthier You – Six week, non-supplement weight loss program focusing on behavior changes to facilitate safe, lasting weight loss, \$195 for six weeks includes access to Bradley Wellness Center.
  - Back to Basics – Free class on clean eating taught by a registered dietician, free to members and non-members.

### Hospital Strategy

Hamilton Medical Center offers many programs that benefit the community and affect the overall health of the population. HMC works to provide programs on spine and joint health, childbirth education, and basic infant and breastfeeding information. Bradley Wellness Center offers reduced cost cholesterol screenings and free 5k and 10k training as well as articles and videos on keeping fit and proper exercise techniques.

HMC and Bradley Wellness Center continue to offer these helpful programs and hope that over time, the health of those in the community will improve.

### Measure

We plan to monitor the attendance at the programs and alter advertising for them as needed.

## **PROCESS FOR IDENTIFYING AND PRIORITIZING**

All areas identified in this report are considered for impact planning. Results of the surveys and interviews, as well as community data, were presented to the Executive Committee at Hamilton Health Care System. In analyzing the data, the Executive Committee determined the above to be the most significant health needs in the community.

## **INFORMATION GAPS**

There may be some gaps in the information provided in the support data tables due to the absence of current statistical data available, especially on a county level. The most current data available is from 2010, with the oldest dating back to 2000.

## **AREAS NOT COVERED BY IMPACT INITIATIVES**

Hamilton identified the seven top areas to focus on out of all needs identified by the assessment. These seven are considered the most significant health needs in the community and will be covered by the impact initiatives. Other health needs identified in the assessment but not deemed significant may be indirectly impacted by the initiatives, but resource constraints prevent Hamilton from directly addressing these needs.

**APPENDIX A:  
COMMUNITY SURVEY RESULTS**

## COMMUNITY SURVEY RESULTS

The following are the results of the community-wide survey that was conducted during 2012. A total of 418 surveys were returned to Hamilton. Highlighted areas indicate potential areas for community need and education. Results circled in red identify areas that had a significant response rate compared to the other responses for that given question.

### 1. Using the scale below, how often do you engage in the following:

Wear a seatbelt while riding in a car				
Always	Usually	Sometimes	Never	N/A
92%	6%	2%	0%	0%

Brush and/or floss teeth daily				
Always	Usually	Sometimes	Never	N/A
82%	12%	5%	1%	0%

Apply sunscreen when outside				
Always	Usually	Sometimes	Never	N/A
11%	33%	44%	12%	1%

When using prescription medicines, take them as directed on the label				
Always	Usually	Sometimes	Never	N/A
76%	21%	2%	0%	0%

When using over the counter medicines, take them as directed on the label				
Always	Usually	Sometimes	Never	N/A
63%	34%	3%	0%	0%

If sexually active, practice safe sex				
Always	Usually	Sometimes	Never	N/A
71%	6%	2%	2%	19%

Exercise regularly				
Always	Usually	Sometimes	Never	N/A
18%	22%	50%	9%	0%

**1B. Using the scale below, how often do you engage in the following:**

Use illegal drugs/substances				
Always	Usually	Sometimes	Never	N/A
0%	0%	1%	93%	5%

Drive while under the influence				
Always	Usually	Sometimes	Never	N/A
0%	0%	3%	91%	5%

Use tobacco products				
Always	Usually	Sometimes	Never	N/A
3%	3%	6%	85%	4%

**2. Using the scale below, how often do you consume the following on a DAILY basis?**

Eat fruits and vegetables				
Always	Usually	Sometimes	Never	N/A
35%	48%	17%	0%	0%

Take vitamins or supplements				
Always	Usually	Sometimes	Never	N/A
32%	22%	28%	17%	0%

Drink at least eight 8-oz glasses of water				
Always	Usually	Sometimes	Never	N/A
28%	29%	35%	8%	0%

Drink at least 1 caloric beverage: soda, tea, coffee, etc. (excluding low-fat milk)				
Always	Usually	Sometimes	Never	N/A
36%	32%	24%	8%	0%

Drink more than 3 alcoholic beverages (female) or more than 5 (male)				
Always	Usually	Sometimes	Never	N/A
1%	1%	16%	77%	4%

**3. How many of the following preventative procedures have you had done in the last year? (Check as many as apply)**

<b>STD Screening</b>	<b>Prostate Cancer Screening</b>	<b>Bone Density Test</b>	<b>Hearing Screening</b>	<b>Cardiovascular Screening</b>
27	34	50	54	57

<b>Skin Cancer Screening</b>	<b>Glaucoma Test</b>	<b>Mammogram</b>	<b>Pap Smear</b>	<b>Flu Shot</b>
59	115	190	204	254

<b>Vision Screening</b>	<b>Cholesterol Screening</b>	<b>Routine Yearly Physical</b>	<b>Blood Sugar Check</b>	<b>Dental Cleaning/X-Rays</b>
259	268	276	276	283

<b>Blood Pressure Check</b>
349

**4. Below is a list of potentially risky behaviors that affect the overall health of our community. Please check the 3 that you believe have the greatest negative influence:**

<b>Drug abuse</b>	<b>Alcohol abuse</b>	<b>Driving while under the influence of drugs/alcohol</b>	<b>Tobacco use/Second hand smoke</b>	<b>Poor eating habits</b>
250	153	149	118	117

<b>Dropping out of school</b>	<b>Not using birth control/Unsafe sexual practices</b>	<b>Lack of exercise</b>	<b>Gang activity</b>	<b>Not using seat belts/child safety seats</b>
111	101	87	85	35

<b>Not being properly vaccinated</b>	<b>Gambling</b>
12	3

**5. In your opinion, what is the biggest health issue or concern in your community?**

<b>Drug/Alcohol Abuse</b>	<b>Obesity</b>	<b>Cancer</b>	<b>Diabetes</b>	<b>Heart Disease</b>
100	100	96	42	26

<b>Mental Health</b>	<b>Tobacco Use</b>	<b>Asthma/Lung Disease</b>	<b>Dental Health</b>
16	15	8	3

**6. Using the below scale, please rank the importance of educational programs in our community on the following topics:**

<b>Adolescent pregnancy prevention</b>				
<b>Very Unimportant</b>	<b>Unimportant</b>	<b>No Feeling</b>	<b>Important</b>	<b>Very Important</b>
11%	0%	2%	19%	67%

<b>Family planning services</b>				
<b>Very Unimportant</b>	<b>Unimportant</b>	<b>No Feeling</b>	<b>Important</b>	<b>Very Important</b>
10%	1%	9%	35%	45%

<b>Wellchild, pediatric, and adolescent preventative healthcare</b>				
<b>Very Unimportant</b>	<b>Unimportant</b>	<b>No Feeling</b>	<b>Important</b>	<b>Very Important</b>
10%	1%	4%	29%	56%

<b>Asthma prevention and control</b>				
<b>Very Unimportant</b>	<b>Unimportant</b>	<b>No Feeling</b>	<b>Important</b>	<b>Very Important</b>
9%	4%	20%	45%	22%

<b>Diabetes control program</b>				
<b>Very Unimportant</b>	<b>Unimportant</b>	<b>No Feeling</b>	<b>Important</b>	<b>Very Important</b>
10%	0%	5%	35%	49%

<b>Physical activity</b>				
<b>Very Unimportant</b>	<b>Unimportant</b>	<b>No Feeling</b>	<b>Important</b>	<b>Very Important</b>
9%	1%	4%	36%	49%



**6. Using the below scale, please rank the importance of educational programs in our community on the following topics (continued):**

Tobacco prevention and control				
Very Unimportant	Unimportant	No Feeling	Important	Very Important
10%	0%	5%	32%	53%

Substance abuse				
Very Unimportant	Unimportant	No Feeling	Important	Very Important
11%	0%	1%	17%	70%

Oral health				
Very Unimportant	Unimportant	No Feeling	Important	Very Important
9%	1%	7%	48%	35%

**7. When you or your family need medical attention, are any of the following usually a problem?**

Finding a place where I can get an appointment quickly	Finding an office or clinic that is open when I am not working	Finding someone who takes my insurance (including Medicare and Medicaid)	Finding somewhere that offers free or reduced-cost services	Finding somewhere I feel comfortable and understood
118	102	78	61	50

Child Care	Transportation	Finding a place where they speak my language
30	17	9

**8. Do you currently have any of the following health benefits?**

Private/ Commercial Insurance	Medicare	Medicaid	None	Other
78%	7%	6%	9%	0%

**Gender**

Male	Female
23%	77%

**Age**

under 17	18-24	25-29	30-34	35-44
0%	5%	6%	10%	22%

45-64	65-80	Over 80
51%	6%	0%

**What would you say best represents your race or ethnic group?**

White	Hispanic	Black or African American	Asian	American Indian, Alaskan Native
89%	6%	2%	0%	0%

Prefer not to answer
1%

**What is your estimated household income?**

\$0-19,999	\$20,000-\$34,999	\$35,000-\$49,999	\$50,000-\$74,999	\$75,000-\$99,999
6%	14%	13%	23%	17%

\$100,000-\$149,999	\$150,000 or more	Prefer not to answer
8%	4%	15%

**APPENDIX B:  
COMMUNITY PHYSICIANS AND LEADERS INTERVIEWED**

## COMMUNITY PHYSICIANS AND LEADERS INTERVIEWED

- Physicians:
  - Cardiology (2)
  - Emergency Medicine (1)
  - Gastroenterology (1)
  - General Surgery (2)
  - Internal Medicine (2)
  - Neonatology (1)
  - Neurosurgery (1)
  - OB/GYN (3)
  - Hematology/Oncology (1)
  - Pediatrics (2)
  - Pulmonology (1)
  - Radiology (1)
  - Vascular Surgery (1)
- Community Leaders:
  - Nancy Kennedy, Executive Director at Northwest Georgia Health Partnership
    - Native of Whitfield County
    - Eighteen years with Northwest Georgia Health Partnership, which has been within the community since 1992 (20 years)
    - Partnership’s mission: to improve community health by identifying sustainable solutions to significant health issues via innovation, benchmarking, and application of best practices
  - Mindi Craig, Director of Health & Welfare Plans at Shaw Industries
    - Ten and a half years in benefit services
    - Six months within the community
  - Eddie Reeves, Director of Human Resources at Shaw Industries
    - Twenty-four years in benefit services
    - Eleven years within the community – Calhoun
  - David Pennington, Mayor of Dalton
    - Four years and nine months as mayor of Dalton
    - Native, third generation within community
    - Prior to mayor – an independent insurance agent

- Former member of the hospital's Board
- Greg Hogan, Murray County Commissioner and County Manager
  - Murray County Commissioner from July 2011-January 2013
  - Native of Murray County
- Doctor Jim Hawkins, Superintendent for Dalton City Schools
  - Superintendent for Dalton County schools for four years, in education for 40 years
  - Four years within the community
  - Former superintendent in Texas
- Brian Anderson, Dalton Chamber of Commerce
  - Chair of County Commissioner in 2004
  - Chamber of Commerce since 2008
  - Has lived within the community (Dalton) since 2002
  - Previously worked in sales and marketing for the beverage industry
- Mark Hopkins, Sr., Director – Compensation & Benefits for Mohawk Industries
  - Twenty-five years in human resources and benefits
  - Has lived within the community (North Dalton) for three and a half years
- Amanda Burt, President of United Way of Northeast Georgia
  - Nine years as President of the United Way of Northeast Georgia
  - Twenty years within the community
- Mark Elam, MD, Internal Medicine
  - Board member for the Health Department
  - Has been part of the hospital's medical staff since 1993
- Pablo Perez, MD, Internal Medicine
  - Practicing medicine for 13 years
  - Thirteen years within the community and part of the hospital's medical staff
  - Moved to the community to serve the Hispanic population
- Jeff Myers, President & CEO of Hamilton Medical Center
  - CEO since 2009
  - Has worked in the community (Dalton) since 2002
  - Former president and CEO at Alliant Health Plans and HealthOne Alliance in Dalton
  - Has also worked in home health and specialty care, as well as in insurance

- Sandy McKenzie, COO of Hamilton Medical Center
  - o COO since early 2012
  - o Former Vice President at Hamilton Medical Center and Executive Director of Cancer Services at Hamilton Medical Center
  - o Respiratory therapist by training
- Todd Harrison, Director of Physician and Business Development at Hamilton Medical Center
  - o One year at Hamilton Medical Center
  - o Has lived within the community (Calhoun) for 22 years
  - o Six and a half years in health care – managed care
  - o Worked in human resources prior to health care

**APPENDIX C:  
SERVICE AREA COUNTY HPSAS, MUAS/MUPS**

## HEALTH PROFESSIONAL SHORTAGE AREAS BY COUNTY<sup>20</sup>

The following tables (by county) highlight health professional shortage areas (“HPSAs”) for each county within Hamilton’s primary and secondary service areas. HPSA scores are developed for use by the National Health Service Corps in determining priorities for assignment of clinicians. Scores range from 1 to 25 for primary care and mental health and 1 to 26 for dental; the higher the score, the greater the priority. The “# Short” indicates the number of full-time employee (“FTE”) providers needed to remove the HPSA designation.

### Whitfield County

Whitfield County had designated HPSAs in all three disciplines: primary medical care, dental, and mental health.

Criteria:					
<b>State:</b> Georgia <b>County:</b> Whitfield County <b>ID:</b> All			<b>Discipline:</b> Primary Medical Care <b>Metro:</b> All <b>Status:</b> Designated <b>Type:</b> All		
<b>Date of Last Update:</b> All Dates <b>HPSA Score (lower limit):</b> 0					
<b>Results:</b> 2 records found. (Satellite sites of Comprehensive Health Centers automatically assume the HPSA score of the affiliated grantee. They are not listed separately.)					
HPSA Name	ID	Type	FTE	# Short	Score
313 - Whitfield County					
Low Income - Whitfield County	1139991311	Population Group	9	6	10
Whitfield		Single County			
Data as of: 11/27/2012					
<input type="button" value="NEW SEARCH"/>		<input type="button" value="MODIFY SEARCH CRITERIA"/>			

Criteria:					
<b>State:</b> Georgia <b>County:</b> Whitfield County <b>ID:</b> All			<b>Discipline:</b> Dental <b>Metro:</b> All <b>Status:</b> Designated <b>Type:</b> All		
<b>Date of Last Update:</b> All Dates <b>HPSA Score (lower limit):</b> 0					
<b>Results:</b> 2 records found. (Satellite sites of Comprehensive Health Centers automatically assume the HPSA score of the affiliated grantee. They are not listed separately.)					
HPSA Name	ID	Type	FTE	# Short	Score
313 - Whitfield County					
Low Income - Whitfield	6139991331	Population Group	2	8	12
Whitfield		Single County			
Data as of: 11/27/2012					
<input type="button" value="NEW SEARCH"/>		<input type="button" value="MODIFY SEARCH CRITERIA"/>			

<sup>20</sup> U.S. Department of Health and Human Services’ Health Resources and Services Administration website: <http://hpsafind.hrsa.gov/HPSASearch.aspx>

Criteria:						
State: Georgia		Discipline: Mental Health				
County: Whitfield County		Metro: All				
ID: All		Status: Designated				
Date of Last Update: All Dates		Type: All				
HPSA Score (lower limit): 0						
<b>Results:</b> 2 records found.						
(Satellite sites of Comprehensive Health Centers automatically assume the HPSA score of the affiliated grantee. They are not listed separately.)						
HPSA Name	ID	Type	FTE	# Short	Score	
313 - Whitfield County						
Georgia Highlands	7139991304	Geographical Area	1	6	15	
Whitfield		Single County				
Data as of: 11/27/2012						
NEW SEARCH			MODIFY SEARCH CRITERIA			

## Murray County

Murray County had designated HPSAs in all three disciplines: primary medical care, dental, and mental health.

Criteria:						
State: Georgia		Discipline: Primary Medical Care				
County: Murray County		Metro: All				
ID: All		Status: Designated				
Date of Last Update: All Dates		Type: All				
HPSA Score (lower limit): 0						
Results: 2 records found. (Satellite sites of Comprehensive Health Centers automatically assume the HPSA score of the affiliated grantee. They are not listed separately.)						
HPSA Name	ID	Type	FTE	# Short	Score	
213 - Murray County						
Low Income - Murray County	113999131R	Population Group	1	6	14	
Murray		Single County				
Data as of: 11/27/2012						
<input type="button" value="NEW SEARCH"/>			<input type="button" value="MODIFY SEARCH CRITERIA"/>			

Criteria:						
State: Georgia		Discipline: Dental				
County: Murray County		Metro: All				
ID: All		Status: Designated				
Date of Last Update: All Dates		Type: All				
HPSA Score (lower limit): 0						
Results: 2 records found. (Satellite sites of Comprehensive Health Centers automatically assume the HPSA score of the affiliated grantee. They are not listed separately.)						
HPSA Name	ID	Type	FTE	# Short	Score	
213 - Murray County						
Low Income - Murray County	6139991338	Population Group	1	2	11	
Murray		Single County				
Data as of: 11/27/2012						
<input type="button" value="NEW SEARCH"/>			<input type="button" value="MODIFY SEARCH CRITERIA"/>			

Criteria:						
State: Georgia		Discipline: Mental Health				
County: Murray County		Metro: All				
ID: All		Status: Designated				
Date of Last Update: All Dates		Type: All				
HPSA Score (lower limit): 0						
Results: 2 records found.						
(Satellite sites of Comprehensive Health Centers automatically assume the HPSA score of the affiliated grantee. They are not listed separately.)						
HPSA Name	ID	Type	FTE	# Short	Score	
213 - Murray County						
Georgia Highlands	7139991304	Geographical Area	1	6	15	
Murray		Single County				
Data as of: 11/27/2012						
NEW SEARCH			MODIFY SEARCH CRITERIA			

## Catoosa County

Catoosa County had designated HPSAs in two disciplines: primary medical care and mental health.

Criteria:						
State: Georgia County: Catoosa County ID: All			Discipline: Primary Medical Care			
Date of Last Update: All Dates HPSA Score (lower limit): 0			Metro: All Status: Designated Type: All			
Results: 1 record found. (Satellite sites of Comprehensive Health Centers automatically assume the HPSA score of the affiliated grantee. They are not listed separately.)						
HPSA Name	ID	Type	FTE	# Short	Score	
047 - Catoosa County						
North Georgia Healthcare Center	11399913CI	Other Facility	0	0	11	
Data as of: 11/27/2012						
<input type="button" value="NEW SEARCH"/>			<input type="button" value="MODIFY SEARCH CRITERIA"/>			

Criteria:						
State: Georgia County: Catoosa County ID: All			Discipline: Dental			
Date of Last Update: All Dates HPSA Score (lower limit): 0			Metro: All Status: Designated Type: All			
Results: 0 records found. (Satellite sites of Comprehensive Health Centers automatically assume the HPSA score of the affiliated grantee. They are not listed separately.)						
HPSA Name	ID	Type	FTE	# Short	Score	
047 - Catoosa County No HPSAs in this county.						
Data as of: 11/27/2012						
<input type="button" value="NEW SEARCH"/>			<input type="button" value="MODIFY SEARCH CRITERIA"/>			

Criteria:						
State: Georgia		Discipline: Mental Health				
County: Catoosa County		Metro: All				
ID: All		Status: Designated				
Date of Last Update: All Dates		Type: All				
HPSA Score (lower limit): 0						
Results: 2 records found.						
(Satellite sites of Comprehensive Health Centers automatically assume the HPSA score of the affiliated grantee. They are not listed separately.)						
HPSA Name	ID	Type	FTE	# Short	Score	
047 - Catoosa County						
Lookout Mountain Catchment Area 1	7139991314	Geographical Area	4	2	12	
Catoosa		Single County				
Data as of: 11/27/2012						
NEW SEARCH			MODIFY SEARCH CRITERIA			

## Gordon County

Gordon County had designated HPSAs in all three disciplines: primary medical care, dental, and mental health.

Criteria:						
<b>State:</b> Georgia <b>County:</b> Gordon County <b>ID:</b> All			<b>Discipline:</b> Primary Medical Care <b>Metro:</b> All <b>Status:</b> Designated <b>Type:</b> All			
<b>Date of Last Update:</b> All Dates <b>HPSA Score (lower limit):</b> 0						
Results: 2 records found.						
(Satellite sites of Comprehensive Health Centers automatically assume the HPSA score of the affiliated grantee. They are not listed separately.)						
HPSA Name	ID	Type	FTE	# Short	Score	
129 - Gordon County						
Low Income - Gordon	1139991316	Population Group	5	0	7	
Gordon		Single County				
Data as of: 11/27/2012						
NEW SEARCH			MODIFY SEARCH CRITERIA			

Criteria:						
<b>State:</b> Georgia <b>County:</b> Gordon County <b>ID:</b> All			<b>Discipline:</b> Dental <b>Metro:</b> All <b>Status:</b> Designated <b>Type:</b> All			
<b>Date of Last Update:</b> All Dates <b>HPSA Score (lower limit):</b> 0						
Results: 2 records found.						
(Satellite sites of Comprehensive Health Centers automatically assume the HPSA score of the affiliated grantee. They are not listed separately.)						
HPSA Name	ID	Type	FTE	# Short	Score	
129 - Gordon County						
Low Income - Gordon	6139991389	Population Group	1	4	16	
Gordon		Single County				
Data as of: 11/27/2012						
NEW SEARCH			MODIFY SEARCH CRITERIA			

Criteria:						
<b>State:</b> Georgia		<b>Discipline:</b> Mental Health				
<b>County:</b> Gordon County		<b>Metro:</b> All				
<b>ID:</b> All		<b>Status:</b> Designated				
<b>Date of Last Update:</b> All Dates		<b>Type:</b> All				
<b>HPSA Score (lower limit):</b> 0						
<b>Results:</b> 2 records found.						
(Satellite sites of Comprehensive Health Centers automatically assume the HPSA score of the affiliated grantee. They are not listed separately.)						
HPSA Name	ID	Type	FTE	# Short	Score	
129 - Gordon County						
Highland Rivers Center Catchment Area	7139991312	Geographical Area	4	10	16	
Gordon		Single County				
Data as of: 11/27/2012						
<input type="button" value="NEW SEARCH"/>			<input type="button" value="MODIFY SEARCH CRITERIA"/>			

## MEDICALLY UNDERSERVED AREAS AND POPULATIONS<sup>21</sup>

The following table highlights medically underserved areas (“MUAs”) for all counties within Hamilton’s primary and secondary service areas. The index of medical underservice (“IMU”) scale is from 0 to 100, where 0 represents completely underserved and 100 represents best served or least underserved. Under the established criteria, each service area found to have an IMU of 62.0 or less qualifies for designation as an MUA.

Murray County is the only county in which the entire county is designated as an MUA, while Whitfield County is the only county that does not have an MUA designation. No counties within the primary and secondary service areas are designated as having any medically underserved populations (“MUPs”).

Criteria:						
<b>State:</b> Georgia						
<b>County:</b> Catoosa County Gordon County Murray County Whitfield County						
<b>ID #:</b> All						
Results: 5 records found.						
Name	ID#	Type	Score	Designation Date	Update Date	
<b>Catoosa County</b>						
<b>Catoosa Springs Service Area</b>	00740	MUA	57.50	1994/05/10		
MCD (90582) Catoosa Springs CCD						
<b>Gordon County</b>						
<b>Fairmount Service Area</b>	00747	MUA	58.60	1994/05/17		
MCD (91134) Fairmount CCD						
<b>Murray County</b>						
<b>Murray County</b>	00673	MUA	57.30	1978/11/01		
<b>Whitfield County</b> No MUAs in this county.						
<input type="button" value="NEW SEARCH"/>			<input type="button" value="MODIFY SEARCH CRITERIA"/>			

<sup>21</sup> U.S. Department of Health and Human Services’ Health Resources and Services Administration website: <http://hpsafind.hrsa.gov/HPSASearch.aspx>

**APPENDIX D:  
PRACTICE WAIT TIMES SURVEY**

## PRACTICE WAIT TIMES SURVEY

The Practice Wait Times Survey was conducted in Fall 2012. Each caller identified himself to the practice as a patient. Practices were asked for the date and time of the first non-urgent, new patient appointment with a physician, and whether they accepted Medicaid and Medicare. Out of 22 practices surveyed, 17, or 81% (representing 58 physicians and midwives), provided data.

- Family Practice:
  - Four practices were surveyed, representing 15 physicians.
  - 75% of practices surveyed (80% of physicians) were able to schedule new patient appointments within two weeks.
  - 25% of practices surveyed (33% of physicians) did not accept Medicare patients.
  - 25% of practices surveyed (33% of physicians) did not accept Medicaid patients.
- Internal Medicine:
  - Four practices were surveyed, representing nine physicians.
  - 25% of practices surveyed (9% of physicians) were able to schedule new patient appointments within two weeks. **Note:** At the time this survey was conducted, one solo physician practice was not accepting any new patients.
  - 75% of practices surveyed (88% of physicians) did accept Medicare patients.
  - 50% of practices surveyed (85% of physicians) did accept Medicaid patients.
- Pediatrics:
  - Four practices were surveyed, representing 13 physicians.
  - All practices surveyed (100% of physicians) were able to schedule new patient appointments within two weeks.
  - 25% of practices surveyed (29% of physicians) did not accept Medicaid patients.
- Cardiology:
  - Three practices were surveyed, representing six physicians.
  - 67% of practices surveyed (83% of physicians) were able to schedule new patient appointments within two weeks.
  - All practices surveyed (100% of physicians) did accept Medicare patients.
  - 33% of practices surveyed (17% of physicians) did accept Medicaid patients.
- OB/GYN:
  - Two practices were surveyed, representing 14 physicians/mid-levels.
  - None of the practices or physicians/mid-levels surveyed was able to schedule a new patient appointment within two weeks. The earliest available appointment was just short of a month from the day the practice was contacted.

- All of the practices surveyed (100% of physicians/mid-levels) did accept Medicare and Medicaid patients.
- Orthopedics:
  - Two practices were surveyed, representing five physicians.
  - 50% of practices surveyed (20% of physicians) were able to schedule new patient appointments within two weeks.
  - All of the practices surveyed (100% of physicians) did accept Medicare and Medicaid patients.
- Neurology:
  - The first available new patient appointment was more than two weeks from the date the practice was contacted.
  - The neurosurgery practice does not accept Medicare or Medicaid.
- Hematology/Oncology:
  - The first available new patient appointment was less than a week from the date the practice was contacted.
  - The hematology/oncology practice does accept Medicare and Medicaid.
- Otolaryngology:
  - Not available at time of contact.

**APPENDIX E:  
HAMILTON MEDICAL CENTER'S TOP 25 DIAGNOSES**

## HAMILTON MEDICAL CENTER'S TOP 25 DIAGNOSES

The following list highlights the top 25 diagnoses based on inpatient diagnosis and count (excluding newborns).

DRG Code	Diagnosis Description
775	VAGINAL DELIVERY W/O COMPLICATING DIAGNOSES
766	CESAREAN SECTION W/O CC/MCC
885	PSYCHOSES
291	HEART FAILURE & SHOCK W MCC
470	MAJOR JOINT REPLACEMENT OR REATTACHMENT OF LOWER EXTREMITY W/O MCC
871	SEPTICEMIA OR SEVERE SEPSIS W/O MV 96+ HOURS W MCC
193	SIMPLE PNEUMONIA & PLEURISY W MCC
194	SIMPLE PNEUMONIA & PLEURISY W CC
190	CHRONIC OBSTRUCTIVE PULMONARY DISEASE W MCC
603	CELLULITIS W/O MCC
765	CESAREAN SECTION W CC/MCC
794	NEONATE W OTHER SIGNIFICANT PROBLEMS
392	ESOPHAGITIS, GASTROENT & MISC DIGEST DISORDERS W/O MCC
774	VAGINAL DELIVERY W COMPLICATING DIAGNOSES
683	RENAL FAILURE W CC
292	HEART FAILURE & SHOCK W CC
690	KIDNEY & URINARY TRACT INFECTIONS W/O MCC
247	PERC CARDIOVASC PROC W DRUG ELUTING STENT W/O MCC
177	RESPIRATORY INFECTIONS & INFLAMMATIONS W MCC
191	CHRONIC OBSTRUCTIVE PULMONARY DISEASE W CC
682	RENAL FAILURE W MCC
378	G.I. HEMORRHAGE W CC
793	FULL TERM NEONATE W MAJOR PROBLEMS
897	ALCOHOL/DRUG ABUSE OR DEPENDENCE W/O REHABILITATION THERAPY W/O MCC
65	INTRACRANIAL HEMORRHAGE OR CEREBRAL INFARCTION W CC

**APPENDIX F:  
ALLIANT HEALTH PLAN'S TOP 25 DIAGNOSES**

## ALLIANT HEALTH PLAN'S TOP 25 DIAGNOSES

Alliant Health is a large not-for-profit provider of health care insurance in Northwest Georgia. The following list was provided by Alliant Health and highlights the top 25 diagnoses based on cost.

Diag-3 Code	Diagnosis Description
786	RESPIRATORY SYMPTOMS
V58	ENCOUNTER AFTERCARE ( <b>Note:</b> normally coded as part of chemotherapy care)
722	INTERVERTEBRAL DISC DISO
V76	SCREEN MALIG NEO
789	ABDOMINAL SYMPTOMS
414	OTH CHRONIC ISCHEMIC HT
780	GENERAL SYMPTOMS
724	OTH/UNSPEC DISORDER BACK
174	MALIG NEOPLASM FEMALE BR
715	OSTEOARTHROSIS
410	ACUTE MYOCARDIAL INFARCT
V70	GENERAL MEDICAL EXAM
592	CALC KIDNEY & URETER
427	CARDIAC DYSRHYTHMIAS
518	OTH DISEASES LUNG
V72	SPECIAL INVESTIGATION/EX
V20	HEALTH SUPERVISION CHILD
250	DIABETES MELLITUS
153	MALIG NEOPLASM COLON
996	COMPLICATION SPECIFIC PR
585	CHRONIC KIDNEY DISEASE(C
345	EPILEPSY
401	ESSENTIAL HYPERTENSION
719	OTH/UNSPEC DISORDERS JOI
428	HEART FAILURE