

Cullman Regional Medical Center Cullman, Alabama

“Close to Home Is Good Medicine”

Community Survey And Pre-Campaign Planning Study



Capital Quest Background



- Est. 1992
- Works with community hospitals throughout the US
- Management of Capital Campaigns
- Tennessee, Washington, Arizona, Ohio, Missouri, California, Colorado



Study Objectives

- Survey Community:
Need/Benefits
- Prioritization of Possible
Projects
- Create Case
Statement/Vision
- Fundraising Potential

Methodology

- Personal Interviews
- Written Surveys
- Focus Groups
- Community, Corporate and Foundation Research



Evaluation Criteria

- Image of Cullman Regional Medical Center
- Marketability of Case for Expansion of Emergency Services
- Availability of Campaign Leadership
- Prospective Donors and Sources of Revenue
- Ability to Complete, Resources

Community Awareness

- CRMC has 115 Beds
- Over 1,000 employees, 800 FTE's
- 190 Physicians, 80 Active Medical Staff
- Only full-service hospital between Birmingham and Huntsville
- Affiliations with UAB and St. Vincent's
- 63% of Local Market Uses CRMC!

Q:

How does the community perceive Cullman Regional Medical Center?

- Positive/Negative
- Compared to similar hospitals/larger hospitals
- Value compared to cost
- Taken for granted?
- Anything to share confidentially?



Q:

Please rate each of the following areas of CRMC?

Scale of 1 – 10

(10 being “Exceptional”)

Facility - 1 2 3 4 5 6 7 8 9 10

Employees - 1 2 3 4 5 6 7 8 9 10

Reputation - 1 2 3 4 5 6 7 8 9 10

Med. Staff - 1 2 3 4 5 6 7 8 9 10

Quality/Care - 1 2 3 4 5 6 7 8 9 10

Corp. Citizen- 1 2 3 4 5 6 7 8 9 10

As we talk to people in the community,
what is the “best” and “worst” thing
we’ll hear about CRMC?

- Best?

- Worst?

Q: Perceptions of Ownership/Management

How Would
You Describe the
Ownership/Management of
CRMC?

- County Hospital?
- Tax Supported?
- Non-Profit Organization?
- Business/Corporation?
- Other?

Is the community aware that:



CRMC is a federally recognized charity (501-c-3).

There are no shareholders or stockholders.

100% of excess revenue is re-invested in technology, services or programs.



Hospital Finances

Do You Think The Community Knows That

- The operating budget of CRMC is \$100 million?
- The operating margin (profit) is less than 2% annually?
- CRMC provides over \$12 million in charity care to local residents and families?
- Receives only \$400,000 in tax revenue – in exchange for the \$12 million annually in charity care CRMC provides to local families?



Hospital Finances

Do You Think The Community Knows That

.....

- The hospital provides about 1,000 jobs with a total payroll of \$34.5 million?
- The economic impact of those salaries ALONE is over \$150 million?
- All hospital finances are published once a year and there is a news reporter at every hospital board meeting?

A Local Hospital

Local Market

56% of Local Community Seeks Care at CRMC



<u>Hospital</u>	<u>Market Share</u>
CRMC	56%
Woodland	7%
Birmingham	28%
Guntersville	2%
Huntsville	2%
Decatur	2%
Hartselle	1%
Others *	2%



The New

CRMC

Emergency Department



Why?

Reduce Waiting Times

Increase Privacy

Better Efficiency

Better Security



CRMC is a Level Two Trauma Center

UAB is only Level One in State
(Low Transfer Rate)



All Nurses are Trauma Nurses

All ER Staff are trained/certified for:

Pediatric Life Support

Advanced Cardiac Life Support

50% of All CRMC Patients Come
Through The
Emergency Department



Built in 1995 for
19,000 Visits ...

32,000 Visits in 2005

The New Emergency Department



The current Emergency Department has 8 curtained beds (ward), 2 trauma beds, and small cardiac room.

Expanded and Renovated Emergency Department

will have:

10 Private Rooms

4 Trauma Rooms

(including rooms dedicated for Stroke and Heart)

Built for over 40,000 Visits!!!

And > > > > >

“Fast Track” Service

Goal

Increase efficiency, and decrease waiting times, by triaging non-urgent, non-emergent and true emergency cases into different areas of the Emergency Department.

Non-Emergency patients seen by nurse practitioner or physician assistant under supervision of physician.

Five dedicated beds for FastTrack patients.

[Lower costs (about half as expensive) for CRMC and for non-emergency patients]

Summary

FastTrack program to separate real emergencies from non-urgent, non-emergency patients.

An almost doubling of number of beds (10 ER and 5 FastTrack).

Enhanced privacy through private rooms instead of "ward".

Dedicated space for heart attack, stroke, and trauma patients.

Larger, more comfortable waiting area.

All New beds and equipment.

Better access to state-of-the-art imaging equipment.

Questions

Overall impressions of plans?

Needed?

Most important selling point to the community?

Anything missing that should be added?

Anything you think the community will view as a "waste of money"?



Costs and Revenues

Total Cost: \$5,000,000

Only funding source is a community-wide fundraising campaign.

The building of new hospital has brought CRMC to its maximum prudent debt limit. No borrowing for 3 – 5 years.

At a 2% margin (CRMC's goal), it would take \$250,000,000 in PAID services (almost \$750,000,000 in actual billed services) to net \$5,000,000 – or 2.5 years of reserving 100% of margin for ED. No other improvements.

Questions



Overall impressions of concept of CRMC conducting a \$5,000,000 capital campaign to renovate and expand the Emergency Services at CRMC.

Other sources of funding? Or is a campaign the only way?

Unanswered questions about plans or costs or revenues?

Volunteer Board Leadership

CRMC Hospital Board

Steve Glasscock, President, Merchants Bank

Stephen Donaldson, Owner, J & R Feed

R. Clyne Adams, DMD

Jay Mullins, Premier Bank

Jerry Weathersby, Cullman Electric Cooperative

Rev. Jack Collins, West Cullman Baptist Association

Doug Doggett, Doug Doggett Jewelers

David McKoy

Eddie Burkart, Hanceville Drug Company

Jim Weidner, CEO, Cullman Regional Medical Center

Steve Seidel, MD

Robin Hall, MD

Jo Ann Persall, Ed.D., Wallace State College

Brownie Price, MD

Volunteer Board Leadership

CRMC Foundation Board

Del Brock

Clint Frey

Jane Calvert,

Chris Borden, PharmD

Judge Kim Chaney

Jonathan Echols, DMD

Emmett Blocher

Paul Bussman, DMD

Rev. Jack Collins

Mike Eckenrod

Herman Ensor, MD

Chester Freeman

Betty Haynes

William Holcomb, MD

Randy Johnson

Nancy F. McClellan

Steve Murphree, DVM

Charlie NeSmith

Brownie Price, MD

Cheryl Rutledge, RN

Rodney C. Sanders, MD

Silvia White

Alan Wood

Past Presidents Council

Claude Alsbrooks, Jr. –
Past Presidents Council

Jim Davis, MD – Past
Presidents Council

Mike Duke – Past
Presidents Council

Danny McAfee – Past
Presidents Council

Sarah Hicks, Auxiliary
President



Leadership Is
THE Key to a Successful
Campaign

Q • If you were in charge of a fundraising campaign, what 3 – 5 people would you want helping you?

- Community Leaders
- Physicians
- Elected Officials
- Media
- Business and Industry
- Civic
- Economic Development

Gift Chart

\$5,000,000 Capital Campaign

Number Needed	Total Gift (5 Years)	Monthly Payment (60)	Annual Payment (5)	Total Raised
1	\$500,000	\$8,333	\$100,000	\$500,000
4	\$250,000	\$4,166	\$50,000	\$1,500,000
8	\$100,000	\$1,667	\$20,000	\$2,300,000
15	\$50,000	\$833	\$10,000	\$3,050,000
30	\$25,000	\$417	\$5,000	\$3,800,000
70	\$10,000	\$167	\$2,000	\$4,500,000
100	\$5,000	\$83	\$1,000	\$5,000,000



Does the wealth exist to expect that these types of gifts are POSSIBLE (not necessarily willing) from individuals, foundations, and corporations in THIS county?

Q: Who do you know, or know of, that might have the capability to make a leadership gift?

- Business/Corporations
- Foundations
- Wealthy Families
- Business Owners
- Long-Time Local Families
- Industry



Do you think
people in this
county would be
WILLING to make
the gifts
necessary to
raise \$5,000,000?



Q:

Would you be willing to be a volunteer leader in a capital campaign?

- Open Doors, with or without soliciting
- Lend Name
- Make a Gift



Q:

Would you be financially supportive of a capital campaign?

- Yes
- No
- Range of Giving



Q:

How does the opportunity to name an area of the hospital impact your giving?

- Might have a significant impact
- Little or No Impact
- Might have an impact if I honor/memorialize a loved one.

Q: Can you share with us other organizations in the area doing capital campaigns? Fundraising?

- There is a lot of competition for the charitable dollar.
- The competition for the charitable dollar is about right for this size community.
- There are few capital campaigns underway and philanthropy should be a larger part of our community.

