PARTNERING TO DEVELOP THE RURAL WORKFORCE OF THE FUTURE

Hospital HR Virtual Conference | July 23, 2015

Presented by: Jennie Price, RPLU, ARM, AAI

Agenda & Learning Outcomes

• Define Workforce Development Planning: an update Rural Healthcare & Workforce Needs
• Describe state education programs currently in place to train and educate future healthcare workers.
• Summarize the progress made in hospital educator partnership projects and identify some innovative potential projects for hospitals to participate in to help develop the workforce of the future
Some Sources for Today

- Feedback from HTHU/Health Science High School Teachers & from last HSTEA Meeting in Columbus

- HomeTown Health Hospital HR Survey – “Your Future Workforce” - Polled 30 hospital HR directors

- Feedback from HTH Spring Conference “Future Workforce Panel” in April – Phyllis Johnson, DOE and Barbara Prosser, CEO at Effingham College & Career Academy

- Feedback from GACTE Summer Meeting on July 14th

Strategic Planning & Workforce Development in Rural Hospitals
The Need for Rural Hospitals

- Rural hospital is the local economic engine – typically the largest or second largest employer in the community; without it the local economy dies forever
- Often stand alone in their ability to offer highly-skilled jobs
- Often the hospital is more than an emergency room; also sole provider of home health, long term care, and primary care in the community

BUT —

- Rural demographics and economic profile no longer support rural hospitals
- Rural County government does not know what to do - uncharted territory
- Leaves “3rd world health care” in rural
- For example, 1.8 million Georgians lose or alter access

What is “Workforce Development?”

“A wide range of activities... to create, sustain and retain a viable workforce that can support current and future business and industry.”
What is “Strategic Workforce Planning?”

“Forecast the organization’s future employment needs and develop action staffing plans and programs: analyze and respond to staffing gaps.”

AKA – “Workforce Planning Model” or “Workforce Strategic Plan”

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**POLL**

Do you participate in Workforce Strategic Planning at your Hospital?
Key Elements of a “Workforce Planning Model”

1. **Data** - An analysis of the current health care workforce and the needs of the future.
2. **Strategy** - An overarching workforce planning approach.
3. **Planning** - An approach to create pipelines to fill future workforce needs.
4. **Evaluation** - The ability to monitor the effectiveness of the plan.

(White Paper from AHA: [http://www.aha.org/content/13/13wpmwhitepaperfinal.pdf](http://www.aha.org/content/13/13wpmwhitepaperfinal.pdf))

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**HR’s Staffing Challenges in Rural Hospitals**

- **Affordable Care Act (ACA) impact**
- Team-based and **new models of care** - impact on workforce needs
- New **technology** changing how their workforce functions
- **Internal changes** planned over next five years
- **Industry change** means re-education of current staff and adoption of new best practices (reimbursement, EHR, ICD-10)
What are the Staffing Needs of Rural Hospitals?

**Rural Staffing Challenges:**

- **Hiring/recruiting Physicians**—a shortage in Georgia, and a greater challenge in rural... Greater need for nurses and midlevels
- **Out-migration of younger** population: Jobs, OB-GYN challenge in rural... affects the patient population as well as the potential future workforce
- **Greater need** for care: rural Americans are on average older and more unhealthy, tend to have more chronic conditions

"Even though 23 percent of Americans live in rural areas, only about 10 percent of physicians practice in rural America."

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What are the Staffing Needs of GA’s Rural Hospitals?

**Nursing Shortages**

From Georgia Nurses Association:

- **Aging Workforce**: The median age of nurses is 46. More than 50% of the nursing workforce is very close to retirement age.
- **Aging Population**: “America is seeing vast increases in the number of people over 65. This age group has many medical and health needs, and will put a strain on our health system.”
- **Increased Need**: “Recent reforms in health care, such as the Affordable Care Act, will give millions of people access to the health care system. More nurses and health professionals are needed in response.”

“A critical shortage of registered nurses is looming with statistics showing a potential shortage of 50,000 RNs in Georgia by the year 2030.”

http://www.georgianurses.org/?page=NursingShortage
What are the *Staffing* Needs of Rural Hospitals?

**RN Shortages in FL: Florida Center for Nursing**

http://www.flcenterfornursing.org/GraphsCharts/AllGraphsCharts.aspx#RNall

What are the *Staffing* Needs of GA’s Rural Hospitals?

**CareerBuilder’s New Health Care Forecast: 2015 Hiring Trends**

**On-the-Job Training:** Just over half of health care employers (52 percent) say they plan to hire workers who do not have industry experience and train them on the job.

**HomeTown Health HR Survey**

Q: When hiring for your hospital, how likely is it that you hire high school graduates with the intent to provide additional training?
What are the \textit{Staffing} Needs of GA’s Rural Hospitals?

\textbf{CareerBuilder’s New Health Care Forecast: 2015 Hiring Trends}

\textbf{Skills Gap}: More than half of health care employers (54 percent) believe there’s a \textit{significant gap} between the skills they need at their organization and the skills job candidates have; 46 percent have open positions for which they cannot find qualified candidates.

\textbf{Believes a skills gap exists: 54%}

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What are the \textit{Staffing} Needs of GA’s Rural Hospitals?

\textbf{HomeTown Health HR Survey}

\textbf{Q}: Outside of Physicians, the staffing areas that are the most challenging to fill/most needed at our hospital include:

\textit{(If not now, staffing situation 5 years down the road)}

- Nursing: 90.9%
- Health IT Professionals: 45.5%
- Coding/ HIM: 45.5%
- Compliance/Risk Management: 27.3%
- Emergency Services (EMS, Disaster Preparedness): 10.2%
- Nursing Home Staff/ CNA: 18.2%
- Allied Professional (specify): Respiratory, Radiology: 18.2%
- Billing/Financial Counselors: 10.2%
- Nutrition, Clinical Informatics, Physical Therapist, Occupational Therapist, Speech/Language Pathologist: 18.2%
- Environmental/Material Management: 9.1%
- Patient Access/Registration: 9.1%
What are the *Staffing* Needs of GA’s Rural Hospitals?

**Attract & Keep our Local “Future Workforce”**

**Our Goal:**
Help our hospitals by developing educator partnerships & resources that attract next generation of staff who can help meet the hospital’s specific areas of need.

Encourage our Hospitals to build relationships with teachers & students NOW to help ensure they have quality candidates to choose from in the future.

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**The teacher’s Point of View**
Where are your future workers now?

- In Georgia, Department of Education has a “Career, Technical and Agricultural Education Department”: [www.gadoe.org](http://www.gadoe.org)

- 17+ Healthcare Science Career Cluster/Pathways

- Over 230 High Schools or College & Career Academies in GA with Healthcare Science programs

- GA’s state “Health Occupations Students of America” (HOSA) club: [www.georgiahosa.org](http://www.georgiahosa.org)

- Most Teachers of these students are members of GACTE - Georgia Association for Career and Technical Education

What are they learning?

<table>
<thead>
<tr>
<th>Pathway</th>
<th>Year One</th>
<th>Year Two</th>
<th>Year Three</th>
<th>Year Four (Optional Courses)</th>
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<tbody>
<tr>
<td>Biotechnology Research and Development</td>
<td>Essentials of Biotechnology</td>
<td>Applications of Biotechnology</td>
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<td>Internship/CTAE/Work-Based</td>
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<td>Therapeutic Services/Dental Science</td>
<td>Essentials of Dental Science</td>
<td>Dental Science II</td>
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<td>Health Information/Health Information Technology</td>
<td>Essentials of Health Information Technology</td>
<td>Non-Invasive Diagnostic Technology</td>
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<td>Diagnostic/Phlebotomy</td>
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<tr>
<td>Health Information/Health Information Management/Medical Office</td>
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<td>Support Services</td>
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<td>Therapeutic Services/Sport Medicine</td>
<td>Introduction to Healthcare Science</td>
<td>Essentials of Healthcare</td>
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<td>Therapeutic Services/Exercise Physiology</td>
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<td>Therapeutic Services/Ahmed Health and Medicine</td>
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<td>Therapeutic Services/Emergency Medical Responder</td>
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<td>Therapeutic Services/Pharmacy</td>
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<td>Therapeutic Services/Public Safety Communications</td>
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<tr>
<td>Therapeutic Services/Public Health</td>
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<tr>
<td>Diagnostic/Clinical Lab</td>
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<td>Therapeutic Services/Patient Care</td>
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<td>Therapeutic Services/ Surgical Technology</td>
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<tr>
<td>Clinical Lab</td>
<td></td>
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<td>Clinical Lab II</td>
<td></td>
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<tr>
<td>Patient Care Fundamentals</td>
<td></td>
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<td>Patient Care Technician</td>
<td></td>
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<tr>
<td>Surgical Technician I</td>
<td></td>
<td></td>
<td>Surgical Technician II</td>
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</table>
What are they learning?

In Florida, the Health Science Career Cluster is divided into 5 pathways:
- Therapeutic Services
- Diagnostic Services
- Health Informatics
- Support Services and
- Biotechnology Research & Development

Resources on the State DOE Career & Technical Education website:
http://www.fldoe.org/academics/career-adult-edu/career-tech-edu/health-science.stml

Florida’s HOSA: http://www.flhosa.org/

Health Science Teachers:
- National Consortium on Health Science Education (NCHSE)
- Association of Practical Nurse Educators of Florida (APNEF)
- Health Occupation Educators Association of Florida (HOEAF)

“What the Health Science Teacher Told Us” -- Working with Hospitals/Providers in the Community

Challenges schools have working with local hospitals/providers:
- Transportation to facilities - cost (sometimes the school pays for)
- Not enough spots- only certain students get to go, others don’t get the experience
- Liability- many providers “shut it down” and don’t allow students in their facility (have an easier time finding spots in doctors’ offices)
- Quality time– even if they will work with students, they often “end up just sitting there”

What Health Science Teachers asked for:
- Sample best practices/policy & procedures to work with hospitals
- Education for hospitals & themselves on the risk - better if they can help provide along with other education of students
- Standard education for students to prepare for “hands-on” or internships - Better if paid for and administered at hospital/site
“Future Workforce” Hospital HR Survey

Q: In helping prepare future healthcare workers, what partnerships or collaborations does your hospital or physician office(s) currently participate in?

![Bar Chart](image)

“Future Workforce” Hospital HR Survey

Q: Is your hospital currently hosting any clinical training experiences? If so, in what areas?

![Bar Chart](image)

“Other” responses included: Imaging, Rehab, Pharmacy Tech, Radiology Tech, Echo Tech, RHIT Students, Respiratory Care
“Future Workforce” Hospital HR Survey

Q: Which of the following activities is your hospital willing to do to help train future healthcare workers or develop relationships with students?

What Hospitals Told Us: Working with “Future Workforce” or Educators

Q: Challenges your hospital has in planning for the future workforce at your hospital or within your community:

- Training students/employees
- Working with student schedules while also in school or when leaving to go to another facility
- Millennials have different needs/focus points the employers will have to make sure they understand, have, and/or make available
- Competition for clinical positions at nearby hospitals: financial state at rural doesn’t allow us to be as competitive on salaries and benefits
- Liability, Liability, Liability...
“Future Workforce” HR Survey Results

Q: If you currently allow volunteers or students in your hospital, do you provide any specific training or orientation? 100% - yes

Q: If your hospital currently or would be willing to work with students within your hospital, what areas of education would be most important to you that the students have? (Please select top 3)

<table>
<thead>
<tr>
<th>Area</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>HIPAA</td>
<td>72.7%</td>
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<tr>
<td>Hospital Specific Education</td>
<td>72.7%</td>
</tr>
<tr>
<td>Customer Service</td>
<td>63.6%</td>
</tr>
<tr>
<td>Teamwork/Communication</td>
<td>63.6%</td>
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<tr>
<td>Patient Rights</td>
<td>54.6%</td>
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<tr>
<td>Patient Experience/HCAHPS</td>
<td>45.5%</td>
</tr>
<tr>
<td>Telephone Etiquette</td>
<td>27.3%</td>
</tr>
</tbody>
</table>

One comment: “Hire for attitude; train for experience.”
“Future Workforce” HR Survey Results

Q: If there was a state-wide online pre-certification for students that would provide many of the areas of education listed in previous question, would your hospital increase the number of student programs/slots you allow in your hospital?

- **Yes**: that would be of benefit to our hospital (73%)
- **No**: we most likely would still not allow students (27%)

Provided by “No” respondents: “Would depend on numbers and needs;” “HIPAA still a huge concern.”

“Future Workforce” HR Survey Results

Q: Would your hospital be willing to pay for the testing of these students (at a cost of about $5 each) prior to coming to your hospital?

- **Yes**: that is something we might consider administering in our hospital (36%)
- **No**: we would prefer for schools to offer this before coming to the hospital (64%)
Opportunities to Work Together

Opportunities to Develop the Future Workforce

“HomeTown Connect” Dashboard

All of the resources shared today can be found on:

www.hthu.net/educator

(Including these slides!)
Opportunities to Develop the Future Workforce

HTHU.net Custom Education Programs

- Continue pairing HTHU education available with high schools and career academies in areas of student need
- HTHU.net Student Pricing:
  
  Course Programs: $8.50 - $12.50 per student per school year
  
  Certifications: $4-$6 per student as add-on to program
- When possible, see if a local HTH hospital can help support cost or work with a school on their program/use HTHU as curriculum for work-based learning

Thanks to our current schools!
Lambert High School, Forsyth STEM Academy, Lafayette High School Health Science Program, & Chattooga High School Health Science Program

“Future Workforce” HR Survey Results

Q: If a student or recent graduate came to your hospital with a job specific certification would that make them a more attractive candidate?

Yes, most likely that would be taken into consideration

91%

Yes, not really

9%
Opportunities to Develop the Future Workforce

HTHU.net Certifications

• Hospital Patient Access Certification (PAC)
• Hospital Patient Access Specialist (PAS)
• Coming soon: Physician Office Patient Access Specialist (POAS)
• Hospital Billing Certification (BC)
• Hospital Billing Specialist Certification (BSC)
• Coming soon: Physician Office Billing Specialist (POBS)
• Financial Counselor Certification (FCC)
• Ten Essential Management Skills Certification
• Computer Application Certification
• HCAHPS Hospital Certification
• HCAHPS Physician Certification

HTHU/NSAT Certifications for the CTAE Technical Skills Inventory – End of Pathway Assessments:

• Health Informatics/Health Information Management – Medical Office:
  Certified Healthcare Hospitality Specialist (CHHS)
• Health Informatics/HIT: Certified Telehealth Coordinator (CTC)
• Health Informatics/HIT: Certified Telehealth Liaison (CTL)
• Health Informatics/HIT: Certified Telemedicine Clinical Presenter (CTCP)

Opportunities to Develop the Future Workforce
Risk Management Resources

Managing Liability from “Both Sides”

• Online Student Certification – “Certified Healthcare Hospitality Specialist” Student version - based on feedback provided in survey

• If school has a current HTHU program with us, only costs $5 per student to add

• NEW! End of Pathway Assessment option for 2015-2016 through DOE (Perkins) – part of the Health Informatics/Health Information Management – Medical Office pathway
NEW! “HomeTown Connect” Webinar Series

- For hospitals/physician offices in the HTH network & Health Science teachers; some also appropriate for students
- Beginning in **August**; third Friday of each month at 10am EST
  - August 21 – “Managing the Risk of Students in a Hospital” – with sample best practice policy & procedures: Section of Liability & How to Manage; Guest Speaker from “Young Worker Safety” Program at GA TECH – Jenny Houlyand
  - September 18th – “A Mutually Beneficial Student / Hospital Program” – learn from a successful hospital student volunteer program manager

“HomeTown Connect” Dashboard: Free Resources

- **GA Regional Interactive Map** with Schools with Health Science programs/HTH Hospitals
- Upon approval, will also list contact name and additional information

https://batchgeo.com/map/hometownconnect
Opportunities to Develop the Future Workforce
“HomeTown Connect” Dashboard: Resources

• **Regional TeleHealth Network Interactive Map** with Schools with Health Science programs *Georgia Partnership for Telehealth* sites; build a **Telehealth Resource List** by region involved in telemedicine

• Developing **in-school training programs** where telehealth school clinics (and equipment) already exist – online certification + live training

• **Student pricing** for telehealth certifications: End of Pathway Assessments or through HTHU program

Opportunities to Develop the Future Workforce
“HomeTown Connect” Live Networking Event

• Tentatively **October 21, 2015** (2-3 hours) at Callaway Gardens
• Teacher/Chaperone and 3-4 students from each school invited to participate in our **Hospital Networking Event**
• Opportunity for you and your students to **connect** with your region’s hospital CEOs, CFOs, CNOs, HR, and other leaders

Save the date!
**HomeTown Health 16th Annual Fall Conference**
October 21-23, 2015 - Callaway Gardens
Are you ready for a new, interactive, conference experience?
Down the Road....
HTHU.net “HomeTown Connect” Dashboard

• Developing a year-long “Business in Healthcare” Program of online courses for students in medically underserved areas or educationally/financially disadvantaged areas (Seeking funding; also hope to use in school clubs/schools without Health Science Programs)

• Rural Hospital, Provider, & Business Partner Job/Internship Opportunity Posting Board

• Working with other technical pathways outside of Health Science to incorporate education we have available (Government & Public Safety, Business & Computer Science, Marketing, Technology)

Things to Consider Doing: Start Building Partnerships

• Complete a Workforce Strategic Plan/Workforce Planning Model so that you can communicate your short-term and long-term plans.

• Meet with your local educators & providers at the high school and local college or university level to discuss your future employment needs. When possible, have someone represent the hospital as a subject matter expert for curriculum considerations at these schools.

• Host partners at quarterly information sessions with your CEO, so they have a better understanding of your future workforce needs and can help you develop new strategies to meet those needs.

• Get involved with your Regional AHEC.
POLL

Does your hospital meet with local or regional educators or other providers to discuss future workforce needs?

Things to Consider Doing: Start Building Partnerships

- Participate in Regional Workforce Development Opportunities/Commissions hosted by others - make sure your hospital is represented.

The Georgia Department of Education and the Career, Technical, and Agricultural Education Division invite you to join us as we connect with business and industry partners for economic development. Participants will consider regional workforce needs and determine how partners can work together to ensure these needs are met for Georgia’s future workforce.

Visit www.georgiasfutureworkforce.org to register.
Things to Consider Doing: Start Building Up Students

- Consider helping students and recent graduates gain experience by offering volunteer opportunities, internships and work-study programs.

- **Hosting a monthly “Be a Health Care Career Volunteer” day.** In addition to helping them understand the value of volunteering and how it can help them in a future career, pair them with a mentor who can provide more specific guidance. This is a “win-win” since you can fill volunteer positions while allowing them to build their skills and knowledge and explore a career in health care. Continue these mentorships via technology.

- Think about revising how you communicate with future healthcare workers in your community—how are you using social media? Also consider virtual career fairs, educational webinars and other informal networking. Consider using SKYPE or Facetime to meet with local educators and students.

Things to Consider Doing: Use HomeTown’s Resources

- Visit the map at HTHU.net/educator and email us your information so teachers can reach you!

- Give us your feedback after this meeting - what has worked well for you? What are challenges we can help with? What do you need from teachers?

- Mark your calendars for the HomeTown Connect Webinar Series beginning August 21 (Third Friday of every month at 10am and recorded)

- Mark your calendar for live HomeTown Connect Networking Event at Fall Conference
Why would anyone want to work in a RURAL hospital?

Why Rural?
Benefits of Working in a Rural or Small Hospital

“You have more one-on-one contact with employees, visitors and patients.”

Amanda, HIM Director
Jefferson Hospital
Louisville, GA
Why Rural?

Benefits of Working in a Rural or Small Hospital

“We get to take care of family, friends, and neighbors, and develop deeper relationships with coworkers.”

Cynthia Austin, HIM Manager
Murray Medical Center
Chatsworth, GA

Why Rural?

Benefits of Working in a Rural or Small Hospital

“The benefits of working in a small and/or rural hospital is the extra care, time and support that you are able to give to the patients when they need it the most. The patients appreciate everything that is done by all the hospital staff to help them when they are sick.”

Cynthia Hartley, Unit Secretary
Evans Memorial Hospital
Claxton, GA

“The community’s appreciation.”

Sue Kalafut, Lab Manager
Bleckley Memorial Hospital
Hawkinsville, GA
Why Rural?

Benefits of Working in a Rural or Small Hospital

“I've always liked being the ‘big fish’ in a small pond: you get to know all the rest of the fish a lot better. In rural areas the work you perform each day has a direct impact on the community you live and work in. You can see it and see the benefit your interactions have on the lives of many.”

R.D. Williams, CEO
Hendry Regional Medical Center
Clewiston, FL

Why Rural?

Benefits of Working in a Rural or Small Hospital

“Knowing you are not only providing healthcare to a community but also providing employment opportunities to a community.”

Karie Spence, HR Director
Miller County Hospital
Colquitt, GA
Benefits of Working in a Rural or Small Hospital

“In a small critical access hospital, I wear many hats which allows me to learn a lot about many different aspects of healthcare. I do not think I would be exposed to as much information or be involved in as much decision making if I worked at a larger facility.”

Sarah S. Phillips, Human Resources Manager
Morgan Memorial Hospital
Madison, GA

Benefits of Working in a Rural or Small Hospital

“A Rural hospital is a “family-like culture and working environment.”

Celia Ward, CFO
Doctors Memorial Hospital
Bonifay, FL

“It is very personal and you get to be a part of helping people who may be your family, a neighbor or a good friend.”

Nathan Ebersole, CFO/Controller
Calhoun-Liberty Hospital
Blountstown, FL
Benefits of Working in a Rural or Small Hospital

“For our patients, it means they don't have to travel to the "city";
You personally know your patients, visitors and other healthcare leaders;
Your co-workers care about you;
and there's no traffic getting to work.”

Laura, Materials Manager
Mountain Lakes Medical Center
Clayton, GA

Benefits of Working in a Rural or Small Hospital

“No traffic. Family environment.
Cost of living.
Connection to the community.”

Dave Flanders, COO
Candler County Hospital
Metter, GA
“Teamwork is essential and friendships are made easier; we tend to try to work together a little harder for a common goal.”

Scarlett Goddard, Cardiopulmonary Manager
Morgan Memorial Hospital
Madison, GA

“Why Rural?
Benefits of Working in a Rural or Small Hospital

“You get to know all the staff and doctors on a personal level. Because of this relationship, the culture is positive and it is easier to work as a team to get things accomplished.

I know that in our hospital, we all come to the table to discuss things openly and “agree to disagree” while holding each other accountable for making or not making improvements in the best interest of our patients.”

Crystal Ramm, Administrator
Grady General Hospital
Thomasville, GA
Why Rural?

Benefits of Working in a Rural or Small Hospital

“Rural is more of a family environment. Changes can be made quickly when needed. You are not lost in the big system environment. Helping people you know in the community. Awareness of your community and what the community needs.”

Marie Murphy, OCC MED Manager
Effingham Health System
Springfield, GA

Why Rural?

Benefits of Working in a Rural or Small Hospital

“Family Centered Care & Diversity of Care: Rural Hospitals perform a variety of services, so nurses & Physicians typically are not compartmentalized into treating a specific type of patient. Therefore, provided there is enough volume of patients, staff stays up to date on techniques and knowledge.”

Robin Rau, CEO
Miller County Hospital
Colquitt, GA
**Why Rural?**

Benefits of Working in a Rural or Small Hospital

“We all joined healthcare to make a difference. In a rural hospital, you see and experience the difference you make.”

Ken Rhudy, Administrator
Brooks County Hospital
Thomasville, GA

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**www.HTHU.net/educator**

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**Questions?**
Feel free to contact me with any questions!

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