

What opportunities exist to increase access to care for residents of South and Central Fulton?

#23-0287

Prepared for _____

April 19, 2023



Fulton County and Morehouse Healthcare (MHC) have a plan to open a new primary care focused clinic in East Point to offset the capacity lost through the closure of Wellstar AMC South

About FC & MHC proposed clinical site

- ▶ Fulton County and Morehouse Healthcare, clinical arm of Morehouse School of Medicine, seeks to open a clinic in East Point to address the capacity lost through the closure of AMC South
- ▶ Proposed location is Buggy Works office park (near recently closed AMC South) which has a history of offering primary care
- ▶ This proposed care site can conceivably provide access to ~189k residents across several underserved zip codes

Fulton County and MHC Goals

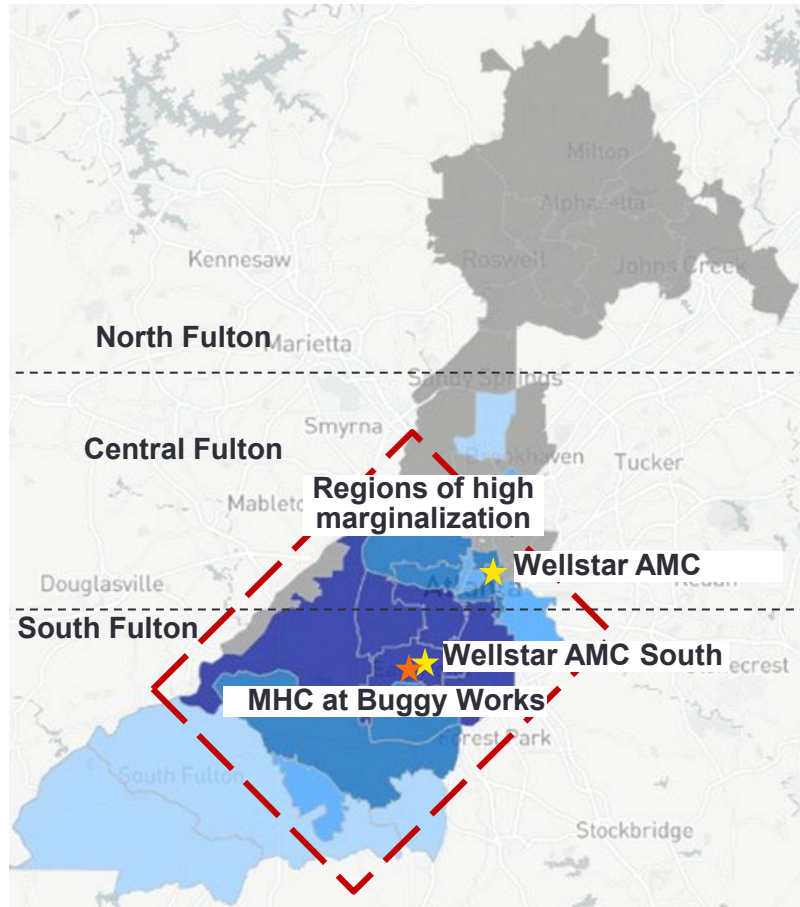
- ▶ **Morehouse Healthcare** will draw on its legacy of healthcare delivery rooted in clinical excellence and cultural competence to serve the impacted population, especially those in the South
- ▶ **Fulton County** will offer resource allocation for the Buggy Works facility to address the needs of impacted regions
- ▶ Fulton and MHC will seek engagement from delivery partners including those in the area – Grady Health and others



What healthcare access needs are MHC and FCG seeking to address?

Fulton and MHC at Buggy Works seeks to support the highly marginalized S. Fulton population that was thrust into a public health emergency with the closure of Wellstar AMC South

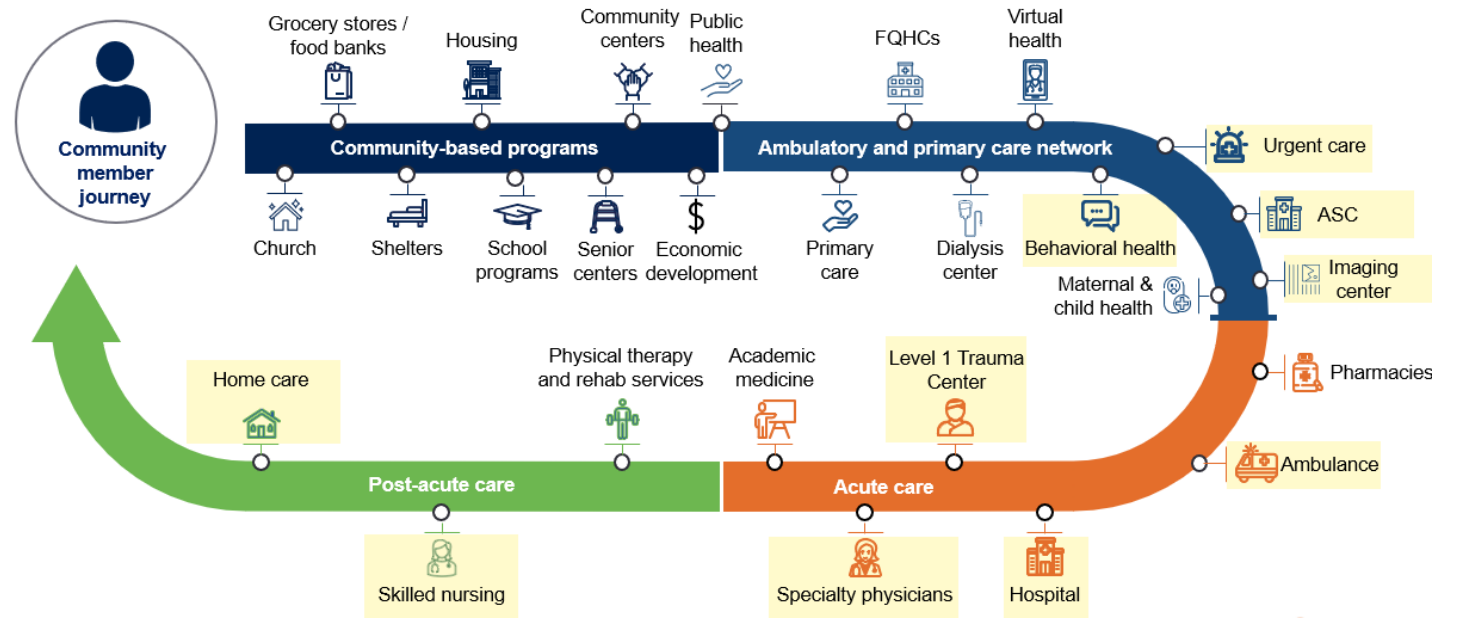
Underserved Regions Landscape



Level of marginalization Low High

1. Level of marginalization represents communities experiencing disparities along one or more of the following dimensions: access to medical services, housing stability, and economic status. The areas represented contain at least one census tract where the population performs worse than the Fulton county average across all the criteria in a given scenario. Darker shading of the map indicates higher marginalization

Gaps in care created by Wellstar AMC South closure

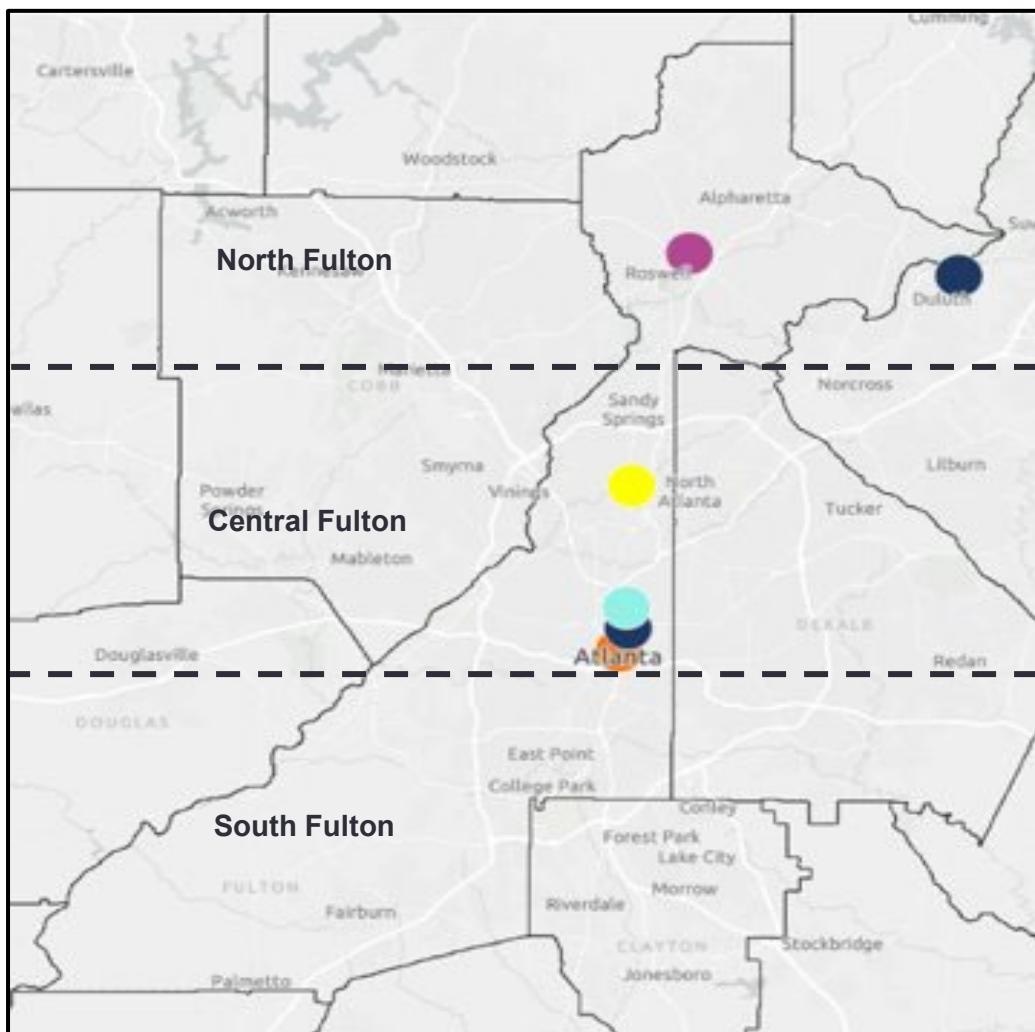


Services that were accessible to Central and South Fulton residents through Wellstar

What healthcare access needs are MHC and FCG seeking to address?

While care options exist to treat residents in the South and Central parts of the county, high utilization and wait times create barriers to timely access and limit patient choice

Utilization, wait times, resident feedback in Fulton County



	Legend	Hospital name	Bed size ¹	Bed utilization ¹	Avg. wait in ED (mins) ²
Short-term acute care hospitals	●	Wellstar North Fulton Hospital	196	63%	196
	●	Emory Johns Creek Hospital	110	87%	213
	●	Northside Hospital Atlanta	721	65%	202
	●	Emory Saint Josephs Hospital	364	80%	240
	●	Piedmont Atlanta Hospital	488	100% ³	219
	●	Emory University Hospital Midtown	534	75%	314
	●	Grady Memorial Hospital	652	106% ³	375

Wait times higher than GA average wait time

“ Any time of day or night, [Grady’s] ER is packed” County Resident
 “ Walk-ins doubled and haven’t stopped since [Wellstar shut down]” CEO, FQHC

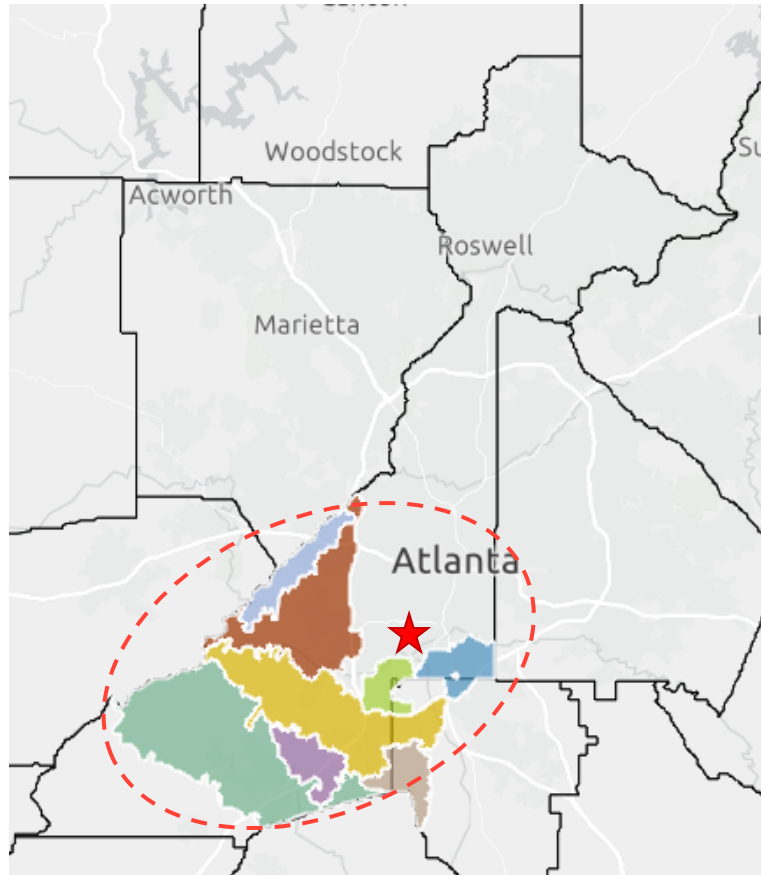
1. Definitive Healthcare unless otherwise noted; bed size denotes the total bed count in the facility; bed utilization denotes the percent of total beds occupied on an average night
 2. Wait times from Medicare.gov, as of Jan 2023; does not include Psych / mental health patients; defined as average time patients spent in the ED before leaving from the visit

3. Data directly from hospital source
 4. Green dots represent pediatric hospitals which have been excluded from the table
 5. Per Google maps; minimum drive time based on weekend morning; maximum drive time based on weekday afternoon rush hour

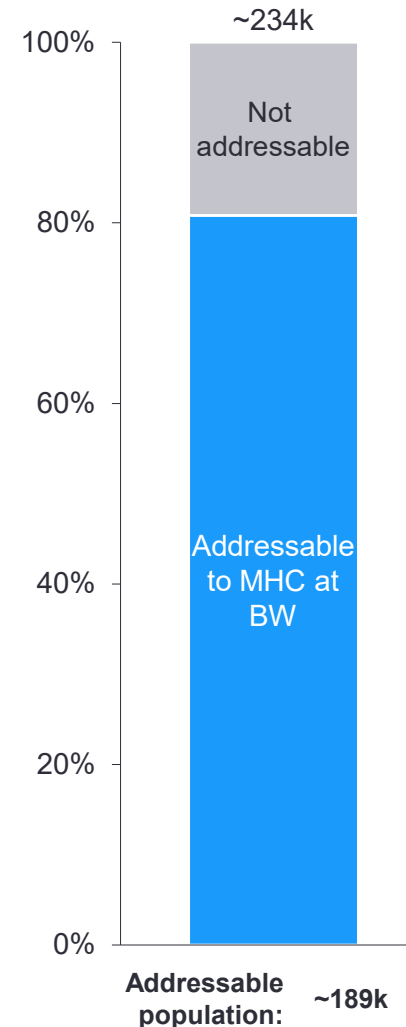
Fulton County and MHC at Buggy Works will serve as a new access point to ~189k residents in South Fulton who lost access to care when AMC South closed most services last year

Accessible population and ability to service population

- ▶ **Address:** 1513 East Cleveland Avenue, East Point, GA 30344 (0.8 miles from AMC South)
- ▶ **Structure:** 70,000 square foot building
- ▶ **Transportation:** 0.2 miles to East Point MARTA Station; 1.8 miles from I-85; site includes ample parking



Addressable population zip codes¹:
 ★ Buggy works
 ● 30354 ● 30296 ● 30336 ● 30337
 ● 30349 ● 30331 ● 30291 ● 30213
 ○ Regions within the healthcare desert in S.Fulton that are addressable by Buggy Works



- ▶ Morehouse Healthcare at Buggy Works is situated within a 30-min drive time for ~80% of residents in healthcare desert
- ▶ Adding PCPs at Buggy Works as planned can help address the deficits in access to timely primary and preventive care within South Fulton
- ▶ Site offers additional option to residents outside desert
- ▶ MHC at Buggy Works provides lower acuity point of care to:
 - Treat underserved patients upstream in their care journey
 - Lower overall cost and improve outcomes by preventing downstream interventions
 - Can also support broader county residents and provide a way to financially offset caring for under- and uninsured

1. Zip codes were determined to be not addressable if drive time to Buggy Works exceeds 30 minutes or another hospital would need to be passed during transit to Buggy Works
 2. Circle denotes range of locations that are both within a 30-minute drive and located in South Fulton; Central and North Fulton are excluded from addressable population

Fulton County and MHC at Buggy Works would allow the county to begin offering a more comprehensive set of services and fill site of care and specialty care gaps

MHC at Buggy Works Operating Model

MHC Buggy Works operating model

▶ Seamless patient entry

- Extended clinic hours (nights & weekends) centered around patient
- Use of telehealth to “meet patient where he/she is”
- Proximity to MARTA and highways

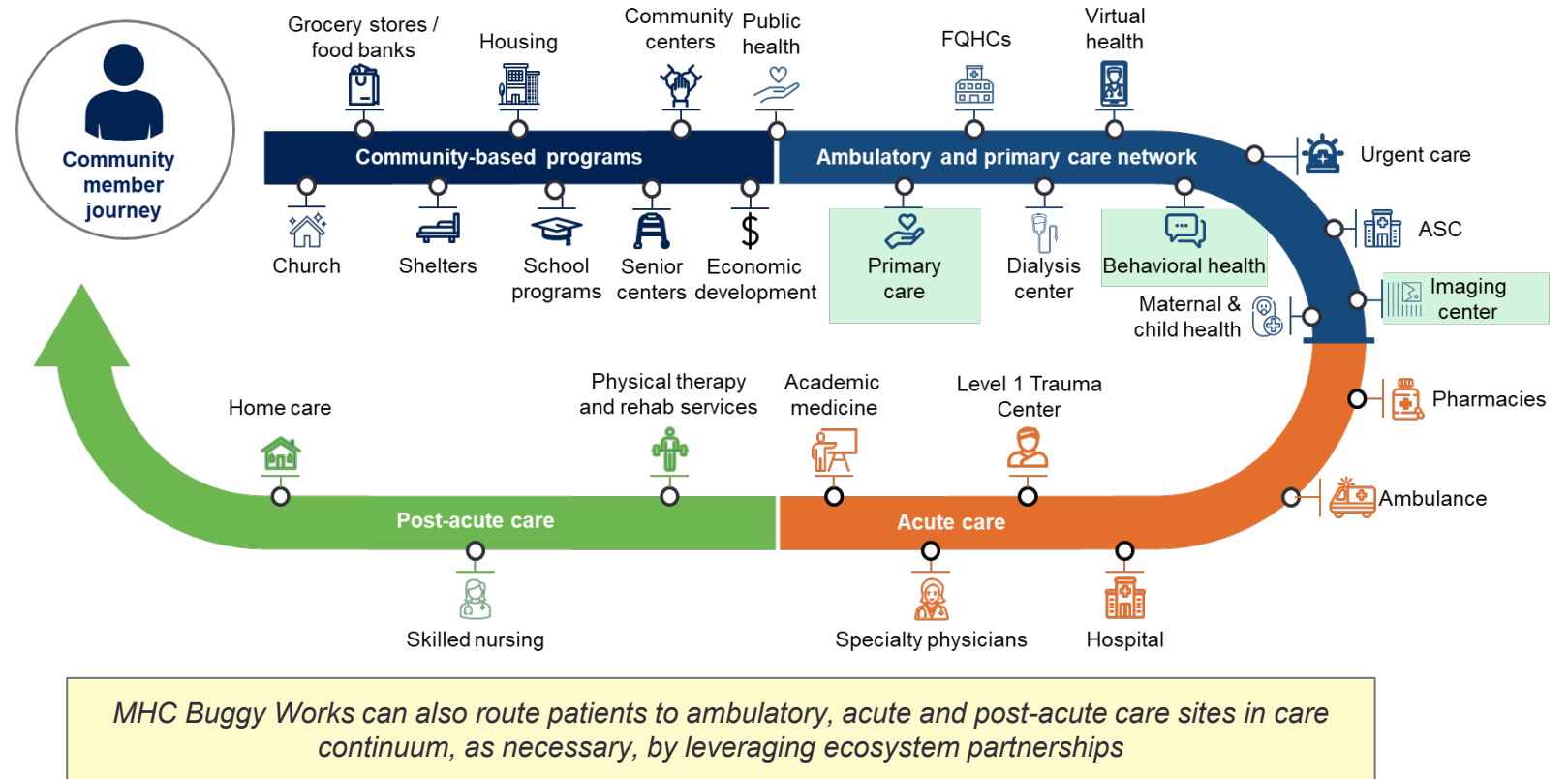
▶ Triage support at Buggy Works

- Holistic care team consisting of primary care physicians, behavioral health specialists, LPNs, PAs, and community health workers

▶ Navigation to next step

- Use of multidisciplinary care teams including Community Health Workers (CHWs) to guide patients
- Space for community partners / supporting services to make services easily accessible

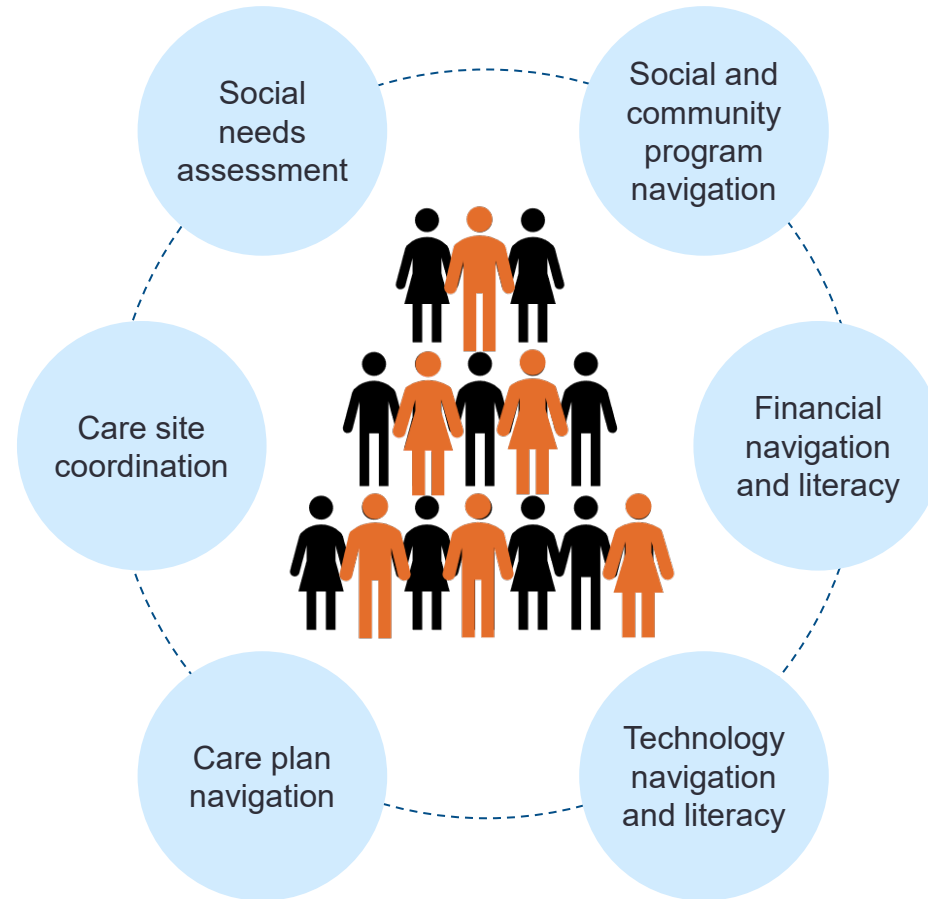
CHWs at MHC Buggy Works will work within the community to help connect incoming patients to community-based programs



Services offered at MHC Buggy Works that fill gaps in healthcare access

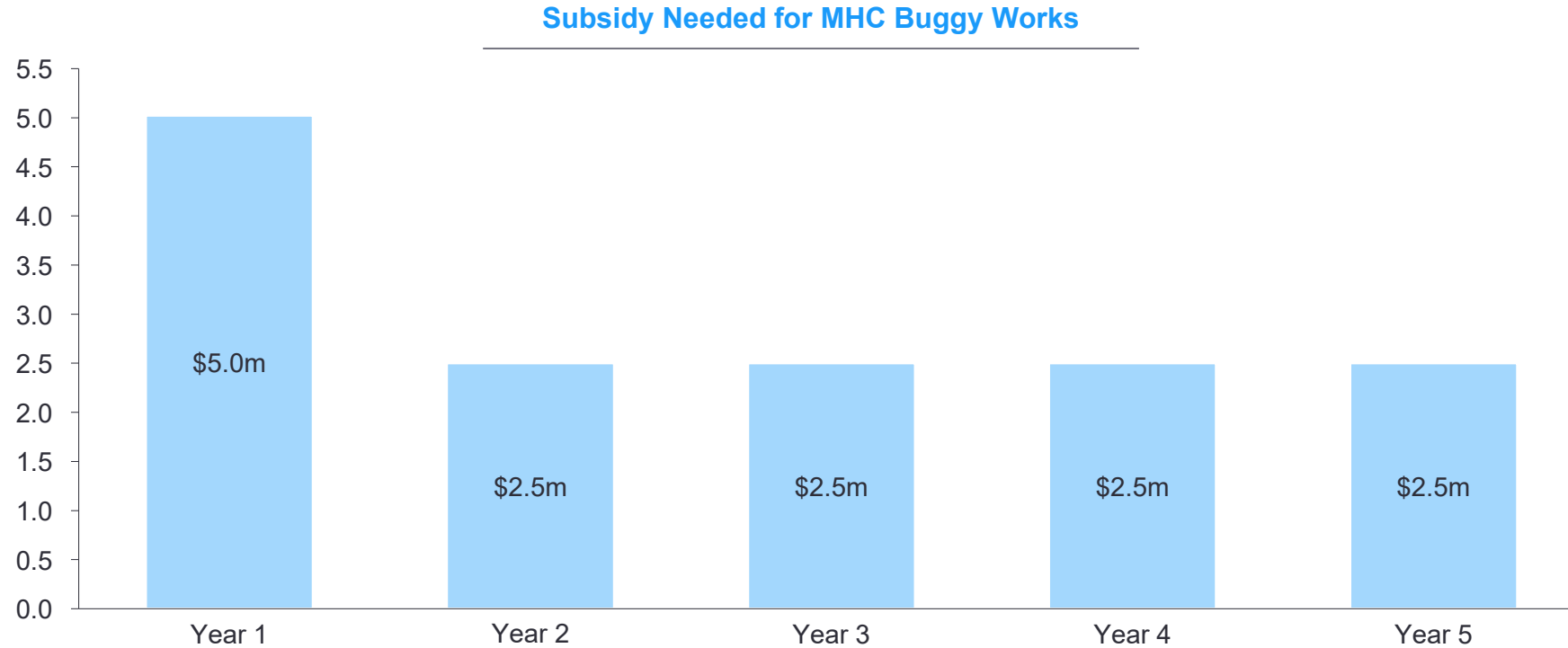
CHWs will serve as a bridge between MHC and the greater community, enabling increased access to support positive health outcomes for underserved and marginalized populations

Role of CHWs in MHC Buggy Works care model



How will FCG and MHC Buggy Works be different?

Site is estimated to generate ~\$2-3m in revenues annually by year 5; to sustain operations, site will require \$4-5m in one-time up-front investment and \$2-2.5m annually in funding support



- ▶ Initial ask of \$4-5M investment needed to stand-up Buggy Works
- ▶ Revenues will increase \$1.67M to \$2.9M over 5-year period; during the same time, operating costs are expected to increase from \$5M to \$5.6M
- ▶ To cover stand up costs, MHC Buggy Works will need \$2-2.5m annually in funding support, with the goal of reducing this need over time
- ▶ Total investment over 5 years is estimated at ~\$15m

Next Steps

Fulton County and MHC are aligned on the next steps required to ensure the MHC at Buggy Works workplan is comprehensive and there is alignment amongst stakeholders



Confirm assumptions on patient volumes, expenses, and subsidies; establish performance metrics



Complete partnership agreement



Present Memorandum of Understanding (MOU) and execution plan to Board of Commissioners for approval



Hold stakeholder briefings



Communicate plan to the public