Overview of the future of Rockville General Hospital

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Why this document?

• The culture and economy of Rockville have several pillars, one of which is Rockville General Hospital (RGH).

• In recent years, there has been much public concern and fear over the possible closing of this vital local healthcare facility.

• With the recent sale of ECHN to Prospect Medical Holdings, RGH held a Town Meeting on April 26, 2017 to cast the vision for the future of RGH. I participated in that meeting, and sensed a need to create this document to help RDA members, Rockville citizens and the general public to see and understand what’s going on.
The handwriting was on the wall!

• *Something had to change.* General hospitals in crowded markets such as north-central Connecticut are unsustainable. The numbers just don’t work. Why?
Over 7 years, RGH average daily census for Medical/Surgical/ICU decreased by 39%.
Why the decline?

• Retirement of some key physicians who were replaced by younger physicians whose practice of medicine involves more treatment in outpatient settings.

• Pressure from payers, including Medicare, to keep patients out of the hospital.
Over 6 years, RGH Emergency Dept visits decreased by 23%.
Why the decline?

• Patient usage changed due to higher insurance deductibles and out-of-pocket costs.

• There has been a proliferation of new, local urgent care centers, with 14 now operating within ECHN’s service area.
The Good News:

• With the sale concluded and uncertainty over RGH’s future subsiding, patient confidence is improving AND long-term diversification efforts are becoming reality.
Since the sale, average daily census for Medical/Surgical/ICU has risen by 22%.
Plus, to improve the hospital:

Prospect is investing $6.049 million in upgrading RGH, from the main entrance to floors, walls, HVAC, electrical systems and roofing.
Plus, RGH recently opened the Eating Disorders Center.

ECHN recently invested $4.5 million in the new Eating Disorders Center, which opened in August of 2016. This center is one of a handful of similar centers across the USA, and is **already attracting patients from a wide geographic area.**
• This Eating Disorders Center creates nursing jobs AND generates additional need for existing RGH services such as laboratory, physical therapy, GI and dietary.
Average daily census at the new Eating Disorders Center (EDC) is rising.
The overall results thus far: a 53% increase in average daily census...
...and an estimated **101%** increase in average daily census by Summer 2017.
**Plus,** RGH is investing in a new Adult Behavioral Health Unit.

- This year, RGH is spending $4.2 million to renovate Bissell 1 into a new adult behavioral health unit to meet growing community needs. Estimated opening date is November of 2017.
This new Adult Behavioral Health Unit will have a 24-bed capacity.
The combined cumulative effect: steady diversification and growth.

Total Bed Capacity: 95

- Intensive Care Unit
- Medical / Surgical Unit
- Eating Disorders Center
- Adult Behavioral Health Unit
The keys to RGH sustainability are specialization and diversification:

• ICU capacity: 9%
• Medical / Surgical capacity: 34%
• Eating Disorders Center capacity: 32%
• Adult Behavioral Health Unit capacity: 25%

This will result in average daily census of 70, compared with 37.2 in 2009. These numbers add up to a healthy hospital.
Plus, RGH is becoming a teaching hospital:

• The hospital currently has three classes of 12 doctors each. These doctors train for three years.

• After these resident doctors have lived and worked here for three years, from a recruitment and retention standpoint, they represent a good potential labor pool for RGH / ECHN doctors for years to come.
✓ Rebounding use of RGH Medical/Surgical/ICU Unit.

✓ Multi-million-dollar investment in RGH facility.

✓ Growth of the RGH Eating Disorders Center.

✓ Addition of RGH Adult Behavioral Health Unit.

✓ Addition of RGH physician teaching.
The Future of RGH Looks Bright!
RGH has a brighter future, and more potential for growth, than it has had in decades. In the words of Tom Reardon, President of Prospect Medical Holdings East, who made this statement during the RGH Town Meeting on April 26, 2017:

“We don’t want Rockville General Hospital to be the orphan. Why would we buy a hospital to close it? We want this hospital to thrive. We want to grow.”

Current evidence backs up what he claims. As a community, let’s help them to achieve these goals for our mutual benefit. --Drew Crandall, RDA President