



Prince George's County Board of Health Meeting

July 06, 2021

Eunmee Shim
President
AHC Fort Washington Medical Center

[AdventistFWMC.com](https://www.adventistfwmc.com)

AHC's Leadership System:

Our Mission:

We extend God's care through the ministry of physical, mental and spiritual healing.

Know What We Do – Our Main Thing

Know How We Do It – Process Management

Our Vision: We will provide a world-class patient experience to every person, every time.

Bigger

Sustainably
Expand
Our Mission

Better

Consistently Perform with Excellence

Beyond

Promote
Collaborative
Innovation

People

Best Place
to Work
& Grow

Quality & Safety

Best Place
to Receive
Care

Experience

Best
Experience in
Receiving Care

Finance

Long-term
Financial
Viability

Know How We Improve It

Communication Boards

– Lean Six Sigma

Know How We Are Performing – Graph Template &

Our Values: Respect • Integrity • Service • Excellence • Stewardship

How did we get started?

A Brief History of Montgomery County's First and Largest Healthcare Provider



1907

Washington Sanitarium opens in Takoma Park, later to become Washington Adventist Hospital



1949

Washington Adventist Hospital opens the first behavioral health unit in Montgomery County



1971

The first open-heart surgery in Montgomery County is performed at Washington Adventist Hospital



1973

Adventist Home Care Services begins, bringing care into homes throughout the region



1979

Shady Grove Medical Center opens as the first hospital in upper Montgomery County



1996

The neonatal intensive care unit at Shady Grove Medical Center opens for newborns



2000

Behavioral Health Services adds Potomac Ridge Behavioral Health to enhance its services



2002

Adventist HealthCare Rehabilitation is established to empower physical strength and wellness



2006

The Lourie Center for Children's Social & Emotional Wellness joins Adventist HealthCare



2006

Adventist HealthCare Germantown Emergency Center opens to expand access to care



2011

Adventist Medical Group begins as a network of physician offices throughout multiple counties



2013

The Aquilino Cancer Center opens as Montgomery County's first comprehensive cancer site



2014

Adventist HealthCare launches new facility names and a systemwide logo to reflect our full spectrum of care



2015

Adventist HealthCare starts urgent care services in Rockville, expanded in 2016 to Germantown and Laurel



2015

Adventist HealthCare expands radiology services by launching Adventist HealthCare Imaging



Summer 2019

Washington Adventist Hospital to move six miles north and become White Oak Medical Center

AHC Snapshot of 2020 & Service Area

A Snapshot of 2020

5	Hospitals (three acute care and two specialty)
1,948	Physicians / Medical Staff Members
5,934	Employees (approximate)
6,036	Newborns
6,895	Surgical Admissions
10,686	Outpatient Surgeries
22,206	Medical Admissions
99,754	Health & Wellness Encounters
25,929	Volunteer Hours
113,577	Emergency Visits
107,375	Home Health Visits
423,542	Outpatient Visits
673,144	Overall Encounters
\$79,915,389	Community Benefit (reported)



History - Fort Washington Medical Center

Late 1970's	Residents of Fort Washington, began discussing the idea of constructing a hospital in their area
1983	Fort Washington Ambulatory Care Center opened with 16-hour ED
1989	Helipad installed
1991	Acute Care beds added, through “Buy A Brick” campaign
1992	ED expanded to 24 hours and began accepting patients by ambulance
1994	4-bed critical care unit added
Late 1990's	Greater Southeast Healthcare System, owner of FWMC goes bankrupt
Early 2000's	Nexus Health acquires FWMC
2019	Adventist HealthCare acquires FWMC
2020	Pandemic magnified need for improved space and additional capacity
Today	The Fort Washington Community has grown while the hospital has not, since the early 1990's

HealthCare Challenges in Southern PG Co.

1. Lack of Access
2. Lack of Providers
3. Lack of Hospital Beds
4. Poorer HealthCare Outcomes
5. Higher Cost of Care

Outmigration

Outmigration

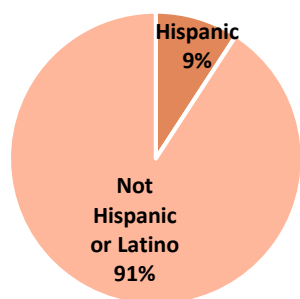


Market Service Area | Top 4 Zip codes

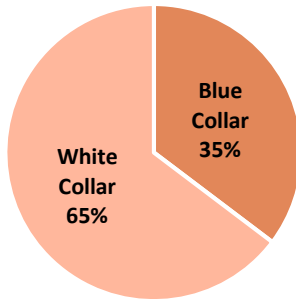
Demographics

Population	133,714
Median Age	41.9
% < 20	23.2%
% 65 and over	15.3%
% White	10.9%
% Black	76.7%
% Asian	4.7%
% Other (calculated)	7.8%
Median Household Income	\$81,197

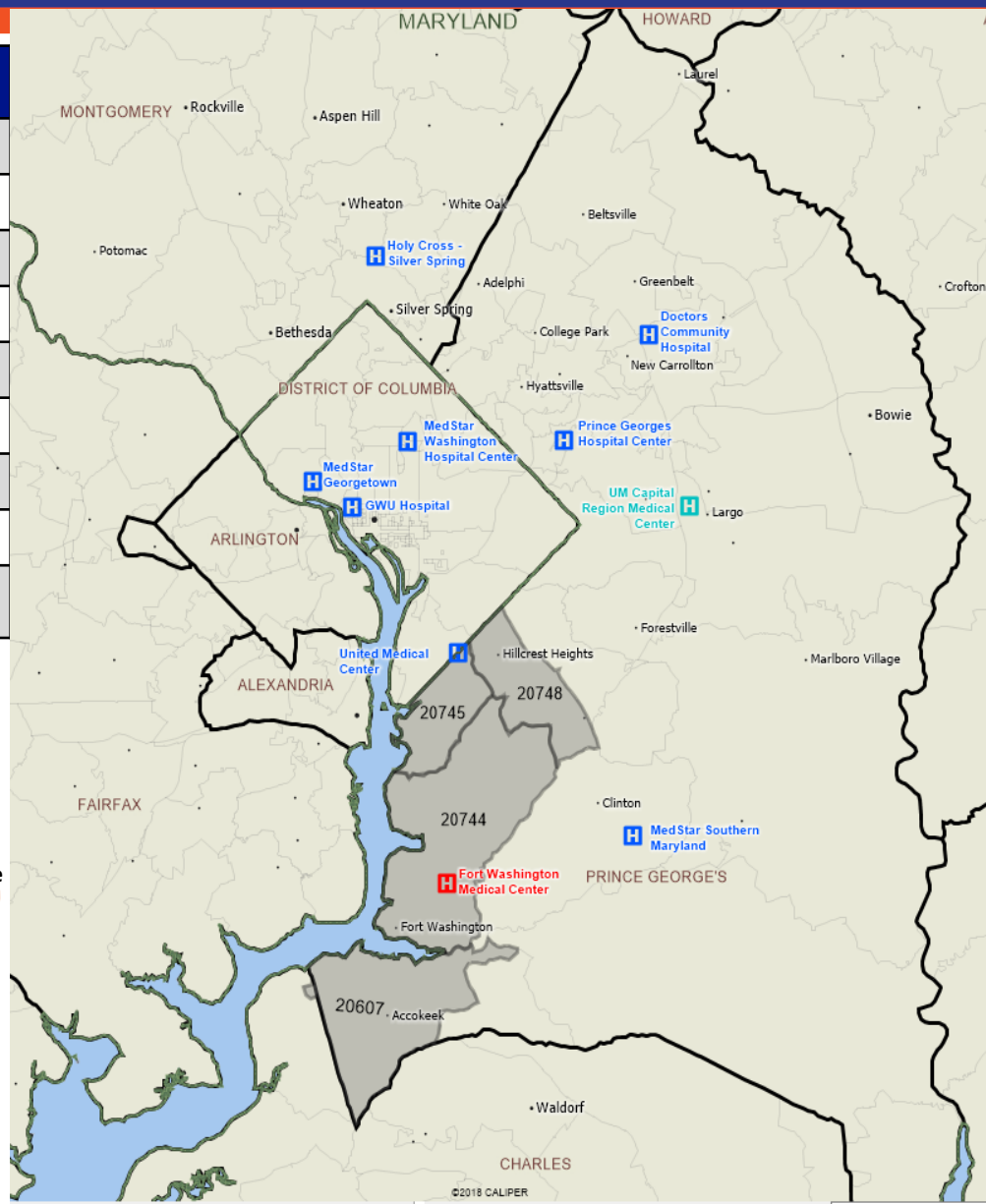
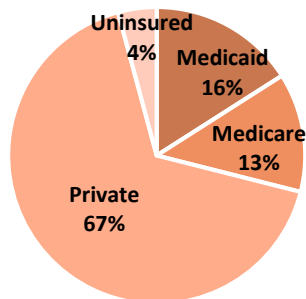
Ethnicity



Workforce



Payor Mix

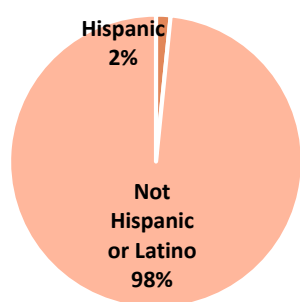


Market Service Area | 85% of ED Encounters

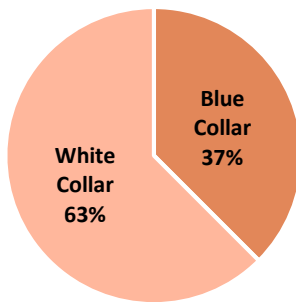
Demographics

Population	436,606
Median Age	37.1
% < 20	27.3%
% 65 and over	13.2%
% White	8.7%
% Black	83.1%
% Asian	2.4%
% Other (calculated)	5.8%
Median Household Income	\$64,127

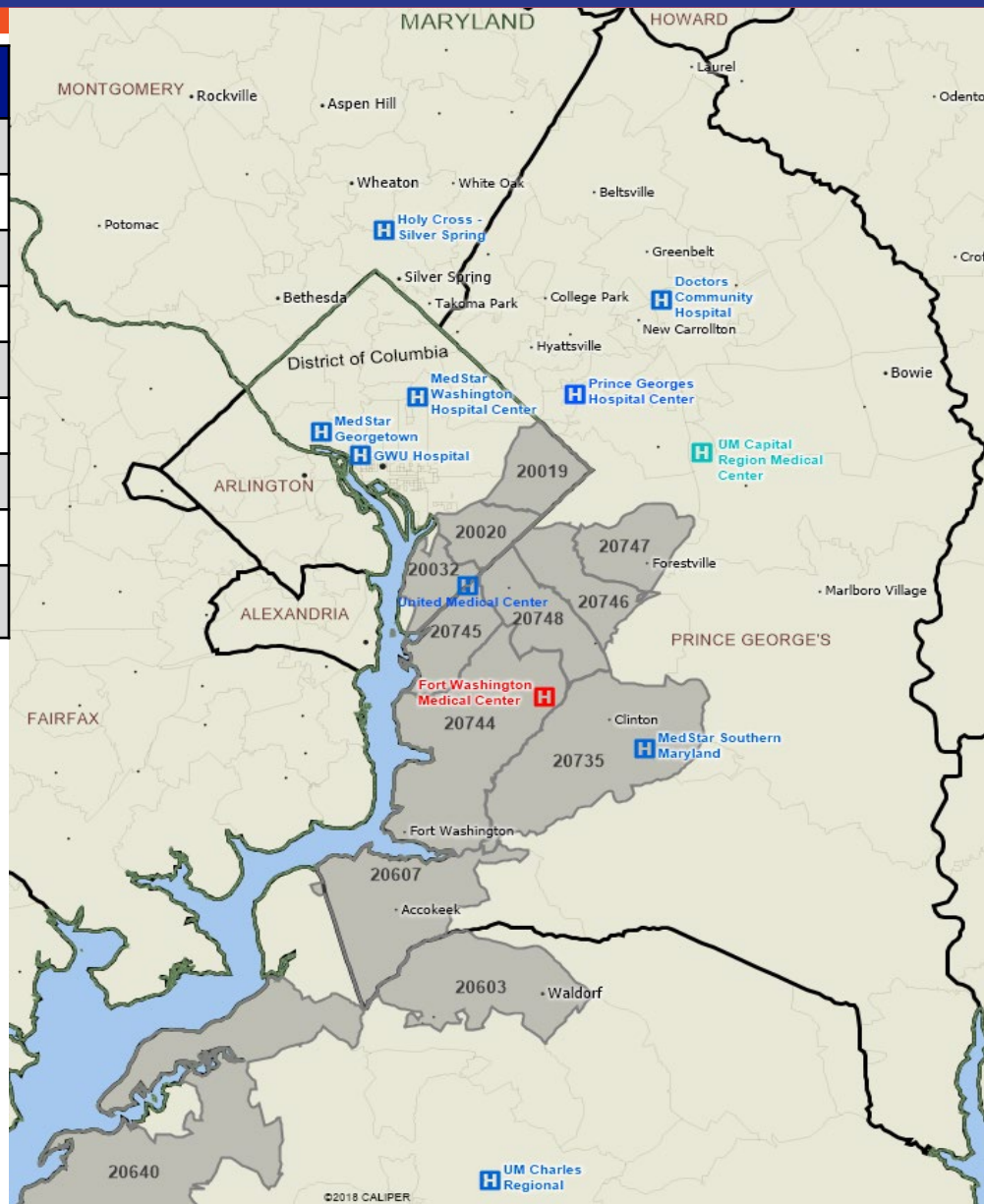
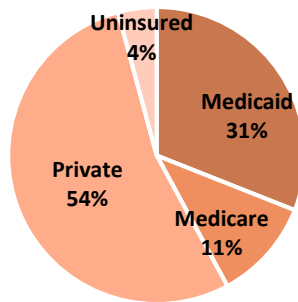
Ethnicity



Workforce



Payor Mix



Outmigration

FWMC Service Area IP Admissions (2018)

Hospital	Cases	Market Share %	Days	ALOS	ADC
MedStar Southern Maryland Hospital Center	6,177	21.3%	28,596	4.63	78.3
Holy Cross Hospital	2,647	9.1%	9,644	3.64	26.4
UM Charles Regional Medical Center	1,086	3.7%	4,460	4.11	12.2
Prince George's Hospital Center	1,912	6.6%	10,080	5.27	27.6
Fort Washington Medical Center	1,358	4.7%	5,082	3.74	13.9
Doctors Community Hospital	1,325	4.6%	6,351	4.79	17.4
All Other	2,503	8.6%	15,159	6.06	41.5
Subtotal MD Hospitals	17,008	58.6%	79,372	4.67	217.5
MedStar Washington Hospital Center	3,204	11.0%	19,136	5.97	52.4
MedStar Georgetown University Hospital	1,359	4.7%	11,677	8.59	32.0
George Washington University	1,389	4.8%	8,254	5.94	22.6
Children's National Medical Center	1,204	4.2%	6,797	5.65	18.6
All Other	1,411	4.9%	8,794	6.23	24.1
Subtotal DC Hospitals	8,567	29.5%	54,658	6.38	149.7
Inova Alexandria Hospital	1,208	4.2%	6,136	5.08	16.8
Inova Fairfax Hospital	861	3.0%	5,228	6.07	14.3
All Other	1,368	4.7%	7,237	5.29	19.8
Subtotal VA Hospitals	3,437	11.8%	18,601	5.41	51.0
Total Service Area	29,012	100.0%	152,631	5.26	418.2

* Source: HSCRC 2018 IP Admit data

Fewer Providers than Nearby Counties

- **Prince George's County has a shortage of healthcare providers across the board**
- **Prince George's County has significantly fewer providers than neighboring Montgomery County***
 - 1.33 Pediatricians compared to 4.55 in MoCo
 - 3.14 General Practitioners compared to 8.47 in MoCo
 - 0.68 Emergency Physicians compared to 2.09 in MoCo

*Per 100,000 residents

Physician FTE Rate per 100,000, by Jurisdiction, 2017

	Prince George's County	Baltimore County	Howard County	Montgomery County	United States
Primary Care					
Family Practice	2.02	2.09	4.24	3.01	3.05
General Internal Medicine	3.14	7.68	11.80	8.47	3.65
Pediatrics	1.33	2.50	5.33	4.55	1.83
Medical Specialties					
Allergy & Immunology	0.13	0.24	0.44	0.77	0.14
Cardiovascular Disease	0.45	1.12	1.43	1.48	0.70
Dermatology	0.24	0.54	0.53	0.99	0.38
Gastroenterology	0.25	0.75	1.28	0.94	0.45
Pulmonary Disease	0.15	0.63	1.28	0.80	0.40
Psychiatry	0.52	2.68	3.80	3.16	1.19
Pediatric Subspecialties	0.22	0.78	2.15	2.05	0.83
Surgical Specialties					
General	0.65	1.67	1.87	1.72	1.20
Neurological	0.04	0.32	0.09	0.37	0.20
Ophthalmology	0.38	1.17	1.06	1.76	0.58
Orthopedic	0.39	1.45	1.00	1.51	0.81
Otolaryngology	0.10	0.61	0.31	0.75	0.32
Plastic	0.10	0.43	0.25	0.60	0.25
Thoracic	0.07	0.19	0.28	0.21	0.14
Hospital-based					
Anesthesiology	0.55	2.38	4.48	2.57	1.41
Emergency Medicine	0.68	1.23	2.90	2.09	1.29
Pathology	0.16	0.53	1.00	1.60	0.54
Physical Medicine / Rehabilitation	0.27	0.69	0.53	0.71	0.35

SOURCE: Area Health Resources File, 2019.

Hospital Bed Capacity Comparison

	Prince George's	Montgomery	Anne Arundel	Baltimore City	Maryland
Population US Census Estimate	909,327	1,050,688	579,234	593,490	6,045,680
Licensed Beds MHCC Acute Care Beds	670	1,286	634	3,663	9,401
ICU Beds JHU Covid-19 Status Report	78	231	50	626	
Bed/100,000 (Licensed Beds/Pop.)*100,000	73.7	122.4	109.5	617.2	155.5

Sources:

<https://www.census.gov/quickfacts/fact/table/baltimorecitymarylandcounty,annearundelcountymaryland,montgomerycountymaryland,princegeorgescountymaryland/PST045219>
https://mhcc.maryland.gov/mhcc/pages/hcfs/hcfs_hospital/documents/acute_care/chcf_Licensed_Acute_Care_Beds_by_Hospital_and_Service_%20Maryland_FY2020.pdf
<https://coronavirus.jhu.edu/us-map>

Distance to Other Commonly Used Facilities

Hospital	State	Miles Travel time at 12 noon (low traffic volume)	Minutes Travel time at 12 noon (low traffic volume)
MedStar Southern Maryland Hospital	MD	12.0 miles from FWMC	24 min
MedStar Washington Hospital Center	DC	18.2 miles from FWMC	37 min
Holy Cross Hospital	MD	35.0 miles from FWMC	43 min
Prince George's Hospital Center	MD	18.5 miles from FWMC	27 min
UM Capital Region Medical Center	MD	19.2 miles from FWMC	*22 min
George Washington University Hospital	DC	17.1 miles from FWMC	36 min
MedStar Georgetown University Hospital	DC	21.4 miles from FWMC	41 min
United Medical Center	DC	08.4 miles from FWMC	20 min
Doctor's Community Hospital	MD	24.7 miles from FWMC	35 min
UM Charles Regional Hospital	MD	18.8 miles from FWMC	32 min

*Calculated with COVID-19 traffic volume

Strategy Overview



Southern Prince George's County Strategy

01

Build robust physician network

- Recruit Physicians
- Partner with FQHC (CCI)
- Increase county membership in OHQA (CIN)

02

Keep unnecessary services out the hospital

- Create accessible ambulatory and specialty services

03

Retain outmigration of inpatient admissions

- Expand hospital-based services
- Build new hospital and medical campus

Physician Network | Growth Strategies

- **Grow Primary Care Presence**
 - Up to 40 providers
 - Clinical Integrated Network, Ground up, and Acquisition
 - Opened Primary Care Clinic
- **FQHC Partnership – Medicaid Strategy**
 - Partnering with CCI Health & Wellness Services
 - Currently refining partnership model
- **Recruit and Partner with Specialists**

Physician Network | Target Specialties

- **Colorectal Surgery**
- **Gastroenterology**
- **Cardiology**
- **Interventional Radiology**
- **Neurology**
- **Orthopedic Surgery**
- **Infectious Disease**
- **Breast Surgery**
- **Urology**
- **Vascular Surgery**

Market Areas of Greatest Need

Methodology

Variables:

Population

5-year CAGR

Population 65+

Primary Care Surplus/Deficit

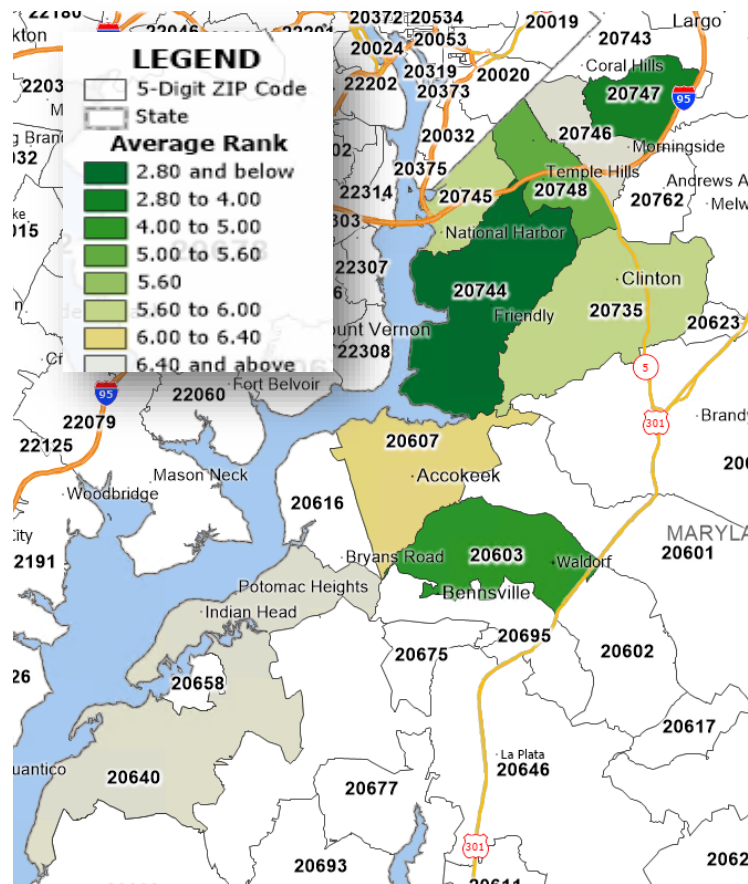
Total Provider Surplus/Deficit

Calculation:

Variable data ranked 1-9 across the 9 zip codes

Average rank calculated for each zip code across the 5 variables listed above

Market Needs by Blended Average



Result

Needs:

20744, where FWMC is located, has greatest needs, followed by 20747, to the northeast.

Zip	Needs Rank
20744	1
20747	2
20603	3
20748	4
20735	5 Tie
20745	5 Tie
20607	7
20640	8 Tie
20746	8 Tie
20616	10* 18

*Zip 20616 included based on proximity. Attractiveness is low (lowest population over 65, and overall).

Ambulatory Growth Plan at National Harbor

MOB II

- **AHC majority lease holder**
 - 55,000 square feet
- **Services**
 - Ambulatory Surgery Center
 - Cancer Center
 - Wound Care and HBO Center
 - Vascular Clinic
 - Imaging Center
 - Infusion Center
 - Specialty Offices
 - Rehab
- **First Patients - Q2 2022**

~ 8 miles away from Fort Washington Medical Center

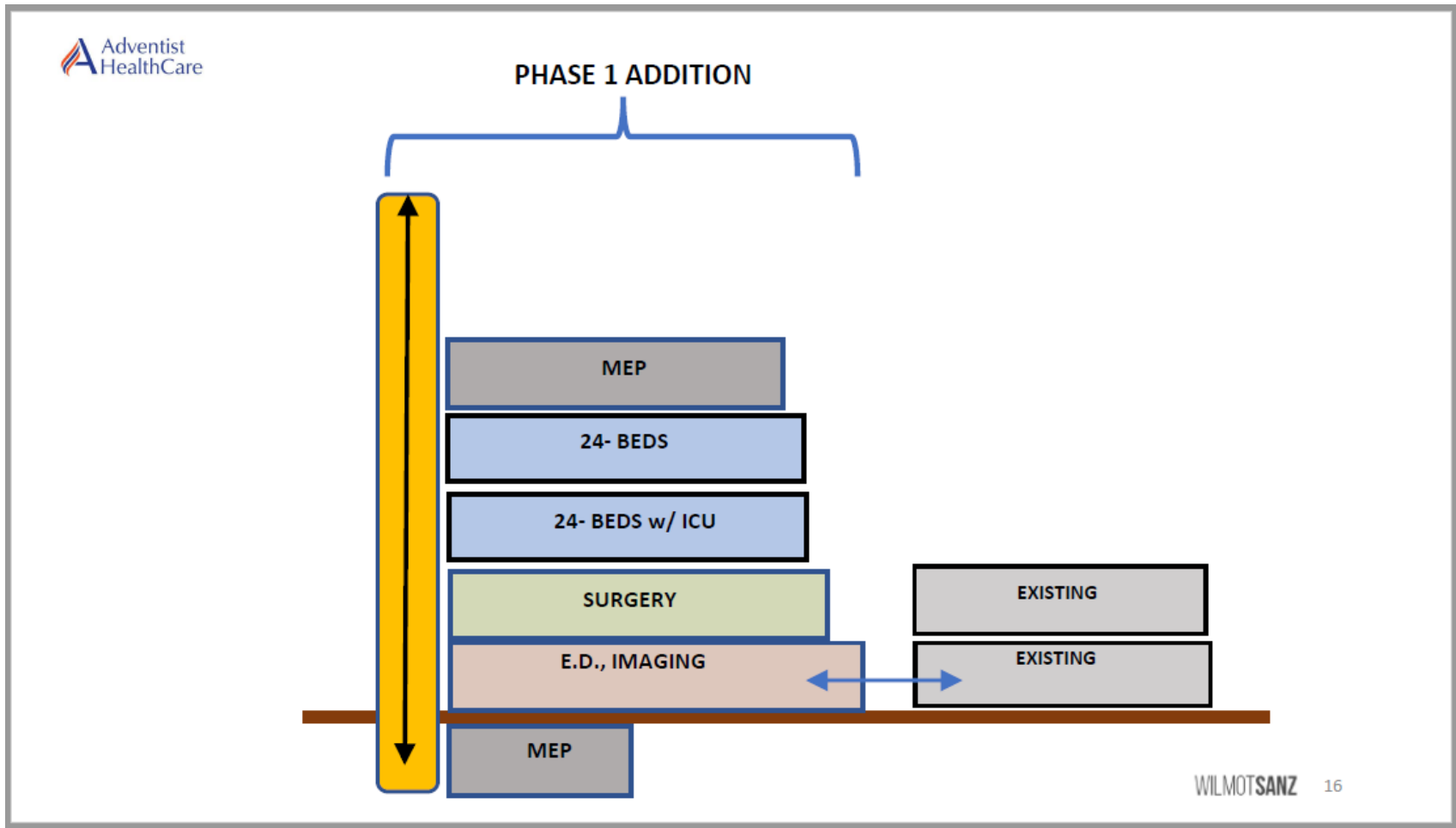


Medical Pavilion II at National Harbor. Image courtesy of Seavest Healthcare Properties

Hospital-based Initiatives | Phase I Growth

- **Reduce Transfer Volume**
 - Base Station Designation
 - Primary Stroke Center Certification
 - Chest Pain Center Accreditation
 - Digestive Health Program
 - Interventional Radiology Program
 - IP Dialysis Services
 - Basic Wound Care Services by General Surgeons
 - Continued utilization of 16-bed ICU Modular

Replacement Hospital | Phase 1



The Future of Fort Washington Medical Center



Fort Washington Medical Center



WILMOTSANZ