

CUMBERLAND COUNTY POLICY COMMITTEE
FEBRUARY 19, 1997, 8:30AM
SPECIAL MEETING

Present: Chairman Rollin Shaw
Commissioner Ed Melvin
Commissioner Johnnie Evans (arrived late)

Others: Cliff Strassenburg, County Manager
James Martin, Deputy County Manager
Juanita Pilgrim, Asst. County Manager
Danny Higgins, Staff Attorney
Marsha Fogle, Clerk to the Board

The meeting was called to order by Chairman Shaw. The purpose of this meeting is to hear presentations from vendors who have submitted a proposal to do a health care study for the County.

The following presentations were made:

1. Hamilton-KSA: Mr. Craig Savage and Mr. Brett Turner made the presentation.

They reviewed their experience and qualifications. Their overall approach to the process will be done in three phases:

Phase I: Definition of the Current Health Care System and Assessment of Industry Trends

This step would involve research to develop a picture of the current system, existing relationships between the system's components and the surrounding region and key stakeholders' perceptions. In addition they would identify critical industry trends and their expected impact on the local health care system.

Phase II: Identification of Options for an Integrated Community Health Care System

This phase would include defining and describing a range of options for the development of an integrated community health care system for Cumberland County and the surrounding region. During this phase they will identify strategic issues, opportunities and risks facing the County concerning the development of an integrated community health care system.

Phase III: Selection and Communication of the Preferred Option

The options from Phase 2 will be evaluated against an agreed upon set of criteria. The evaluation will include such considerations as proposed/potential organizational and/or ownership structures; impact on current providers; services; legal, financial and debt defeasance issues; disposition of public assets; and, provision of indigent care.

Review sessions with the Policy Committee will be conducted on a regular basis. Sessions will also be conducted with representatives from each major health care provider, major payors and/or employers, VA Medical Center and the

military, community physicians and public health agencies. In response to a question they indicated that over a six month period they would be on site about 40% of the time.

Commissioner Evans arrived.

2. Medimetrix: Pat Barry, Vice President and Jim made the presentation.

They reviewed their qualifications and experience. They employ 90 consulting professionals, including the staff of Unison Marketing and Communications. They propose to do the job in three months. Their approach will be divided into three phases:

Phase I: Market Assessment: Market Assessment will develop a picture of the present health care system within the county, both quantitatively and qualitatively, and to develop a basis for future market requirements. This will include an analysis of population demographics and projection of future demographic composition; assessment of impact of changing demographics; assessment of current health care system demands and provider dynamics; and analysis of the costs and utilization patterns within the present system by major provider groups. Interview will be held with city, county and public health officials, payers, community advocacy groups, business leaders, community health providers, military, mail survey and consumer focus groups, i.e., privately insured citizens, medicaid recipients, medicare beneficiaries, indigent and uninsured and special needs population.

Phase II: Strategic Analysis: This phase of the project is designed to build consensus on the key issues identified in the market assessment and develop options for future implementation.

A cross section of community stakeholders will be selected to participate in consensus building on issues and options development. Potential issues may include the county's role in health care planning, the design of health care delivery system, system affiliations, funding, and legal and regulatory issues.

Phase III: Evaluation of Options: During this phase options will be evaluated based on the alignment with objectives, risks and other implications.

Commissioner Evans pointed out the County wants to look at all of the options, i.e., merger, sale, duplications, buyout, etc. Medimetrix indicated they understood that the county wants to look at all options available, pros and cons.

3. TriBrook: Michael Carroll, Vice President, and Pat Ezell, Senior Consultant made the presentation. Their method of approach would be as follows:

1. Orientation Meeting with Management Team. A data request would be presented to County Management.
2. Conduct Detailed Environmental Assessment: Based upon data gathered, the project team would review the local healthcare deliver system.
3. Input from Key Stakeholders. Interviews would be conducted with key stakeholders in the community, i.e., employers, payers, providers, elected officials, and general public.
4. Consumer Survey (Optional)
5. Assessment of Healthcare Trends and Impact on the Local Marketplace: The project team would assess the impact of the shift to ambulatory care, the impact of managed care trends and the availability of health care professionals to meet the current and projected demand for healthcare services.
6. Projection of Areawide Healthcare Needs: Based upon the quantitative and subjective analysis conducted in the previous steps, TriBrook would conduct a comprehensive assessment of areawide needs for Cumberland County and the surrounding region.
7. Analysis of Inter-Relationships Among Existing Providers: Based upon the matrix analysis developed in step two, environmental assessment, the inter-relationships between and among the various providers of healthcare services will be further analyzed.
8. Identification of Strategic Issues in the Development of an Integrated Delivery System: Models of delivery systems in other communities will be used to demonstrate the potential opportunities that exist in Cumberland County.
Game Theory Strategy: This will be used to coordinate efforts of the various healthcare providers in and around Cumberland County.
9. Analysis of Organizational Models: A working model of an integrated community healthcare delivery system for Cumberland County would be developed.
10. Assessment of Implementation Issues Associated with Developing a Community-Wide Integrated Delivery System: Based upon the model developed critical success factors would be identified in the implementation of such a system.
11. Rank Ordering of Integration Options: Rank the Options
12. Prepare and Present Final Report: Report would be submitted indication an optimal model for the development of an integrated system here.

This project would take about four and one-half months at a cost of \$96,000 to \$112,300. Commissioner Evans reiterated the Committee's goal to look at any and all options, i.e., merger, sale, buy, joint venture, etc.

It was noted there would be a significant amount of management time (county) that would be spent on this project. Also, in response to a question, TriBrook indicated they would spend a significant amount of time on site.

MEETING ADJOURNED