MURRAY MEDICAL CENTER

2016 COMMUNITY HEALTH NEEDS ASSESSMENT

Approved by the Hospital Board on: September 1, 2016

Community Benefit Manager Name & Email: Wendy Taylor wendy.taylor@ahss.org

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1. **Executive Summary: The Community Health Needs Assessment Process**

   Goals

   Murray Medical Center in Chatsworth, Georgia conducted a Community Health Needs Assessment in 2016. The goals of the assessment were to:
   - Engage public health and community stakeholders including low-income, minority and other underserved populations
   - Assess and understand the community's health issues and needs
   - Understand the health behaviors, risk factors and social determinants that impact health
   - Identify community resources and collaborate with community partners
   - Publish this Community Health Needs Assessment
   - Use Assessment findings to develop and implement a 2016-2019 Community Health Plan (implementation strategy) based on the Hospital's prioritized issues

   Methods for Engaging the Community in the Assessment

   The 2016 Community Health Needs Assessment was built on input from people representing the broad community, as well as low-income, minority and other medically underserved populations. This input was solicited throughout 2016, and was gathered and considered in multiple ways:

   1. The hospital formed a Community Health Needs Assessment Committee (CHNAC) that included representatives of the hospital and community *(see Section 5)* with a special focus on underserved populations within the hospital community/service area. Those members of the Committee who serve members of minority, low-income and other medically underserved populations are indicated in the listing The Committee's role was to guide the Assessment process and select the priority issues for the hospital's community. Specific Committee functions include:
      a. Review of all primary and secondary data
      b. Prioritization of key issues identified in the Assessment
      c. Selection of Priority Issues to be addressed by the hospital
      d. Assistance with the development of a Community Asset Inventory (see Section 9)
      e. Community stakeholder interviews
      f. Development of the Community Health Plan (implementation strategies) to address the Priority Issues identified in the Assessment.
   2. 207 community surveys conducted at drug stores, community events, the health department, and health fairs. The surveys represent the ethnic and income levels of the community *(see Appendix D)*
   3. Public Health input and expertise
      a. Membership on the CHNAC
      b. Reliance on Public Health input and expertise throughout the Assessment process *(see Section 6)*
      c. Use of Public Health data *(see Section 7)*

Community Health Needs Assessment Committee (CHNAC)

In order to assure broad community input, Murray Medical Center created a Community Health Needs Assessment Committee (CHNAC) to help guide the hospital through the Assessment process. The Community Health Needs Assessment Committee included representation not only from the hospital, public health and the broad community, but from low-income, minority and other underserved populations.

The CHNAC met four times in 2016. They reviewed the primary and secondary data, helped define the Priority Issues to be addressed by the hospital, and helped develop the Community Health Plan (implementation strategies) to address the Priority Issues. *See Section 6 for a list of CHNAC members.*

Data

Murray Medical Center collected both primary and secondary data. The primary data included stakeholder interviews, community surveys, and internal hospital utilization data (inpatient and emergency department). This utilization data showed the top reasons for visits to Murray Medical Center over the past year.

Much of the secondary data report was compiled through Community Commons/chna.org. Overall, secondary data sources included publicly available from state and nationally recognized data sources. *See Section 8 for a list of data sources.*

Asset Inventory

The next step was a Community Asset Inventory. This Inventory was designed to help Murray Medical Center and the Community Health Needs Assessment Committee (1) understand existing community efforts to address these particular issues and (2) prevent duplication of efforts as appropriate. *See Section 12 for the Asset Inventory.*

Selection Criteria

Using the data findings and the Community Asset Inventory, the Community Health Needs Assessment Committee narrowed the list of 8-12 issues to 6 Priority Health and Health Behavior/Risk Factor Issues (determinants of health).

Next, the Community Health Committee used a Decision Tree tool that uses clearly defined criteria to select the top Health and Health Behavior/Risk Factor Issues. *See Section 10 for the Decision Tree.*

The Decision Tree criteria included:
- A.   How **acute** is the need? (based on data and community concern)
- B.   What is the **trend**? Is the need getting worse?
- C.   Does the hospital **provide services** that relate to the priority?
- D.   Is someone else – or multiple groups – in the community **already working** on this issue?
- E.   If the hospital were to address this issue, are there opportunities to **work with community partners**?

Priority Issues

The top 10 issues that emerged from the primary and secondary data were:
1. Cancer
2. High Blood Pressure/Cholesterol
3. Heart Disease
4. Diabetes
5. Teen Pregnancy
6. Mental Health Disorder
7. Respiratory Disease
8. Asthma – Children
9. Immunization – Children
10. Immunization – Adults

Using the Selection criteria noted under the Decision Tree section, the Community Health Needs Assessment Committees selected three top priorities that Murray Medical Center will address:

1. Cancer
2. High Blood Pressure/Cholesterol & Heart Disease
3. Diabetes

(See Sections 13 and 14 for an explanation of the issues chosen and not chose, and the reasons why or why not.)

Approvals

The Community Health Needs Assessment findings and selected Priority Issues were approved by the Murray Medical Center Board on September 1, 2016. The final Needs Assessment was posted on the hospital's web site prior to December 31, 2016.

Next Steps

Next, the Community Health Needs Assessment Committee will work with Murray Medical Center to develop a measurable 2017-2019 Community Health Plan (implementation strategy) to address the priority issues. The Plan will be completed and posted on the hospital's web site prior to May 15, 2017.

2. **Hospital Description**

Murray Medical Center in Chatsworth, GA became part of Adventist Health System (AHS) on October 5, 2014. At that time, AHS and the Hospital Authority of Murray County entered into a long-term lease agreement in which AHS would manage Murray Medical Center (MMC).

Adventist Health System (AHS) has 44 hospitals in 10 states. AHS is a national leader in quality, safety and patient satisfaction. Although separated in geography, our facilities are united by the common values of Christian mission, community wellness, quality and service excellence, high ethical standards, compassion and cultural diversity. Our facilities practice the tradition of whole-person care in all that we do.

Operating as a 42-bed acute care facility, Murray Medical Center offers multiple services for the residents of Murray County. These services include: 24-hour Emergency Department, Imaging Services, Inpatient Services, Laboratory, EMS, Orthopedics, Respiratory Therapy, Physical Therapy, Sports Medicine, and Surgical Services.

In addition, Murray Medical Center partners with Gordon Hospital (also part of Adventist Health System) to provide the following services: Cancer Care, Cardiac Rehabilitation, Eye Care, Family Medicine, Home Care, Hyperbaric Medicine, Internal Medicine, Neurology, OB/GYN/Labor & Delivery, Pediatrics, Physical Therapy, Robotic-Assisted Surgery, Sleep Disorders, Sports Medicine, Urgent Care, Urology, Women's Health Services, and Wound Care.

From May to December 2015, Murray Medical Center treated 206 inpatients, saw 10,453 Emergency patients, and performed 136 surgeries *(see Appendix 1).*

3. **Choosing the Community**

Murray Medical Center defined its "community" as its Primary Service Area (PSA) from which 75-80% of its patients come. For Murray Medical Center, this is all of Murray County.

4. Community Description & Demographics

Murray Medical Center's Primary Service Area includes all zip codes located within Murray County. The zip codes included in our survey and results were:

30708 – Cisco	30711 - Crandall	30751 - Tennga
30705 – Chatsworth	30724 - Eton	

Murray County

Murray County is situated a mere 40 miles from Chattanooga, TN and 90 miles from Atlanta, GA. This means convenient access for commuters, new industry, and travelers. The county is known as the gateway to the Appalachians. A full one-third of the county is protected forest land. Lakes and streams crisscross the county, and together they create a wonderland of outdoor adventure.

The population of Murray County is estimated to be 39,565. Murray County's economic community is comprised of 47.7% Goods Producing services, which includes agricultural and manufacturing textile mills. The Service Producing industry comprises 36.6% of our economy, with 15.4% of jobs being found in government. The majority of these jobs are found in the private sector. In 2014, Murray County had a per capita income of $26,057. The unemployment rate dropped to 7.4% in 2015. This number represents a decline form over 14% in 2011.

The majority of our community ranges in age from 18 to 74. Women outnumber men by 1.8%. The predominant ethnicity is white (93.88%) followed by the Hispanic and Latino community (4.65%) and black residents comprising .48%.

The county has two county high schools and seven colleges and universities within a 45-mile distance. Nearly 72.4% of students graduate from high school and 8.6% hold a Bachelor degree or higher *(see Appendix 2 for the county's full demographic profile).*

5. Community Health Needs Assessment Committee (CHNAC)

A Community Health Needs Assessment Committee was formed to help Murray Medical Center conduct a comprehensive assessment of the community. The Committee included representation from the board community, public health, and low-income, minority and other underserved populations. The Committee met regularly throughout 2016.

Name	Entity/Agency Represented	Title	The Stakeholder represents:				Street Address	Phone & Email
			Minority	Low-income	Public Health	Other Medically Under-served		
Deborah Chesnutt, RN	Murray Health Department – public health services	Nursing Supervisor	x	x	x	x	709 Old Dalton Ellijay Rd Chatsworth, GA 30705	706-695-4585 deborah.chesnutt@dph.ga.gov
Joan Dooley	Murray Senior Center – serves for older adults including low-income and minority	Director	x	x		x	820 Gi Maddox Pkwy Chatsworth, GA 30705	706-695-2713 murraysenior10@gmail.com
Chase Baggett	Corner Drugs – business community	Community Relations		x		x	430 N. 3rd Ave Chatsworth, GA 30705	706-695-0444 chaseb@cornerdrugsrx.com
Dinah Rowe	Murray County Chamber of Commerce – business community	President				x	126 N. 3rd Ave Chatsworth, GA 30705	706-695-6060 dinahrowe@windstream.net
Wendell Stover	Murray Medical Center	Chaplain	x	x		x	707 Old Dalton Ellijay Rd Chatsworth, GA 30705	706-695-4564 wstover@gccsda.com
Tony Causby	Murray Boys & Girls Club – low-income children and families	Director	x	x		x	100 Green Rd Chatsworth, GA 30705	706-980-8301 causby@bgcgmw.org
Dr. Phillip Greeson	Gladden Middle School – public school system	Principal	x	x		x	700 Old Dalton Ellijay Rd Chatsworth, GA 30705	706-695-7448 Phillip.Greeson@murray.k12,ga.us
Jonathan Erickson	Murray Medical Center – financial aid efforts	CFO		x		x	707 Old Dalton Ellijay Rd Chatsworth, GA 30705	706-695-4564 jonathan.erickson@ahss.org
Donna Bartenfield	Murray Medical Center – active in community partnerships	Community Liaison	x	x	x	x	707 Old Dalton Ellijay Rd Chatsworth, GA 30705	706-980-0838 donna.bartenfield@ahss.org

6. Public Health

Deborah Chestnutt, RN, the Public Health Nursing Supervisor of the Murray County Health Department, is a member of the Community Health Needs Assessment Committee. Ms. Chestnutt has been with the Murray County Health Department since February 2008. In this role, she leads multiple community initiatives that serve low-income families in Murray County. Prior to working at the Murray County Health Department, Ms. Chestnutt worked at the Whitfield County Health Department as the Children's Department Supervisor, and started as a Public Health Nurse in August 2008. Ms. Chestnutt has also worked at Hamilton Medical Center in various capacities.

7. Primary & Secondary Data Sources

Primary, Secondary and Hospital Utilization date were used in this Needs Assessment.

Primary Data
a. Community Health Needs Assessment Committee
b. Community surveys (One-on-one interviews, paper survey questionnaires collected at health fairs, health screenings, and blood pressure checks at local drug store. As well as, online surveys.)
c. Hospital Utilization Data (Top 10 Inpatient and Emergency Department diagnoses by payer)

Secondary Data
a. Cardiac Arrest Registry to Enhance Survival (CARES), 2011-2012
b. Centers for Disease Control & Prevention (CDC), Behavioral Risk Factor Surveillance System (BRFSS)
c. Centers for Disease Control & Prevention (CDC), National Center for Chronic Disease Prevention & Health Promotion, 2012
d. Centers for Disease Control & Prevention (CDC), National Vital Statistics System
e. Centers for Disease Control (CDC), Wide-Ranging Online Data for Epidemiologic Research, 2006-2010
f. Dartmouth Atlas of Health Care, Clinical Practice, 2012
g. Dartmouth College Institute for Health Policy
h. Federal Bureau of Investigation (FBI), FBI Uniform Crime Reports with additional analysis by the National Archive of Criminal Justice Data
i. Healthy People 2020
j. National Institutes of Health (NIH); National Cancer Institute (NCI); Surveillance, Epidemiology and End Results Program; State Cancer Profiles; 2007-2011
k. University of Wisconsin Population Health Institute, County Health Rankings, 2015
l. US Census Bureau, American Community Survey (ACS), 2009-2013
m. US Census Bureau, Small Area Health Insurance Estimates, 2013

n. US Dept. of Agriculture (USDA), Economic Research Service, USDA Food Access Research Atlas, 2010

o. US Dept. of Health & Human Services (HHS), Center for Medicare & Medicaid Services (CMS), Provider of Services File, Sept. 2015

p. US Dept. of Health & Human Services (HHS), Health Indicators Warehouse

q. US Dept. of Health & Human Services (HHS), Health Resources & Services Administration (HRSA), Area Health Resource File, 2013

r. US Dept. of Labor (DOL), Bureau of Labor Statistics, Sept. 2015

s. Georgia Area Labor Profile for Murray County, May 2016

8. Asset Inventory

Murray Medical Center's asset inventory was designed to determine current community health programs in the county. The inventory includes both community programs and hospital programs for several of the areas of focus. By addressing some of the focus areas with current programming, we can make a difference in the health of our community.

Those assets include a partnership with the American Cancer Society, a partnership with area hospitals and NW GA Cancer Coalition, trained medial staff, advertising, American Diabetes Association outreach and educational materials, health department diabetes education programs, screenings, Teen Health Task Force, Boys and Girls Club, Family Intervention Specialists, educational seminars, Drugs Don't Work Program, Red Ribbon Week, Drug Take Back Program, local recreation departments, Creation Health Program, and financially supporting community programs and education. (*Appendix 3 includes the full Asset Inventory.)*

9. Data Summary & Priority Selection

After the primary and secondary data was aggregated together, the Community Health Needs Assessment Committee began to look at the results as a whole and determined which of the priorities Murray Medical Center should address based on need and available assets.

The Committee studied the aggregated (high level) priorities from each of the data sources (below), and used a defined prioritization process to narrow the list to three Priority Issues.

10. Primary & Secondary Data – high-level findings

Primary Data: top 8-10 health priorities identified in **Community Interviews** *(including the hospital Community Health Needs Assessment Committee)*

1	Cancer	5	Drug Abuse
2	Heart Disease	6	Teen Pregnancy
3	High Blood Pressure/Cholesterol	7	Obesity
4	Mental Health	8	Diabetes

Primary Data: top 8-10 health priorities identified in **Community Surveys**

1	Cancer	6	Mental Health
2	High Blood Pressure/Cholesterol	7	Respiratory Disease – Adults
3	Heart Disease	8	Asthma – Children
4	Diabetes	9	Immunizations – Children
5	Teen Pregnancy Rates/Low Birth-Weight	10	Immunizations - Adults

Primary Data: top 8-10 health priorities determined by **Hospital Utilization** data (ER & Inpatient)

1	Heart Disease	5	Gastro Disorders
2	Respiratory Disease	7	Substance Abuse
3	Urology Issues	8	Cellulitis
4	Nutrition		

Secondary Data: top 8-10 health priorities identified in the **County Health Department's needs assessment**

1	Women's Health	5	Substance Abuse
2	Cancer	6	Injury and Violence Prevention
3	Immunization and Infectious Disease	7	Obesity
4	Maternal, Infant, and Child Health	8	Safe Sex

11. Aggregated Priority Issues (based on data sets in Section 9.A.)

The data sources above were aggregated into the following list:

	Priority Issue	Ethnic Group	Age Group
1	Cancer	All	Adults 40+
2	High Blood Pressure/Cholesterol	All	Adults 18+
3	Diabetes	All	
4	Heart Disease	All	Adults 18+
5	Mental Health	All	
6	Teen Pregnancy Rates	All	
7	Respiratory Disease – Adults	All	
8	Asthma – Children	All	
9	Immunizations – Children	All	
10	Immunizations - Adults	All	

12. Priority Selection using the CHNAC Decision Tree

A. The Community Health Needs Assessment Committee reviewed the top 10 conditions identified in Section 11 (above). They then used specific criteria and a Decision Tree to determine the top needs of the community served by Murray Medical Center. The criteria included:

1. How **acute** is the need? (based on data and community concern)
2. What is the **trend**? Is the need getting worse?
3. Does the hospital **provide services** that relate to the priority?
4. Is someone else – or multiple groups – in the community **already working** on this issue?
5. If the hospital were to address this issue, are there opportunities **to work with community partners?**

Decision Tree
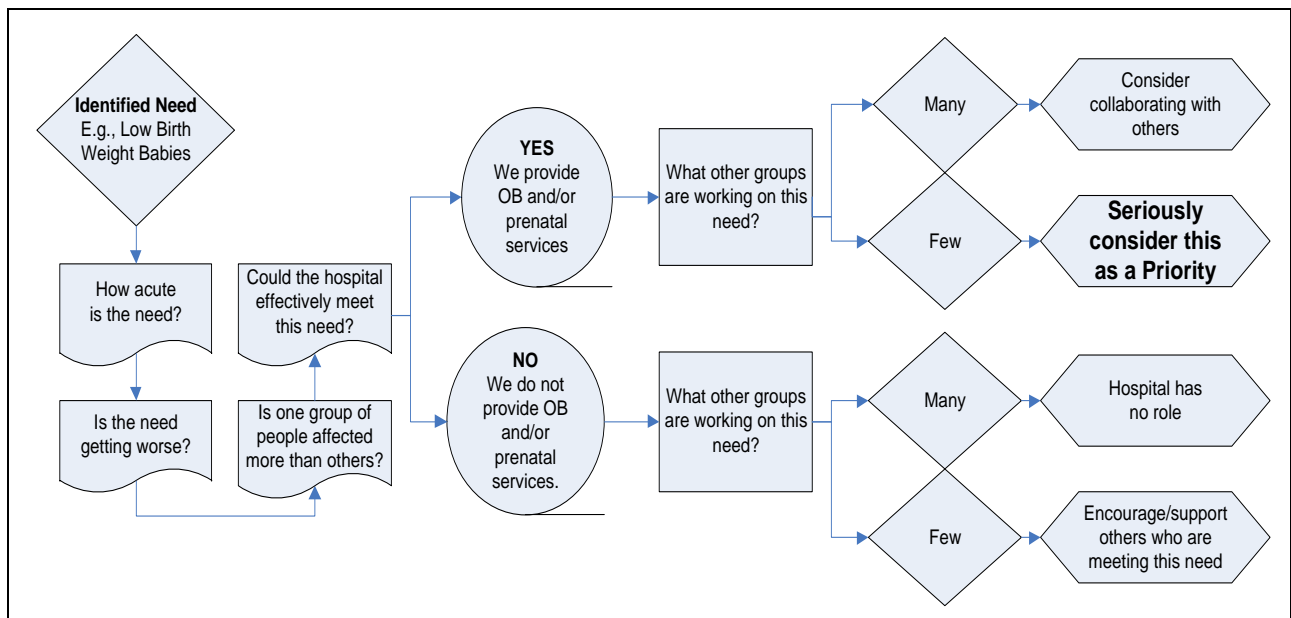
13. Priority Issues that the Hospital will address

	Decision Tree Rationale						
Priority Issue	**Magnitude** # or % of people impacted	**Disparity** Is one group of people affected more than another? If so, whom?	**Acuity** High, Medium or Low	**Trend** Is the Issue getting worse?	**Hospital Services** Does the hospital have the capacity to impact?	**Duplication** Is someone else leading out on the Issue?	**Collaboration** Is there opportunity to work with others?
Cancer	72.68%	No	High	Yes	Yes	Yes	Yes
High Blood Pressure/Cholesterol	49.76%	No	High	Yes	Yes	No	Yes
Heart Disease	45.85%	No	High	Yes	Yes	Yes	Yes
Diabetes	45.37%	No	High	Yes	Yes	Yes	Yes

Based on the Decision Tree Rationale, Murray Medical Center will address the following Priority Issues:

A. **Cancer** – Number one health problem/condition in our community. We feel that we are in a position to help our community with cancer due to our partnership with Gordon Hospital/the Harris Radiation Center.

B. **High Blood Pressure/Cholesterol & Heart Disease** – All three of these health problems/conditions also ranked high in our community survey. We can work through Creation Health programs to offer educational community events.

C. **Diabetes** - A number of the behavior/risk factors on our community survey are directly related factors of diabetes, therefore the committee chose diabetes as one of our key issues.

14. Community Issues that the Hospital Did Not Choose

	Rationale						
Name of Priority Issue	**Magnitude** # or % of people impacted	**Disparity** Is one group of people affected more than another? If so, whom?	**Acuity** High, Medium or Low	**Trend** Is the Issue getting worse?	**Hospital Services** Does the hospital have the capacity to impact?	**Duplication** Is someone else leading out on the Issue?	**Collaboration** Is there opportunity to work with others?
Teen Pregnancy	19.02%	No	Medium	Yes	No	Yes	No
Mental Health	15.61%	No	Medium	No	No	Yes	No
Respiratory	9.27%	No	Low	No	Yes	Yes	No
Asthma – Children	7.80%	No	Low	No	Yes	Yes	No
Immunization - Children	1.46%	No	Low	Np	No	Yes	No

Based on the Decision Tree Rationale, Murray Medical Center Hospital will not address the following issues:

D. **Teen Pregnancy** – There are programs in place through the Boys and Girls Club and other agencies for teen pregnancy issues.
E. **Mental Health** – Murray Medical Center does not offer mental health services. However, mental health services are available in Murray County.
F. **Immunizations (Adults & Children)** – More education could be accomplished through community programming. The hospital will support the Health Department in its immunization efforts.
G. **Asthma (Children)** – Although there was a small percentage of community respondents who indicated that asthma in children was a community health problem, the Community Health Needs Assessment Committee did not believe it was a priority compared to the other issues.

15. Next Steps

The next steps will be for the committee to develop plans and goals that will be measureable to decrease these health needs. Murray Medical Center will search for ways to maximize the partnership and collaboration that is available through various agencies and groups within Murray County to aggressively impact the health of our community. We will continually evaluate our programs to make sure our goals of reducing the incidence of cancer, reducing the incidence of heart disease/high blood pressure/cholesterol issues, and diabetes are being achieved.

16. Written Comments from the 2013 Community

Murray Medical Center was a government hospital in 2013 and was therefore not required to Conduct a Community Health Needs Assessment. The hospital became part of Adventist Health System in October 2014.

17. Evaluation of the Strategies Undertaken in the 2013 Community Health Plan

Murray Medical Center was a government hospital in 2013 and was therefore not required to create a Community Health Plan (Implementation Strategies). The hospital became part of Adventist Health System in October 2014.

Appendix 1

2015 Gordon Hospital Utilization Data

Emergency patients, surgeries, babies delivered, outpatients, and clinic patients

	------- THIS MONTH -------				------- YEAR TO DATE -------				
	LAST YEAR ACTUAL	BUD VAR%	BUDGET VARIANCE	BUDGET	ACTUAL	ACTUAL	BUDGET	BUDGET VARIANCE	BUD VAR%	LAST YEAR ACTUAL

INPATIENT UTILIZATION

Description	Budget	Actual	YTD Actual	YTD Budget	YTD Var%
ADMISSIONS					
MEDICAL/SURGICAL	37	37	206	206	100
SKILLED NURSING					
REHABILITATION					
BEHAVIORAL					
TOTAL	37	37	206	206	100
BIRTHS	35	35	200	200	100
DISCHARGES - TOTAL ADULT	37	37	206	206	100
PATIENT DAYS					
MEDICAL/SURGICAL	109	109	549	549	100
SKILLED NURSING					
REHABILITATION					
BEHAVIORAL					
TOTAL	109	109	549	549	100
NEWBORN					
LENGTH OF STAY					
MEDICAL/SURGICAL	2.9	2.9	2.7	2.7	100
SKILLED NURSING					
REHABILITATION					
TOTAL	2.9	2.9	2.7	2.7	100
NEWBORN					
AVERAGE CENSUS					
MEDICAL/SURGICAL	3.5	3.5	1.5	1.5	100
SKILLED NURSING					
REHABILITATION					
BEHAVIORAL					
TOTAL	3.5	3.5	1.5	1.5	100
NEWBORN					
ADJUSTED ADC	17.6	17.6	14.2	14.2	100
M/S EQUIVALENT ADC	17.6	17.6	14.2	14.2	100
ADJUSTED ADMISSION	186	186	1948	1948	100
CMI ADJUSTED ADMISSION	174	174	1396	1396	100
ADJUSTED PATIENT DAYS	547	547	5193	5193	100
MED/SURG EQUIV PT DAYS	547	547	5193	5193	100
SURGERIES-INPATIENT					
SURGERIES-IP OPN HRT					
SURGERIES-IP ENDO					
SURGERIES-IP OTHER	21	21	136	136	100
SURGERIES-OUTPATIENT					
SURGERIES-OP ENDO					
SURGERIES-OP OTHER	21	21	136	136	100
SURGERIES-TOTAL					

OUTPATIENT UTILIZATION

Description	Budget	Actual	YTD Actual	YTD Budget	YTD Var%
OUTPATIENT REGISTRATIONS					
OUTPATIENT OFFIC					
OUTPATIENT					
PHYS CLINIC	756	756	6367	6367	100
SAME DAY SURGERY	30	30	136	136	100
OBSERVATION	16	16	426	426	100
EMERGENCY	1282	1282	10453	10453	100
HOME HEALTH					
NON-PATIENT	342	342	679	679	100
TOTAL	2426	2426	17871	17871	100
EMERGENCY DEPT ADMISSIONS	.35	.35	177	177	100
% E.D. VISITS ADMITTED	2.7	2.7	1.7	1.7	100
% OF ADMISSIONS FROM E.D.	94.6	94.6	85.9	85.9	100
E.D. REV % GROSS PT REV	53.5	53.5	60.3	60.3	100
ALL OUTPT REV % GROSS PT RV	80.1	80.1	89.4	89.4	100

Appendix 2

2015 Population & Demographics for Murray County

Murray

County

Fannin
Murray
Whitfield
Gilmer
Gordon

Georgia
Area Labor Profile

Updated: May 2016

Labor Force Activity - 2015

Employment Trends

2015 ANNUAL AVERAGES

	Labor Force	Employed	Unemployed	Rate
Murray	15,810	14,639	1,171	7.4%
Fannin	10,094	9,484	610	6.0%
Gilmer	11,694	11,010	684	5.8%
Gordon	26,223	24,717	1,506	5.7%
Whitfield	44,695	41,863	2,832	6.3%
Murray Area	**108,516**	**101,713**	**6,803**	**6.3%**
Georgia	4,770,873	4,490,931	279,942	5.9%
United States	157,129,917	148,833,417	8,296,333	5.3%
Bradley, TN	49,040	46,400	2,640	5.4%
Polk, TN	7,330	6,840	500	6.7%

Note: This series reflects the latest information available. Labor Force includes residents of the county who are employed or actively seeking employment.

Source: Georgia Department of Labor; U.S. Bureau of Labor Statistics.

Unemployment Rate Trends

Population Estimates
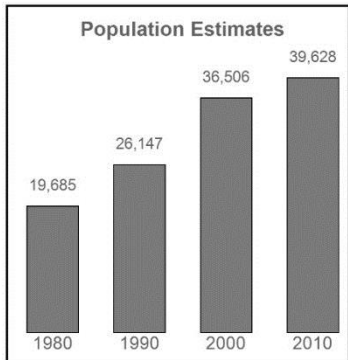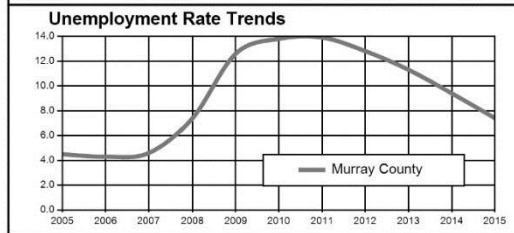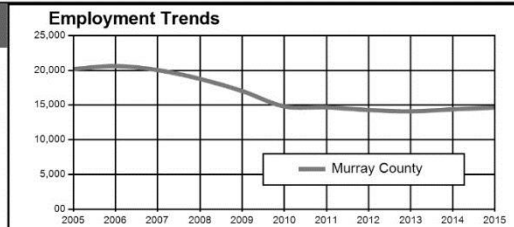
Population

	2010 Census	2015 Rank	2015 Estimate	% Change 2000-2015	2025 Projected*	% Change 2010-2025
Murray	39,628	102	39,565	-0.2	63,527	60.3
City of Chatsworth	4,299					
Murray Area	363,539		374,922	3.1	459,822	26.5
Georgia	9,687,653		10,214,860	5.4	13,426,590	38.6
United States	308,745,538		321,418,820	4.1	349,439,199	13.2
Bradley, TN	98,523		104,091	5.7	108,917	10.5
Polk, TN	15,629		16,773	7.3	14,686	-6.0

Source: Population Division, U.S. Census Bureau, *Governor's Office of Planning and Budget.
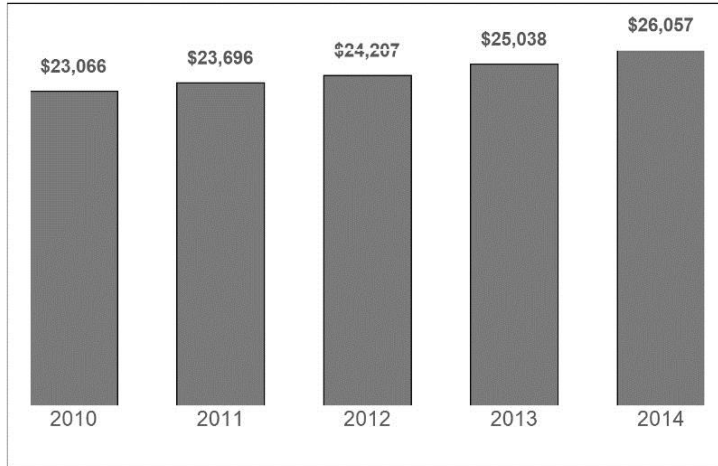
MARK BUTLER - COMMISSIONER, GEORGIA DEPARTMENT OF LABOR
Equal Opportunity Employer/Program
Auxiliary Aids and Services Available upon Request to Individuals with Disabilities

Workforce Statistics & Economic Research; E-mail: Workforce_Info@gdol.ga.gov Phone: (404) 232-3875

Murray Per Capita Income

Source: U.S. Bureau of Economic Analysis

$23,066	$23,696	$24,207	$25,038	$26,057
2010	2011	2012	2013	2014

Murray Industry Mix 2015

Source: See Industry Mix data on Page 2.

(Bar chart: Total - Government ~15%, Service-Providing ~37%, Goods-Producing ~47%; Percentages axis 0–50)
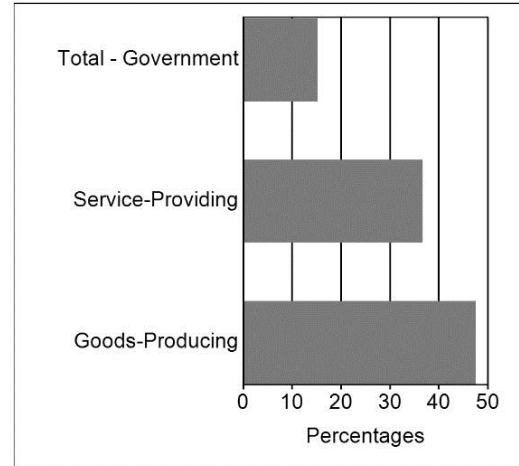
Top Ten Largest Employers - 2015*

Murray

Georgia Carpet Finishers, Inc.
Gordon Hospital
Ingles Markets, Inc.
Marquis Industries, Inc.
Mattex USA Manufacturing, LLC
Mohawk Carpet Distribution LP
Murray Fabrics Plant
Shaw Industries Group, Inc.
TDG Operations, LLC
Worklife Financial of Georgia, LLC

Murray Area

	COUNTY
Engineered Floors, LLC	Gordon
Hamilton Medical Center, Inc.	Whitfield
Mohawk Carpet Distribution LP	Whitfield
Mohawk Carpet Distribution LP	Gordon
Mohawk Carpet Distribution LP	Murray
Murray Fabrics Plant	Murray
O'Reilly Automotive, Inc.	Whitfield
Seretean Plant	Whitfield
Shaw Industries Group, Inc.	Whitfield
Shaw Industries Group, Inc.	Gordon

*Note: Represents employment covered by unemployment insurance excluding all government agencies except correctional institutions, state and local hospitals, state colleges and universities. Data shown for the Third Quarter of 2015. Employers are listed alphabetically by area, not by the number of employees.

Source: Georgia Department of Labor

Commuting Patterns

	EMPLOYED RESIDENTS OF			PERSONS WORKING IN	
	Murray			**Murray**	
COUNTY WHERE EMPLOYED	NUMBER	PERCENT OF TOTAL	COUNTY OF RESIDENCE	NUMBER	PERCENT OF TOTAL
Murray, GA	7,664	47.0	Murray, GA	7,664	65.9
Whitfield, GA	6,844	42.0	Whitfield, GA	2,102	18.1
Gordon, GA	616	3.8	Bradley, TN	333	2.9
Hamilton, TN	324	2.0	Gilmer, GA	298	2.6
Bartow, GA	121	0.7	Catoosa, GA	207	1.8
Walker, GA	116	0.7	Hamilton, TN	197	1.7
Gilmer, GA	115	0.7	Polk, TN	197	1.7
Fulton, GA	109	0.7	Gordon, GA	179	1.5
Other	405	2.5	Other	363	3.1
Total Residents:	**16,314**	**100.0**	**Total Residents:**	**11,635**	**100.0**

Note: Other category represents employment from U.S. counties only.

Source: U.S. Census Bureau - 2010 County-To-County Worker Flow Files.

Industry Mix - 4th Quarter of 2015

INDUSTRY	Murray				Murray Area			
	NUMBER OF FIRMS	EMPLOYMENT NUMBER	EMPLOYMENT PERCENT	WEEKLY WAGE	NUMBER OF FIRMS	EMPLOYMENT NUMBER	EMPLOYMENT PERCENT	WEEKLY WAGE
Goods-Producing	**106**	**4,394**	**47.7**	**712**	**987**	**35,750**	**36.0**	**868**
Agriculture, Forestry, Fishing and Hunting	8	36	0.4	686	41	480	0.5	527
Mining, Quarrying, and Oil and Gas Extraction	1	*	*	*	8	163	0.2	1,196
Construction	32	111	1.2	619	404	2,393	2.4	871
Manufacturing	65	4,185	45.4	709	534	32,713	33.0	871
Food	1	*	*	*	17	1,293	1.3	697
Beverage and Tobacco Product	2	*	*	*	8	54	0.1	568
Textile Mills	4	*	*	*	61	5,064	5.1	781
Textile Product Mills	33	2,947	32.0	688	169	18,348	18.5	883
Wood Product	3	*	*	*	21	225	0.2	549
Paper	2	*	*	*	8	396	0.4	752
Printing and Related Support Activities	7	285	3.1	602	42	1,670	1.7	577
Chemical	5	95	1.0	1,442	39	1,594	1.6	1,514
Fabricated Metal Product	2	*	*	*	40	368	0.4	829
Machinery	4	128	1.4	926	30	470	0.5	969
Computer and Electronic Product	1	*	*	*	4	223	0.2	512
Miscellaneous	1	*	*	*	14	149	0.2	711
Apparel	0	0	0.0	0	1	*	*	*
Primary Metal	0	0	0.0	0	1	*	*	*
Electrical Equipment, Appliance, and Component	0	0	0.0	0	1	*	*	*
Petroleum and Coal Products	0	0	0.0	0	2	*	*	*
Transportation Equipment	0	0	0.0	0	5	*	*	*
Nonmetallic Mineral Product	0	0	0.0	0	16	206	0.2	872
Furniture and Related Product	0	0	0.0	0	19	475	0.5	650
Plastics and Rubber Products	0	0	0.0	0	36	1,711	1.7	1,035
Service-Providing	**307**	**3,375**	**36.6**	**604**	**4,017**	**51,824**	**52.2**	**740**
Utilities	1	*	*	*	8	299	0.3	1,530
Wholesale Trade	25	225	2.4	888	401	5,098	5.1	1,062
Retail Trade	89	906	9.8	604	916	12,981	13.1	501
Transportation and Warehousing	11	120	1.3	969	169	4,175	4.2	811
Information	1	*	*	*	40	518	0.5	794
Finance and Insurance	22	169	1.8	858	260	1,457	1.5	904
Real Estate and Rental and Leasing	15	29	0.3	603	188	547	0.6	712
Professional, Scientific, and Technical Services	24	102	1.1	943	403	3,293	3.3	1,333
Management of Companies and Enterprises	6	*	*	*	24	885	0.9	1,358
Administrative and Support and Waste Management and Remediation Services	19	422	4.6	552	221	3,797	3.8	683
Educational Services	2	*	*	*	25	243	0.2	516
Health Care and Social Assistance	29	470	5.1	690	381	8,904	9.0	971
Arts, Entertainment, and Recreation	2	*	*	*	36	316	0.3	451
Accommodation and Food Services	41	617	6.7	263	448	7,645	7.7	292
Other Services (except Public Administration)	20	81	0.9	577	302	1,433	1.4	667
Unclassified - industry not assigned	**18**	**19**	**0.2**	**438**	**195**	**235**	**0.2**	**779**
Total - Private Sector	**431**	**7,788**	**84.6**	**664**	**5,004**	**87,574**	**88.2**	**792**
Total - Government	**36**	**1,422**	**15.4**	**663**	**241**	**11,693**	**11.8**	**739**
Federal Government	9	93	1.0	1,218	46	452	0.5	1,134
State Government	9	48	0.5	574	78	1,736	1.7	697
Local Government	18	1,281	13.9	626	117	9,505	9.6	728
ALL INDUSTRIES	**467**	**9,209**	**100.0**	**664**	**5,245**	**99,267**	**100.0**	**786**
ALL INDUSTRIES - Georgia					**296,056**	**4,232,832**		**1,002**

Note: *Denotes confidential data relating to individual employers and cannot be released. These data use the North American Industrial Classification System(NAICS) categories. Average weekly wage is derived by dividing gross payroll dollars paid to all employees - both hourly and salaried - by the average number of employees who had earnings; average earnings are then divided by the number of weeks in a reporting period to obtain weekly figures. Figures in other columns may not sum accurately due to rounding. All figures are 4th Quarter of 2015.

Source: Georgia Department of Labor. These data represent jobs that are covered by unemployment insurance laws.

Education of the Labor Force

Murray Area

	PERCENT OF TOTAL	PERCENT DISTRIBUTION BY AGE				
		18-24	25-34	35-44	45-64	65+
Elementry	11.7%	4.0%	9.4%	12.7%	10.4%	21.2%
Some High School	18.0%	28.6%	19.2%	17.4%	15.2%	15.9%
High Scholl Grad/GED	35.0%	35.3%	33.5%	35.4%	36.0%	33.7%
Some College	18.7%	26.1%	20.0%	16.9%	18.6%	14.5%
Collgege Grad 2 Yr	4.6%	2.9%	5.6%	4.9%	5.3%	3.0%
Collgege Grad 4 Yr	7.6%	2.9%	9.1%	8.0%	8.5%	6.8%
Post Graduate Studie	4.4%	0.2%	3.2%	4.8%	5.9%	5.0%
Totals	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Note: Totals are based on the portion of the labor force between ages 18 - 65+. Some College category represents workers with some college with no degree less than two years.

Source: U.S. Census Bureau - 2010 Decennial Census.

High School Graduates - 2015

	PUBLIC SCHOOLS	PRIVATE SCHOOLS*	TOTAL
Fannin	180	--	180
Gilmer	256	--	256
Gordon	619	--	619
Murray	433	--	433
Whitfield	1,224	--	1,224
Murray Area	**2,712**	**--**	**2,712**

Note: Public schools include city as well as county schools systems.

*   Private schools data is not available for 2015 from Georgia Independent School Association.

Source: The Governor's Office of Student Achievement of Georgia.

Colleges and Universities

Murray Area

Whitfield

Dalton State College (Technical Division	www.daltonstate.edu
Dalton State College	www.daltonstate.edu/
Whitfield Murray Campus (Satellite campus of Georgia Northwestern Technical College)	www.gntc.edu/student-services/index.php

Gordon

Gordon County Campus (Satellite campus of Georgia Northwestern Technical College)	www.gntc.edu/student-services/index.php
Richardson Road Training Center (Satellite campus of Georgia Northwestern Technical College)	www.gntc.edu/student-services/index.php

Note: The colleges and universities listed include public and private institutions. This list is updated periodically as information becomes available.

Source: Integrated Postsecondary Education Data System (IPEDS).

Technical College Graduates - 2015*

PROGRAMS	TOTAL GRADUATES			PERCENT CHANGE	
	2013	2014	2015	2013-2014	2014-2015
Accounting Technology/Technician and Bookkeeping°	547	367	467	-32.9	27.2

Technical College Graduates - 2015*

PROGRAMS	TOTAL GRADUATES			PERCENT CHANGE	
	2013	2014	2015	2013-2014	2014-2015
Administrative Assistant and Secretarial Science, General°	235	168	158	-28.5	-6.0
Aircraft Powerplant Technology/Technician°	12	19	10	58.3	-47.4
Airframe Mechanics and Aircraft Maintenance Technology/Technician°	13	12	10	-7.7	-16.7
Allied Health and Medical Assisting Services, Other°	196	166	93	-15.3	-44.0
Autobody/Collision and Repair Technology/Technician°	100	61	77	-39.0	26.2
Automobile/Automotive Mechanics Technology/Technician°	638	562	737	-11.9	31.1
Business Administration and Management, General°	175	227	591	29.7	160.4
Business Administration, Management and Operations, Other	7	12	17	71.4	41.7
CAD/CADD Drafting and/or Design Technology/Technician°	16	20	30	25.0	50.0
Cardiovascular Technology/Technologist	11	9	6	-18.2	-33.3
Child Care and Support Services Management°	21	13	18	-38.1	38.5
Child Care Provider/Assistant°	216	267	293	23.6	9.7
Clinical/Medical Laboratory Technician	10	8	8	-20.0	0.0
Commercial Photography°	16	13	13	-18.8	0.0
Computer and Information Systems Security/Information Assurance°	50	34	90	-32.0	164.7
Computer Installation and Repair Technology/Technician°	38	50	94	31.6	88.0
Computer Programming/Programmer, General	35	26	45	-25.7	73.1
Construction Management°	9	3	6	-66.7	100.0
Cosmetology/Cosmetologist, General°	284	269	260	-5.3	-3.3
Criminal Justice/Police Science°	35	30	23	-14.3	-23.3
Criminal Justice/Safety Studies°	209	169	183	-19.1	8.3
Culinary Arts/Chef Training	57	40	44	-29.8	10.0
Customer Service Support/Call Center/Teleservice Operation°	16	21	17	31.3	-19.0
Data Entry/Microcomputer Applications, General°	89	48	126	-46.1	162.5
Data Processing and Data Processing Technology/Technician°	107	120	88	12.1	-26.7
Dental Assisting/Assistant	31	33	26	6.5	-21.2
Design and Visual Communications, General°	31	32	62	3.2	93.8
Diagnostic Medical Sonography/Sonographer and Ultrasound Technician	21	15	15	-28.6	0.0
Drafting and Design Technology/Technician, General°	38	46	52	21.1	13.0
Early Childhood Education and Teaching°	101	102	95	1.0	-6.9
Electrical, Electronic and Communications Engineering Technology/Technician	33	12	16	-63.6	33.3
Electrical/Electronics Equipment Installation and Repair, General°	40	40	36	0.0	-10.0
Electrician°	39	55	60	41.0	9.1
Emergency Medical Technology/Technician (EMT Paramedic)°	140	130	211	-7.1	62.3
Environmental Control Technologies/Technicians, Other	10	5	7	-50.0	40.0
Fire Prevention and Safety Technology/Technician°	12	5	7	-58.3	40.0

Technical College Graduates - 2015*

PROGRAMS	TOTAL GRADUATES			PERCENT CHANGE	
	2013	2014	2015	2013-2014	2014-2015
Fire Science/Fire-fighting°	28	26	29	-7.1	11.5
Fire Services Administration	15	9	7	-40.0	-22.2
Food Preparation/Professional Cooking/Kitchen Assistant°	50	61	83	22.0	36.1
General Office Occupations and Clerical Services°	25	19	59	-24.0	210.5
Golf Course Operation and Grounds Management°	7	8	4	14.3	-50.0
Health Information/Medical Records Technology/Technician°	32	40	60	25.0	50.0
Health Services/Allied Health/Health Sciences, General°	78	110	162	41.0	47.3
Heating, Air Conditioning, Ventilation and Refrigeration Maintenance Technology/°	220	166	304	-24.5	83.1
Human Resources Management/Personnel Administration, General°	17	42	101	147.1	140.5
Industrial Mechanics and Maintenance Technology°	194	234	275	20.6	17.5
Instrumentation Technology/Technician°	18	13	16	-27.8	23.1
Interior Design°	9	11	125	22.2	1036.4
Licensed Practical/Vocational Nurse Training	173	157	138	-9.2	-12.1
Lineworker°	45	52	45	15.6	-13.5
Logistics and Materials Management°	2	5	12	150.0	140.0
Machine Shop Technology/Assistant°	53	52	56	-1.9	7.7
Marine Maintenance/Fitter and Ship Repair Technology/Technician	10	4	9	-60.0	125.0
Marketing/Marketing Management, General	45	33	22	-26.7	-33.3
Massage Therapy/Therapeutic Massage°	9	9	9	0.0	0.0
Mechanic and Repair Technologies/Technicians, Other°	6	2	6	-66.7	200.0
Medical Insurance Coding Specialist/Coder°	34	20	25	-41.2	25.0
Medical Office Assistant/Specialist°	78	46	55	-41.0	19.6
Medical/Clinical Assistant	91	97	102	6.6	5.2
Motorcycle Maintenance and Repair Technology/Technician°	20	12	27	-40.0	125.0
Network and System Administration/Administrator°	72	81	72	12.5	-11.1
Nursing Assistant/Aide and Patient Care Assistant/Aide°	15	41	23	173.3	-43.9
Occupational Therapist Assistant	19	19	16	0.0	-15.8
Operations Management and Supervision°	3	7	11	133.3	57.1
Pharmacy Technician/Assistant°	46	40	34	-13.0	-15.0
Phlebotomy Technician/Phlebotomist°	19	28	22	47.4	-21.4
Physical Therapy Technician/Assistant	13	16	17	23.1	6.3
Professional, Technical, Business, and Scientific Writing°	100	59	402	-41.0	581.4
Radio and Television Broadcasting Technology/Technician°	19	21	24	10.5	14.3
Radiologic Technology/Science - Radiographer°	36	36	30	0.0	-16.7
Registered Nursing/Registered Nurse	46	50	57	8.7	14.0
Respiratory Care Therapy/Therapist	13	9	14	-30.8	55.6
Restaurant, Culinary, and Catering Management/Manager°	15	11	11	-26.7	0.0

Technical College Graduates - 2015*

PROGRAMS	TOTAL GRADUATES			PERCENT CHANGE	
	2013	2014	2015	2013-2014	2014-2015
Social Work, Other°	19	33	13	73.7	-60.6
Surgical Technology/Technologist°	41	40	42	-2.4	5.0
Teacher Assistant/Aide°	4	9	12	125.0	33.3
Tool and Die Technology/Technician°	8	5	7	-37.5	40.0
Truck and Bus Driver/Commercial Vehicle Operator and Instructor°	105	141	154	34.3	9.2
Web Page, Digital/Multimedia and Information Resources Design°	16	18	18	12.5	0.0
Welding Technology/Welder°	186	234	532	25.8	127.4

Definition: All graduates except those listed as technical certificates(°) are diploma and degree graduates. Diploma and degree programs are one to two years in length. Technical certificates are less than a year in length. Duplication may occur due to graduates with multiple awards.

Source: Technical College System of Georgia

*Data shown represents Annual 2013, 2014, and 2015.

Note: Please visit TCSG website for any college configuration changes.

Active Applicants - Georgia Department of Labor

	TOTAL	Mgt.	Bus. and Finance	Comp. and Math	Arch. and Eng.	Life and Soc. Svcs.	Comm. and Svcs	Legal	Ed. and Training	Arts and Design	Health Prac.	Health Support
Fannin	71	17	5	10	3	0	4	1	13	7	2	9
Gilmer	79	22	11	5	1	3	6	0	6	8	9	8
Gordon	134	42	16	9	12	8	4	1	9	4	13	16
Murray	71	26	4	3	3	4	1	1	8	0	10	11
Whitfield	264	70	28	11	11	15	12	5	23	11	27	51
Subtotal Area	619	177	64	38	30	30	27	8	59	30	61	95

Active Applicants - Georgia Department of Labor (cont.)

	TOTAL	Protect. Svcs.	Food Prep.	Ground Cleaning	Personal Care	Sales	Office Support	Farm. and Forestry	Cons- truction	Installation Main.	Prod.	Trans. and Moving
Fannin	460	7	60	39	12	59	85	7	46	29	70	46
Gilmer	311	8	16	19	9	41	57	4	27	21	72	37
Gordon	686	16	28	19	12	46	125	3	54	40	211	132
Murray	602	7	17	22	17	45	98	3	30	46	200	117
Whitfield	1,698	22	90	43	29	148	320	5	84	84	519	354
Subtotal Area	3,757	60	211	142	79	339	685	22	241	220	1,072	686

Note: For current applicant data available for a specific occupation, contact the nearest Georgia Department of Labor Career Center.

Source: Georgia Department of Labor (active applicants as of April 2016).

Georgia Department of Labor Location(s)

Career Center(s)
1406 Chattanooga Avenue
Dalton GA 30720
Phone: (706) 272 - 2301   **Fax:**   (706) 272 - 2318

For copies of Area Labor Profiles, please visit our website at: http://dol.georgia.gov or contact Workforce Statistics & Economic Research, Georgia Department of Labor, 148 Andrew Young International Blvd N.E. Atlanta, GA. 30303-1751. Phone: 404-232-3875; Fax: 404-232-3888 or Email us at workforce_info@gdol.ga.gov

Appendix 3

Full Community Asset Inventory

3.1

MURRAY MEDICAL CENTER

Hospital Name: Murray Medical Center

Community Benefit Manager: Wendy Taylor

Top 8-12 Areas of Focus defined by Primary/Secondary Data	Current Community Programs	Current Hospital Programs
Cancer detection - will include all types: breast, colorectal, lung, prostate, melanoma, etc.	√ Partnership with the American Cancer Society √ Screenings √ Partnership between area hospitals √ Educational seminars	√ Medical Staff √ Employees √ Seminars and educational events √ Harris Radiation Therapy Center √ Advertising √ Screenings for some types
High Blood Pressure/Cholesterol		√ Blood pressure screenings at local industries and in general community √ Seminars and educational events √ Advertising
Diabetes	√ American Diabetes Association outreach and educational materials √ Health Department diabetes education program	√ Diabetes Education Program
Heart Disease	√ Screenings	√ Health Fairs √ Educational information
Mental Health	None	None
Teen Pregnancy Rates/Low Birth-Weight Babies	√ The Teen Health Task Force √ Boys and Girls Clubs √ Family Intervention Specialists	
Smoking	√ Educational seminars √ Health Department √ Hospital Foundation √ Boys and Girls Club √ Family Intervention Specialists	√ Breath-Free √ Advertising √ Educational events
Obesity	√ Nutrition Classes √ Health Department √ Hospital Foundation √ Educational Seminars	√ Nutrition Education √ Advertising √ Farmers' Market √ Creation Health Program
Substance Abuse - Drugs	√ Drugs Don't Work Program √ Red Ribbon Week √ Family Intervention Specialists √ Drug Take Back Program	√ Financially support community programs and education
Lack of Exercise	√ Local recreation departments and community fitness classes √ Girl Scouts √ Boys and Girls Club	√ Promote Health Fairs √ Creation Health Program √ Advertising

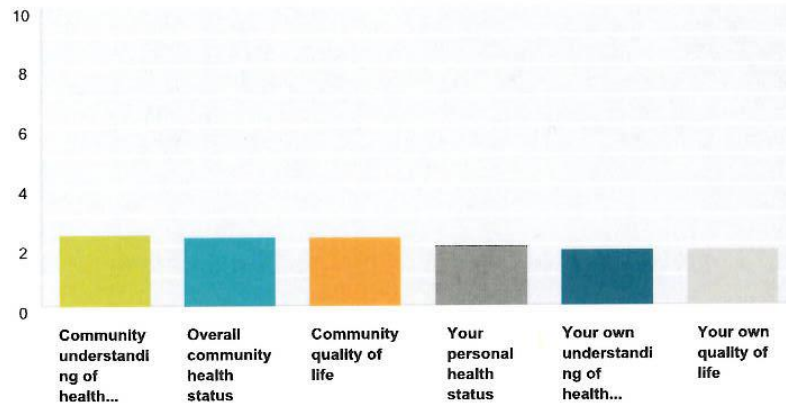# Appendix 4

Results of Community Survey

(see next three pages)

Q1 How would you rate the following?

Answered: 207   Skipped: 0

	Excellent	Good	Fair	Poor	Very Poor	Total	Weighted Average
Community understanding of health risks	14.01% 29	45.41% 94	27.05% 56	13.04% 27	0.48% 1	207	2.41
Overall community health status	15.94% 33	43.00% 89	35.75% 74	5.31% 11	0.00% 0	207	2.30
Community quality of life	11.11% 23	55.07% 114	28.02% 58	5.80% 12	0.00% 0	207	2.29
Your personal health status	21.74% 45	58.45% 121	17.87% 37	1.93% 4	0.00% 0	207	2.00
Your own understanding of health risks	29.47% 61	54.11% 112	15.94% 33	0.48% 1	0.00% 0	207	1.87
Your own quality of life	21.74% 45	70.05% 145	8.21% 17	0.00% 0	0.00% 0	207	1.86

Q2 What do you see as the greatest health problems/conditions in our community? (pick 3)

Answered: 205   Skipped: 2
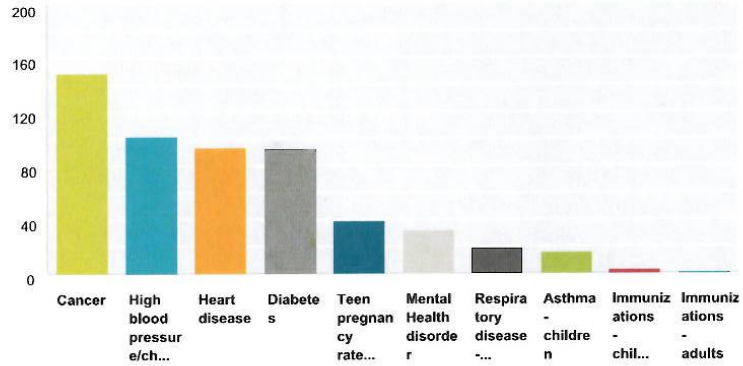
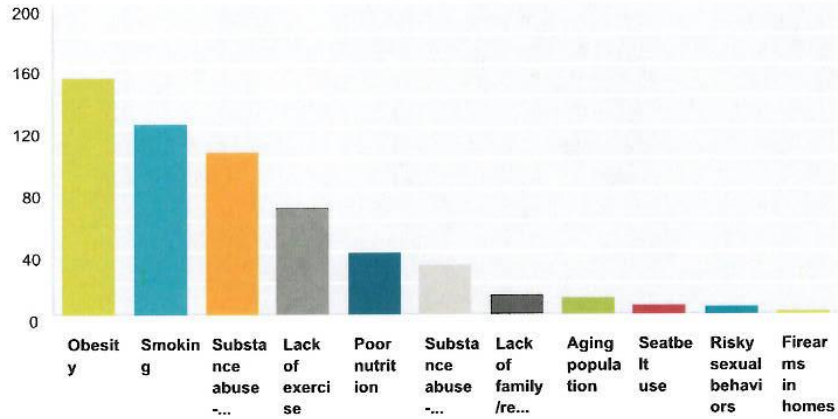| Answer Choices	Responses	
Cancer	72.68%	149
High blood pressure/cholesterol	49.76%	102
Heart disease	45.85%	94
Diabetes	45.37%	93
Teen pregnancy rates/low birth-weight babies	19.02%	39
Mental Health disorder	15.61%	32
Respiratory disease - adults	9.27%	19
Asthma - children	7.80%	16
Immunizations - children	1.46%	3
Immunizations - adults	0.49%	1
Total Respondents: 205		

Q3 Which health behaviors/risk factors are the most common in our community? (pick 3)

Answered: 207   Skipped: 0

Answer Choices	Responses	
Obesity	73.91%	153
Smoking	59.42%	123
Substance abuse - drugs	50.72%	105
Lack of exercise	33.33%	69
Poor nutrition	19.32%	40
Substance abuse - alcohol	15.46%	32
Lack of family/religious support systems	6.28%	13
Aging population	5.31%	11
Seatbelt use	2.90%	6
Risky sexual behaviors	2.42%	5
Firearms in homes	0.97%	2
Total Respondents: 207		