



April 18, 2017

Nueces County Hospital District
Jonny F. Hipp, Sc.D., FACHE
Administrator/Chief Executive Officer
555 N. Carancahua Street, Suite 950
Corpus Christi, Texas 78401-0835

RE: CHRISTUS Spohn Responses to Nueces County Hospital Districts Questions Regarding Memorial Operations Transition

Dear Mr. Hipp,

Thank you for your letter dated April 10, 2017 in which you requested written answers to the list of questions posed by the Nueces County Hospital District's Board of Managers relative to the Spohn Memorial Operations transition.

Below are our responses. Please do not hesitate to contact me should you require further assistance at 361.881.3400.

Sincerely,

A handwritten signature in blue ink, appearing to read "Justin Doss".

Justin Doss, FACHE
Chief Operating Officer
CHRISTUS Spohn Health System

CHRISTUS Spohn Responses to Nueces County Hospital Districts Questions Regarding Memorial Operations Transition

- 1. What is the status of CHRISTUS Spohn's completion of construction at CHRISTUS Spohn Hospital Corpus Christi—*Shoreline's* ("*Shoreline*") emergency department which should include the construction and renovation of at least 39 emergency department treatment beds / emergency department beds (subject to the variance referenced in Schedule 2, Section 2.4 of the Amended and Restated Membership Agreement ("*Membership Agreement*")?)**

Construction is on target for a December 2018 opening. The new Shoreline tower will house the emergency department, which as planned will include: 40 treatment beds, two (2) trauma rooms, and nine (9) fast track quarters.

- 2. If there is or will be a (+/- 10%) variance from the 39 bed requirement set forth in the Membership Agreement, please indicate the amount of such (+/- 10%) variance and the rationale for such (+/- 10%) variance (e.g., patient flow assessment or related construction design considerations).**

Current construction plans are for 40 emergency department treatment beds, and we do not anticipate any circumstances that would result in a reduction in that number.

- 3. What is the status of Spohn's expansion of the staffed inpatient beds at *Shoreline* to a minimum of 406 staffed beds? How many staffed beds are currently at *Shoreline* and what is the occupancy percentage rate?**

Upon completion of our Shoreline expansion project, Shoreline will have capacity to operate at least 406 staffed inpatient beds and will make adjustments as necessary; the exact number of staffed beds at any time will vary depending on patient demand, as it does now. Today, Shoreline operates and staffs 402 beds with an 81.49% occupancy rate.

4. What assessments has CHRISTUS Spohn performed to ensure that it is able to provide consistent levels of inpatient and outpatient services to meet the needs of Nueces County indigents?

We are continually evaluating our hospital processes, particularly those in our ED, to ensure that there is a consistent level of capacity to provide the inpatient and outpatient services needed by Nueces County indigent patients. We have recently expanded our hospital capacity at Shoreline to include:

- *Addition of 27 brand new med/surg beds on the 9th floor of the Critical Care Center, to be operational May 1, 2017*
- *Opening of a new 10-bed Medical Intensive Care Unit (MICU) at the Dr. Spohn/Kenedy Buildings (inpatient towers on the Shoreline campus), bringing our ICU capacity to a total of 76 ICU beds in 5 dedicated units:*
 - *CVICU (8 beds)*
 - *A4 CCU/Medical ICU (24 beds)*
 - *A3 Neuro/Stroke ICU (24 beds)*
 - *MICU (10 beds)*
 - *Trauma ICU (10 beds) (effective May 2, 2017)*
- *There is a new Medical Intensivist program, which will provide for 24/7 on-site availability of specialty physicians for those patients in need of Critical Care.*
- *We have established a dedicated transfer center (a one stop phone number to help expedite transfer of patients from community hospitals, clinics, free-standing emergency rooms and private providers into the Spohn Health System) to assist in making sure our patients receive care in the right setting at the hospital*
- *The new Dr. Hector P. Garcia Family Health Center's Quick Care center is now operating with extended operating hours and 24-hour coverage Thursdays through Sunday morning.*
- *CHRISTUS Spohn will continue to provide primary care services at our established Northside, Padre Island, Westside and Robstown Family Health Centers*

What is the current ER wait time?

80% of all Shoreline emergency room patients are seen by a provider in 30 minutes.

Is parking readily available for ER patients?

The Shoreline ED offers free valet parking services; hours of operation are 8 am to 10 pm (Monday through Friday) and 10 am to 10 pm (weekends). In addition to the ED valet service, the Shoreline campus offers two additional complimentary valet drop-off stations with vehicle attendants.

We have added 30 new spaces to the Centennial Parking lot at Santa Fe and Ayers Street as well as a shuttle service between Memorial and Shoreline for Associates and contractors.

Are ambulances put on divert on a regular basis?

No

5. **Please confirm that there is office space and a training center for medical residents participating in Spohn's GME program at Shoreline.**

At present, the Shoreline campus does not provide office space or a training center for the CHRISTUS Spohn GME program, although such space will be located at Shoreline when the Shoreline tower construction is completed. All of CHRISTUS Spohn's GME Administrative offices are currently housed at Memorial 5-West. The Dr. Hector P. Garcia Family Health Center has conference rooms that are used for resident education, as well as a small auditorium.

Residents participate in a total of 36 different rotations (emergency, cardiac, OB, pediatrics, etc.) conducted throughout CHRISTUS Spohn Hospital Corpus Christi. They continue to attend an 8-hour didactic conference at the Memorial Campus every Thursday.

6. **When does CHRISTUS Spohn plan to cease operations at Memorial Medical Center's ("MMC") emergency department?**

Memorial continues to operate an Emergency Department, as access to emergency care is a top priority. The Emergency Department will continue to provide 24/7 emergency care just as any other emergency department with the same on-site capabilities, but will no longer operate as a trauma center. Patients will continue to be transferred to Shoreline or the most appropriate facility to receive care. There is no definitive timeline to cease operations at Memorial for emergency services and the future timeline will be based on demand, capacity, and efficiency.

7. **Is the Shoreline trauma center currently operational and being operated in accordance with all requirements of a Level II Trauma Center?**

*The Shoreline campus currently operates as a Level IV Trauma Center. The Shoreline Campus will operate as the region's Level II Trauma Center when the Trauma Program officially transfers to Shoreline on **May 2, 2017 at 0700 hours (7 a.m.)***

8. **Has CHRISTUS Spohn requested "in active pursuit" designation by Texas Department of State Health Services ("DSHS") of Shoreline's trauma department as a Level II Trauma Services Center? If so, has DSHS approved the "in active pursuit" application? If not, what is the timing of such designation?**

CHRISTUS Spohn has received approval from the DSHS and the American College of Surgeons to transfer Memorial's Level II designation to the Shoreline campus, effective May 2, 2017; 0700. Since the Level II designation will transfer, there is no need for the "In Active Pursuit" application to be submitted.

9. **If applicable, when will Shoreline's trauma center be surveyed by the American College of Surgeons (ACS) for Level II Trauma Center designation?**

Shoreline will assume Memorial's ACS normal survey cycle. The Level II Trauma designation is scheduled to expire in January 2019.

10. **When does CHRISTUS Spohn anticipate that Shoreline will obtain Level II Trauma Services Center designation?**

CHRISTUS Spohn has received approval from the DSHS and the American College of Surgeons to transfer Memorial's Level II designation to the Shoreline campus, effective May 2, 2017 at 0700.

11. What operations still remain at MMC in terms of inpatient and outpatient services, ancillary services, staffed beds, and emergency room services? When does CHRISTUS Spohn anticipate that these services will be fully transferred to Shoreline?

For the immediate future, Memorial will continue to operate:

- *Emergency Department with the same on-site capabilities without the trauma center*
- *Behavioral Health Services*
- *Ancillary Services (laboratory, radiology, pharmacy, nutrition, security, etc.)*
- *Medical inpatient beds--with capacity to operate should the need arise*
- *Dr. Hector P. Garcia Memorial Family Health Center*
- *Memorial Quick Care*

Memorial's operations will cease when and all remaining services are assigned a new location and are operationally prepared to deliver quality care in their new setting (but not before Spohn completes construction to the Shoreline Emergency Department and Trauma Center). The Dr. Hector P. Garcia Memorial Family Health Center will continue operations in its current location.

12. What will CHRISTUS Spohn's response be to potential questions from the public that its transition of services from MMC to Shoreline is not consistent with representations made by then CHRISTUS Spohn President Ms. Pam Robertson to the Hospital District in various presentations and also to the public, elected officials and others during various town hall meetings held in 2014 (i.e., the transition appears to be ahead of schedule)?

More people are now choosing Shoreline for their care, so it is critical that we move promptly to bring together our trauma team, key specialties and latest technology under one roof. We are committed to providing the best care at the best location for our patients.

To ensure an uninterrupted Level II Trauma designation, we determined that it was in everyone's best interest to make the transfer to Shoreline in May 2017. Because the Level II Trauma designation is due for a renewal in January 2019, ACS will need a year's worth of data starting in November 2017. To obtain a year's worth of data starting in November 2017, we determined that we need to start the transfer process prior to August 2017 and because Memorial Day is the start of the busy season, we determined that May 2017 was the proper time to ensure the uninterrupted Level II Trauma designation.

We also are called to be good stewards of our resources and must allocate our human and financial capital to those areas where patients and their families receive care.

Likewise, as noted above, Memorial will continue to be operational and provide a significant amount of services after May 2, 2017.

13. Please provide a description of CHRISTUS Spohn's transition plan for the trauma center, psychiatric services, and all other remaining operations at MMC. Has CHRISTUS Spohn communicated with law enforcement officers regarding transition of the trauma center and discussed the impact of the move on commitment hearings or psychiatric assessment locations?

CHRISTUS Spohn began a comprehensive communication outreach plan last month. We reached out to our key stakeholders (including the Fire Chief, Board members, medical staff, residency program directors, county commissioners, Judges, and NCHD officials) and notified them of our plans to transition the Trauma Program to the Shoreline campus effective May 2, 2017.

Additionally, we explained what services would remain at the Memorial campus:

- *Emergency Department*
- *Behavioral Health Services*
- *Ancillary Services (laboratory, radiology, pharmacy, etc.)*
- *Medical inpatient beds*
- *Dr. Hector P. Garcia Memorial Family Health Center*
- *Memorial Quick Care*

The trauma program's relocation will not impact our behavioral health program; on-site commitment hearings and psychiatric assessments will continue at Memorial. However, we are working with MHMR and other stakeholders about how to perform these functions in the future. When our behavioral health plans are finalized, our law enforcement community, as well as other key stakeholders including NCHD, will be notified of our plans.

14. When does CHRISTUS Spohn plan to cease operations of the MMC facility?

Memorial's operations will cease when and all remaining services are assigned a new location and are operationally prepared to deliver quality care in their new setting (but not before Spohn completes construction to the Shoreline Emergency Department and Trauma Center). We must allow for flexibility in order to ensure an orderly transition of services to Shoreline.

15. When does CHRISTUS Spohn plan to demolish the MMC facility?

The demolition of the Memorial hospital is the final phase of our transformation project; demolition will commence shortly after all services have been relocated.

16. What is the status of CHRISTUS Spohn's fundraising efforts related to the Shoreline expansion and related initiatives?

We have achieved 49.5% of our fundraising goal and have \$18.8 million in the pipeline. Our campaign will go public when we achieve 62% of our fundraising goal.