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# Leadership

Governed by a voluntary Board of Directors, Good Shepherd Medical Center-Linden has a direct link to solicit community involvement in decision making. The Board of Directors is composed of Good Shepherd Health System's President and Chief Executive Officer, the hospital's Chief Executive Officer and eight members of the community who serve on a voluntary basis to further the mission of Good Shepherd Medical Center-Linden. These members represent local business, industry, education, medical services and consumers at large. The Board of Directors provides perpetual communication of the concerns and healthcare needs of the Linden community.

## 2006 Board of Directors

Jerry D. Adair, President and Chief Executive Officer

John Chamberlain, Chief Executive Officer

Gary Clayton

Billy R. Fielder

Craig Keith Henry

Susan W. Jackson

C. Michael Lee

Karen S. Lee

Jina Sullivan-Hamm

Donald R. Simmons, MD

# Mission

Good Shepherd Medical Center-Linden is a not-for-profit critical access hospital dedicated to creating a healthier future for the residents of Linden and Northeast Texas. To ensure the continued well-being of the community, the Medical Center strives to provide quality, compassionate and comprehensive healthcare services to the whole person: body, mind and spirit.

Good Shepherd exists to care for all those who present themselves, whatever their need, regardless of race, creed or gender. The Medical Center provides health services to the medically underserved as far as resources provide, while maintaining the long-term integrity of service to the community.

The leadership will remain ever cognizant of the Medical Center's integral role in the community and its responsibility to demonstrate good stewardship of the health of its residents while providing services at competitive costs. Inherent within this mission is a responsibility to maintain the organization's financial solvency.

With sensitivity to education and development of medical staff, employees, volunteers and friends, Good Shepherd also creates a harmonious environment reflective of the caring and healing purpose.

Like the Shepherd, the Medical Center has come to symbolize one of the human spirit's most treasured resources: one's capacity to care.

# Strategy

Good Shepherd Medical Center-Linden is impacted by the significant changes in healthcare today. To ensure that Good Shepherd Medical Center-Linden is strongly positioned for the future, the following major strategies have been adopted:

- Improve clinical quality outcomes and customer service
- Improve operating performance and reduce costs
- Develop an integrated delivery system and provide a full continuum of hospital, physician and insurance services
- Improve the health status of the service area
- Improve the capability and adaptability of employees

# Available Services

As a not-for-profit healthcare organization, Good Shepherd Medical Center-Linden exists to benefit the public through the provision of healthcare services. Governed by a voluntary Board of Directors, Good Shepherd Medical Center-Linden returns to the community all revenue in excess of expenses in the form of improved facilities, new equipment and community services. Good Shepherd Medical Center-Linden more than \$617,000 in capital improvements in 2006. The following is a list of services available at Good Shepherd Medical Center-Linden:

## **Ancillary Services**

Home Health  
Occupational Therapy  
Physical Therapy  
Respiratory Therapy

## **Employee Services**

Employee Assistance  
Employee Health Services  
Tuition Reimbursement

## **Medical Imaging**

Diagnostic X-ray  
Computerized Tomography  
Mammography  
Ultrasound

## **Medical/Surgical Services**

Acute Care Nursing  
Geriatric Care with Skilled  
Nursing Facility  
Cardiac Rehabilitation  
Infection Control  
Neurosurgery  
Rehabilitation

## **Patient & Family Services**

Social Work  
Chaplaincy  
MHMR Referral Services

## **Women's & Children's Services**

Nursery  
Obstetrics  
Pediatrics

## **Other Services**

Emergency Services  
Wound Care  
EMS Services

# Fulfilling the Mission

As part of the ongoing commitment to the underserved population of Good Shepherd's service area, the Board of Directors established criteria for financial assistance consistent with the organization's mission and financial resources.

Financial assistance is provided to all patients, without regard to race, creed, gender or national origin, who are classified as financially indigent according to Good Shepherd's eligibility guidelines and who present themselves for care at Good Shepherd Medical Center and its regional system of services. Many factors such as all sources of income, employment status, family size, amount of the patient's account and healthcare needs are all taken into consideration when determining eligibility for financial assistance.

Good Shepherd Medical Center-Linden maintains records to identify and monitor the level of financial assistance it provides to the communities it serves. Charity care based on established rates was rendered in the amount of \$219,000. Good Shepherd provided charity care, govern-

ment-sponsored indigent healthcare and other community benefits costing more than \$2,100,000 or almost 23 percent of Good Shepherd's total operating expenses. Good Shepherd's bad debt expense for the period was more than \$990,000 or more than 12 percent of net patient revenue.

Good Shepherd Medical Center-Linden also participates in the Medicare and Medicaid programs, as well as other federal, state and local healthcare reimbursement programs for those in financial need. These programs account for a significant portion of Good Shepherd Medical Center's gross patient revenue.

## Patient Satisfaction

Good Shepherd Medical Center-Linden's Board of Directors strives to meet the growing healthcare needs of Linden and the surrounding communities and approved the following major enhancements to patient services as a result of identified needs during fiscal year 2006:

- In 2006, Medical Records began the conversion from a serial unit numbering system to a terminal digit numbering system, allowing patients to keep the same medical record number for each visit to the facility, and making the medical record easier to access when a patient is re-admitted.
- An operating room suite was remodeled and now includes a C-arm that allows for more procedures to be performed in the OR.

## Population Specific Programs

### **Great Expectations Maternity Program**

The Great Expectations Maternity Program offers special benefits and services to patients who choose Good Shepherd for the birth of a new family member. Trimester-specific newsletters, the Great Expectations Maternity Journal, weekly email newsletter program, a special onesie for babies to wear home and a variety of educational offerings are just a few of the "perks" for patients who enroll in the free program on Good Shepherd's website.

### **ClassiCare**

The senior market comprises a significant portion of Good Shepherd's patient mix. Seniors receive benefits through the ClassiCare program including prescription discounts, group travel and social activities. ClassiCare members are invited to attend monthly luncheons featuring presentations on topics ranging from CPR to proper nutrition as well as yoga and exercise classes each week.

# Community Involvement

Good Shepherd Medical Center contributes to many activities throughout the community by actively participating in programs sponsored by local organizations.

- Community volunteers provided Good Shepherd Medical Center-Linden with more than 3,000 hours of service during 2006. They lend their time and expertise to assist patients, visitors and other staff members in every department.
- The Physical Therapy and Sports Medicine Department provides free sports medicine programs for high school and college athletic teams in need of trainers or physicians. This includes pre-game preparation, injury management during play, post-game management of injuries, and an athletic injury clinic during football season.
- Many Good Shepherd employees represent the hospital on not-for-profit boards. Some examples include the Board of Directors for the Community Services of Northeast Texas (Head Start and Meals on Wheels), Texas Music Awards, Relay for Life, Wildflower Trails Festival and Winterfest.

## Regional Services

Good Shepherd Medical Center-Linden strives to meet the healthcare needs of all citizens living in Northeast Texas. Good Shepherd Medical Center-Linden's service area includes Cass, Morris and Marion counties. In partnership with another area healthcare organization, Good Shepherd provides Champion EMS, 24-hour Advanced Cardiac Life Support (ACLS) emergency medical services to residents in these communities including Linden, Daingerfield, Lone Star and Jefferson. These communities are served by paramedics and emergency medical technicians operating Mobile Intensive Care Units. The goal of the EMS program is to protect residents by providing onsite emergency treatment and stabilization of injuries by qualified and certified personnel and transportation to an appropriate facility.

# Community Benefits Budget 2006-2007

Unreimbursed cost of providing care to the financially and medically indigent.....	\$953,000
Unreimbursed cost of providing Medicare, Champus and other government-sponsored healthcare.....	\$1,297,000
Education of physicians, nurses and other professional healthcare providers.....	\$10,000
Education of patients.....	\$4,000
Community health education.....	\$44,000
<b>Total 2007 budget for providing community health benefits.....</b>	<b>\$2,308,000</b>