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# **Georgia Southern Examines Operational and Financial Performance of Georgia's Critical Access Hospitals**

January 19, 2018



Georgia's Critical Access Hospitals (CAHs) face increasingly complex threats to financial sustainability, as demonstrated by the disproportionately high number of closures in comparison to other states in the nation.

Financial performance measures (including profitability, revenue, liquidity, debt, utilization, and productivity), site visits, key personnel interviews, and a revenue cycle management assessment were used to assess the strategic landscape of CAHs in Georgia, analyze financial and operational performance, and provide recommendations.

For CAHs in Georgia, financial and operating performance indicators, interviews, and assessments depict a challenging operating environment, but opportunities for improvement exist through implementation of a Lean Six Sigma program and improved benchmarking processes.

Georgia's CAHs operate in a challenging environment, but operational improvement strategies (such as a Lean Six Sigma program) and benchmarking directed towards business processes, including revenue cycle management, provide opportunities for sustainability in the future.

"[Operational and financial performance of Georgia's Critical Access Hospitals](#)," was recently published in the Journal of the Georgia Public Health Association with Dr. Linda Kimsey, assistant professor of Health Policy and Management at the Jiann-Ping Hsu College of Public Health Georgia Southern University as the lead author. Drs. Bettye Apenteng, William A. Mase, Samuel Opoku, Charles Owens, and Stuart Tedders, and Ms. Angela Peden from the Jiann-Ping Hsu College of Public Health were co-authors.

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