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Correspondence: Duval County Hospital Authority form letter from Michael J. Wood to Edgar B. Haire, 1969-12-29

Michael J. Wood

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DUVAL COUNTY HOSPITAL AUTHORITY

OPERATING
DUVAL MEDICAL CENTER
P. O. BOX 2751, WEST BAY ANNEX
2000 JEFFERSON ST. JACKSONVILLE, FLORIDA 32203
TELEPHONE 904/353-3631

MICHAEL J. WOOD, EXECUTIVE DIRECTOR

December 29, 1969

Mr. Edgar B. Haire
James A. Hamilton Associates, Inc.
221 South Church Street, Suite 211
Charlotte, North Carolina 28202

Dear Mr. Haire:

The Duval County Hospital Authority has decided to secure the services of a professional hospital consultant. After interviewing a number of qualified consulting groups, your firm has been chosen as one of two to negotiate with further. In a recent telephone conversation you indicated continuing interest in our project. A meeting has been arranged for January 7, 1970 at 7:30 p.m., at the Duval Medical Center to discuss your proposed consulting services with members of the Duval County Hospital Authority. Arrangements have also been completed to discuss the proposal of the Anthony J. J. Rourke, Inc., on the same date at a different time. Thus the Duval County Hospital Authority can decide between the two, and select a consultant to do the survey for which financing is assured.

In order for both proposals to be based upon the same requirements, the Duval County Hospital Authority has directed me to describe our needs in general, and in some detail.

First, the contents of the original letter to you, dated March 7, 1969 are repeated. "The Duval County Hospital Authority operates the Duval Medical Center, a community hospital. The Medical Center, a 256 bed general short-term medical and surgical hospital offers outpatient, emergency room and inpatient services to the more than 100,000 indigent sick of Jacksonville. It is financed primarily through ad valorem tax funds and revenues from various State, Federal and other Agency medical programs. Close relationships with the University of Florida College of Medicine at Gainesville, Florida guide the various residencies and internships as well as other educational programs that are offered at Duval Medical Center. Five years ago a long range expansion program was begun using Ellerbe Consulting Architects from St. Paul, Minnesota as master planners. As part of the long range program, a 500 bed addition is under construction to be opened in 1971. The addition enlarges the outpatient facilities and emergency room areas and provides generally for the increased scope of service. Our hospital, like other large community charity hospitals, has had chronic problems in getting adequate financing, particularly from the ad valorem tax sources. A Comprehensive Health Planning Council is active in the Jacksonville area. Much data is available about the medical services, patient origins and the roles to be played by the various hospitals and health care institutions. Financing the enlarged Duval Medical Center in its future must be studied, since the present method seems inadequate. The Planning and Development Committee of the Hospital Authority is seeking consultation particularly about future financing, as well as re-evaluation and redefinition of the community role of the Duval Medical Center."

CHARLES E. COBB, JR.
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KARL B. HANSON, M. D.
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BUFORD L. BOWEN
SECRETARY-TREASURER

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PAUL A. BROOME
WILBUR C. SUMNER, M. D.

Thus, the Duval County Hospital Authority wishes the main thrust of the survey to be a Role and Program Study, but also desires a survey of the financing and administration of the hospital.

Specifically, the Role and Program Study should include the following:

1. Sufficient review of the area served by the Duval Medical Center to determine the present and long-range future (20 years) needs for hospital and related facilities with special reference to the needs of the public(s) for which Duval Medical Center has an established responsibility.
2. A review of the present status of the role and programs in patient service, education, and research of the Duval Medical Center to include consideration of present relationships between the Center and the City of Jacksonville, and between the Center and the University of Florida College of Medicine, as such relationships affect the role and programs of the Center and are pertinent to the Center's operation.
3. In light of the above, a definition of the future role of the Duval Medical Center in meeting the needs of the area.
4. A description of the recommended programs of the Duval Medical Center in patient service, education, and research appropriate to the above role.
5. A study of the present and future delivery of health services, both inpatient and extended care, to the medically indigent of Duval County.
6. A review of the purposes of the institution and its proposed facilities and programs, in light of the total health services rendered by other institutions in the City of Jacksonville.
7. A determination of means to be taken to "change the image" of the present institution, including recommendations for a change in name.
8. Possible alternatives of organization and sponsorship of the Duval Medical Center in light of its projected community role.
9. Potential shared services and relationships with the two adjacent hospitals in the immediate area.

That portion of the study directed at methods of financing, and the management of the hospital should include:

1. A study of the present method of financing, and identification of future sources of financing the operation of the Duval Medical Center.
2. Recommendations for needed changes in planning, programming and budgeting for patient services.
3. A study of future financing as related to source.
4. A study of current costs of operating the hospital, and its outpatient services, based on comparative costs in the community.
5. A projection of operating costs for the new units, as related to total services.
6. A study of current staffing patterns by department and service.
7. A projection of staffing for the new facility.
8. An evaluation of management personnel, and management activities.
9. A study of the advantages and disadvantages of the governing structure, as related to the city government, Central Services and Civil Service rules and regulations.
10. An appraisal of the policies, organization, performance, and operation of the top level management (governing board), and the executive management of the hospital. Such appraisal should include proper consideration of relationships between the governing board and the City of Jacksonville as these may be pertinent.
11. An appraisal of the medical staff organization of Duval Medical Center.

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12. An appraisal of the operation of all of the departments within the hospital to determine the degree of effective and economic operation.
13. An appraisal of the fiscal policies, activities, rates and methods of control. Such appraisal shall include proper consideration of fiscal relationships with the City of Jacksonville as these may be pertinent to this aspect of the study.
14. Specific and appropriate recommendations for action with reference to each of the above.

The final proposal should include a date to begin the study, an elapsed time to complete the study, and the cost, as well as method of payment, for the total services of the consultant, including 100 copies of the finished report.

We look forward to meeting with you on January 7, 1970.

Sincerely yours,

MJW:res

cc: Duval County Hospital Authority Members
Mayor Hans G. Tanzler
Councilman John F. Lanahan
Councilman I. M. Sulzbacher
Mr. J. E. Davis
Mr. Claude L. Mullis
Mr. Herman Gattis
Mr. H. J. McFarland
Dr. G. Dekle Taylor
Dr. Harry Reinstine
Dr. Joseph Lowenthal