



Community Health Needs Assessment

Prepared For
Chicot Memorial Medical Center

This Community Health Needs Assessment was prepared by David Mantz, MBA, RRT-NP, who serves as the President and Chief Executive Officer of Chicot Memorial Medical Center, in accordance with the requirements of the Patient Protection act and Affordable Care Act (PPACA) enacted in March of 2010.

This Community Health Needs Assessment was prepared during a time of constant change and an uncertain health care environment in Arkansas and specifically the Chicot County area.

The PPACA of 2010 (ACA) was adopted by the United States Congress and signed into law by the President of the United States. Legislation has created a sense of urgency within the healthcare industry to discover innovative models to deliver care to patients, increase access for healthcare and challenge the quality of care that a patient receives. New programs are being piloted; therefore hospitals and physicians are critically evaluating their responses to the proposed legislation. Health reform is inevitable; the requirements Congress has placed on Healthcare Systems need to be understood to avoid constant regulatory pressure.

The recommendations in this report should be considered with the respect for the uncertainties and changes projected above.

Resources Used In Preparing This Assessment:

1. Arkansas Department of Health Office of Rural Health and Primary Care: Primary Care Needs Assessment
2. Arkansas Department of Health Office of Rural Health and Primary Care: State Rural Health Plan, 2015-2020
3. 2015 County Health Rankings: Arkansas
4. Community Health Needs Assessment: Chicot County, AR
5. PHACS County Profile Report for Chicot County, presented by Arkansas Center for Health Disparities, Arkansas Minority Health Commission, Arkansas Prevention Research Center

Interviews and Focus Groups:

1. Jennifer Conner, PhD , Chicot County Agent
2. Jill Porter, DHS Administrator, Chicot County
3. Stephen L Tisdale, Mayor, City of Eudora
4. Joanne Bush, Mayor, City of Lake Village
5. Allan Nichols, Executive Director, Mainline Health Systems, Inc., Dermott
6. Dermott Chamber of Commerce
7. Chicot County Quorum Court
8. Lake Village Clinic Provider Meetings

Chicot County

Chicot County is located in southeast Arkansas. The county is made up of three primary towns: Lake Village, Dermott, and Eudora. The county is bordered by Ashley County to the west, Drew County to the northwest, and Desha County to the north, the states of Mississippi to the east and Louisiana to the south. The county seat is Lake Village. The area is rural with agriculture being the primary industry and

tourism as the secondary industry, due to Lake Chicot, the largest oxbow lake in the nation and the largest natural lake in the state.

The population of Chicot County consists of 11,433 people, with approximately 53% African Americans, 42% White and 5 % Hispanic residents. Chicot County is 51.2% male and 48.8% female. Approximately 23.1% of the residents are 18 years of age and younger. Approximately 18.4% of the residents are greater than 65 years of age. The median household income in Chicot County is \$26,201 with 37% of the residents in Chicot County below the national poverty level.

Arkansas has the seventh highest percentage of persons in poverty in the nation. Many rural areas in Arkansas including Chicot County have poverty rates higher than the overall state level of 22.6 %. Counties located in the Delta, tend to have higher rates of poverty.

Chicot County Public Health

According to the Arkansas Department of Health's Primary Care Needs Assessment, in the State of Arkansas 62 of the state's 75 counties meet the U.S. Census Bureau's 1999 definition of "rural." Chicot County is one of the 62 counties that are defined as rural. In the State of Arkansas, 44% percent of the population lives in non-metropolitan or "rural" counties. Chicot County is one of the least populated counties in the state of Arkansas.

There are many barriers to health care access in Chicot County. Chicot County ranks as a top 10 County in Arkansas for having the highest healthcare needs. According to the Arkansas Department of Health 2015 Primary Care Needs Assessment, Chicot County is ranked second in terms of the highest Rural Health Needs Index Score of the 75 Counties in the State.

Chicot County ranks above the state level in several risk categories including lifetime use of tobacco, drugs and alcohol. Heart disease is the leading cause of death in Arkansas, Chicot County ranks at the highest. Chicot County also ranks at the highest for Child Dependency, Senior Dependency, infant mortality and teen births. Fifty-four percent of Chicot County homes are headed by a single parent and 67.5 percent of homes are headed by grandparents as primary care givers.

Chicot Memorial Medical Center

Chicot Memorial Medical Center is a 25-bed Critical Access Hospital operated by a not-for-profit corporation under a lease agreement with Chicot County.

The hospital is governed by a Board of Directors, made up of citizens in Chicot County, who are nominated by the Board of Directors and approved by the Quorum Court of Chicot County.

Chicot Memorial Medical Center is licensed by the Arkansas Department of Health and operated under their regulations.

Chicot Memorial Medical Center is a participating provider in the Medicare and Medicaid programs, health insurance programs, HMO's and other provider networks in Arkansas.



Chicot Memorial Medical Center has adopted an uncompensated care policy (Charity Care Policy - Attachment 12) in order to meet the needs of the uninsured and underinsured residents of Chicot County.

The hospital participates in the quality assessment programs of the Arkansas Foundation for Medical Care and consistently receives high quality rankings by AFMC in comparison with other hospitals in Arkansas (both Critical Access Hospitals and Prospective Payment System hospitals).

Chicot Memorial Medical Center is a member of the Arkansas and American Hospital Associations, and participates in the Arkansas Emergency Preparedness program.

Chicot Memorial Medical Center offers a broad array of services, including:

- 25 Acute Care Beds with Hospitalist coverage
- 24 Hour Physician staffed Emergency Services as a Level 4 Trauma Center
- Paramedic staffed Emergency Medical Services Ambulance Service
- General Radiology/Fluoroscopy/Ultrasound /CT Scan/ Mammography/Bone Density/Magnetic Resonance Imaging
- Anesthesia Services
- Physical/ Occupational/Speech Therapy
- Respiratory Therapy
- Social Work and Case Management
- Swing Bed (Long-term Care)
- Hospice
- Sleep Disorders Lab
- Outreach Patient Services
- Prescription Assistance Program
- Community Center (Education and Exercise)
- Clinical Laboratory
- Surgical Services
- Telehealth and the AR Saves Stroke Program
- Home Health Agency
- Diabetic Patient Education Program
- Pharmacist Patient Education Program
- Outpatient Clinics for: Surgery, Women's Health, Gynecology, Cardiology, Endocrinology, Urology, Nephrology, Wound Care and Interventional Pain

Medical Staff

The Medical Staff of Chicot Memorial Medical Center consists of doctors of medicine and osteopathy who apply for medical staff appointment and are approved by the Board of Directors of the hospital.

The Active Medical Staff currently consists of:



- 2 Family/General Practice Physicians
- 2 General Surgeons
- 1 Gynecologist
- 2 Hospitalists
- 1 Radiologist

The Medical Staff also consists of other physicians members of the Courtesy and Consulting Medical Staffs. Courtesy and Consulting Medical Staff provide consulting services to the Active Medical Staff members for specialty services and are generally available to provide consulting services to the Emergency Department. Four physicians offer on-site specialty clinics in Cardiology, Nephrology, Endocrinology, Wound Care and Interventional Pain. Our Emergency Department is covered 24/7 by contract physicians employed by Emergency Staffing Solutions based in Dallas, Texas. Pathology is covered by Arkansas Pathology based in Little Rock.

Financial Operations

Chicot Memorial Medical Center’s operating budget is approximately \$17 million annually. The hospital employs approximately 160 full-time equivalent employees, with payroll expenses of approximately \$7.4 million annually. The hospital received public support from Chicot County through two 1.0% sales taxes. A 1.0% sales tax was adopted to retire a bond issue associated with the construction of the new patient wing in 2006. The bond issue is schedule for pay off in 2023 and the associated sales tax will stop when the bond issue is retired. A second 1.0% sales tax was adopted to support the operations of the hospital and is schedule to sunset in 2016, unless it is approved again by a vote of the people. The proceeds of the operations sales tax are used for maintenance, upkeep and operations of the physical plant. Each year the hospital provides approximately \$2.3 million in uncompensated care to the residents of Chicot County.

The following is a brief summary of the financial operations of the hospital for the most recent three (3) fiscal years (all entries 000):

	FYE 2013	FYE 2014	FYE 2015
Gross Revenues	\$ 25,915	\$ 27,071	\$ 27,792
Deductions From Revenue	\$ (11,532)	\$ (13,324)	\$ (13,827)
Other Revenue	\$ 1,652	\$ 682	\$ 493
Net Revenue	\$ 16,035	\$ 14,429	\$ 14,458
Operating Expenses	\$ 16,250	\$ 16,447	\$ 17,409
Net Operating Gain (Loss)	\$ (215)	\$ (2,018)	\$ (2,951)
Tax and Other Proceeds	\$ 2,445	\$ 2,350	\$ 2,435
Lease Conbtribution	\$ 367	\$ 87	\$ 245
Net Gain (Loss)	\$ 2,597	\$ 419	\$ (271)

CMMC was designated as a not-for-profit corporation in December 2009.

Public Input

Public input is essential for developing a meaningful Community Health Needs Assessment. Various means for public input were employed in the development of this assessment, including:

■ **Survey/Focus Group Meetings**

- Chicot County Quorum Court
- Lake Village Heritage Club
- Dermott Chamber of Commerce
- Mainline Health Systems, Inc. Provider Meeting
- Eudora Mainline Clinic
- Lake Village Clinic Provider Meeting
- Chicot Memorial Medical Center Providers

Surveys were distributed to citizens in Chicot County and were presented by David Mantz, President and CEO of Chicot Memorial Medical Center. A copy of the complete report is attached for reference. A summary of the findings include:

Summary of Findings

Similar trends were noted in the documents used to prepare this report and the results of the surveys, focus groups, and interviews conducted.

Obesity and generally unhealthy lifestyles were reported across the board and is the most important health related problem to the people of Chicot County. The data in PHACS Report and Arkansas Department of Health Primary Care Needs Assessment support this perception with the findings that Chicot County ranks higher than the state level for risks, including the report of no exercise, unhealthy eating habits, use of alcohol and drugs, and binge drinking.

Additionally, Chicot County ranks above the state level for adults in categories including Diabetes and Heart Disease. The main factor according to the survey and interviews conducted indicated a lack of understanding and lack of patient education about the diseases. The other top ranking factors were poor eating habits and poverty.

The survey reported that the top services needed in Chicot County are more physicians, specifically more primary care physicians, a pediatrician and an internal medicine physician.

The Quality of Care provided at Chicot Memorial Medical Center was consistently the leading major strength of the facility. Other strengths included location, courteous staff, cleanliness and administration.

Three areas showing needed improvement are the Emergency Department, Billing processes, and the need for more local doctors. Factors contributing to the Emergency Department being the top weakness of Chicot Memorial Medical Center are no local doctors being staffed in the ED and long wait times.

The main factor contributing to billing issues is general lack of coordination of the process and the need to improve communication.

The interviews revealed a variety of points of view that were both educational and enlightening. One interviewee made it a simple survey of the problems. It was noted that poverty and the lack of education are the main barriers to a healthy lifestyle for the citizens of Chicot County. In discussion on how to address these issues it was suggested we work more closely with the School System to educate the younger generation on healthy eating and active lifestyles. It was suggested we research the current trend of placing mid-level provider clinics in the schools that could not only treat acute health issues but also impact the students through health education.

Some of the other responses included a need for “taking the patient education to the people”. This was discussed in detail and ideas on how to accomplish were reviewed. There are several programs in place currently that will help this area, but more is needed to help the public understand that disease management is possible and that they do not have to accept the results of a disease without attempting to manage it more effectively. It was said that “we need to educate the public that they need education related to managing their diseases.” Another area discussed was worksite wellness programs. There is some effort currently and the hospital should consider dedicating more resources for this area and partnering with other groups to increase the impact of educating and screening employees around the County.

Another area revealed was that we have infrastructure for resources, but more is needed. An example was the Farmer’s Market. We have a quality facility and location to make fruits and vegetables available to the public. The comment was made by the interviewee that “there are sometimes very few vendors and a lack of variety in the produce”. The question was how can we make an impact on this area and the answer was uncertain but more effort needs to be given to this issue.

It was revealed that we need to continue to increase our marketing efforts for the hospital. There seems to remain a public lack of knowledge regarding the quality of care and the variety of service available at CMMC. In addition to continuing our efforts on social media, billboards and newspaper articles, ideas discussed were making visits to churches and considering an annual Health Fair event. Also noted was a need to share with the public all of the technological advances and the educational events our staff are attending to continue our quality improvement. The fact that our hospital consistently wins awards and maintains quality care at an exceptional level needs to be made more common knowledge among the public.

Other needs to address are obtaining digital mammography, improving access to telehealth follow-up visits with specialists, looking county wide to promote cooperation with health improvement efforts and continuing to educate staff on the latest techniques and procedures.

It was a common opinion among all interviewees that we should be making an effort to recruit more providers to our county. Primary Care physicians as well as Internal Medicine and Pediatricians were the top three areas in both the interviews and the surveys. It was also unanimous that a continued effort to

recruit more specialists to our Outpatient Clinic should be made. Orthopedics, Urology and Behavioral Health were noted as top needs. Also noted among the interviews was that we have a huge barrier to recruiting physicians to this region. The reasons noted included the local lack of amenities available in urban areas, few physicians being from the rural areas and higher salary and benefit packages required to attract providers to rural areas. There is a known shortage of primary care physicians in our country and in our state. Primary care physician candidates are bombarded with offers almost daily and have opportunities to work and live almost anywhere they choose. The competition for these candidates is fierce and very few new primary care physicians have been recruited to Southeast Arkansas in the last 5-10 years, especially those that have stayed for an extended amount of time.

Recommendations and Implementation Strategy

The CMMC Administration and Board of Directors are currently actively creating a Strategic Plan. The Strategic Planning Committee is established and reviewing the data from this CHNA as well as other relevant factors having an impact on the health needs of the citizens of Chicot County and the business operations of the hospital. This Committee will also invite other stakeholders in the area (local physicians and health related individuals) to be included in these processes to develop a more systematic strategic plan that will look beyond the hospital and address the County's needs more universally. In 2015, the hospital was chosen from among nationwide applicants to participate in a grant funded Financial and Operational Assessment by a nationally known consulting firm. CMMC was one of 8 hospitals nation-wide to be chosen for the assessment. The hospital was chosen based on current performance and the focus from the hospital on continual improvement and strategic positioning for a successful future. The process resulted in a thorough review of the hospital operations and approximately 15 areas for potential efforts to improve and grow. Some of these plans have been completed and some others are still in progress. These recommendations will also be considered when creating the final Strategic Plan. The Strategic Planning Team along with the hospital Administration, the hospital Board of Trustees and other stakeholders in the county will focus on the following areas in their efforts:

1. Determine the need for and type of additional physicians needed in our area. Create a recruitment plan including methods and resources that have the best chance of recruiting long-term physicians and find methods that will complement our current providers and their practices.
2. Use the opportunities identified in this report to focus on efforts for alignment among the providers in the county and evaluate future system relationships and opportunities to work together to improve the health and assure access to care for our population in Chicot County.
3. Research and create a comprehensive plan and budget to market the quality, accomplishments and available services of CMMC in every manner that is cost effective and will yield results.
4. Work with all stakeholders in the county as well as the Greater Delta Alliance for Health, Arkansas Foundation for Medical Care and other partners to take advantage of economies of scale and grant opportunities toward a solution for Population Health Management including patient and public education. Dedicate resources to these efforts to coordinate and lead the effort to build a lasting program that truly makes a difference in the health and health awareness of Chicot County and the surrounding region.

5. Make improving our billing processes a high priority. Increase education and training activities for all registration and business office personnel. Monitor performance improvement and address any issues that are causing our patients and families to have poor experiences with the billing process. Work with all aspects of the revenue cycle and continue to streamline and improve the flow by identifying issues and implementing solutions.
6. Research a plan for an effective ER redirect program that shifts non-emergent patients from the Emergency Department to their primary care provider or the CMMC Medical Clinic in order to reduce the cost of care for the patient.
7. Research all avenues for capital support and financing plans to obtain a digital Mammography machine. Market this accomplishment and available technology locally and regionally.
8. Continue our efforts to recruit specialists for our Outpatient Clinic. Areas to focus are Urology, Orthopedics, Ophthalmology, Dentists and Behavioral Health professionals.

Qualifications of Report Preparer:

David Mantz, MBA, RRT-NPS, has served as the President and Chief Executive Officer of Chicot Memorial Medical Center since August 2012. Mr. Mantz has worked in the health care field for more than 30 years with a clinical background in Pediatric Critical Care as a respiratory therapist. Before joining CMMC, Mantz was the Executive Director of Operations at a 320-bed acute care hospital in Kansas where he was responsible for multiple departments including the Tammy Walker Cancer Center, Sleep Disorders Center, and Respiratory Care Department. He was also active in the development of the Neuro Sciences Program and Telehealth Program as well as having special responsibilities in patient satisfaction and performance improvement. Mantz obtained his Bachelor of Arts in Healthcare Management from Ottawa University, Kansas City and his MBA in Healthcare Management from Columbia Southern University.