



Wellness &
Emergency
Response

Care
Transitions

Development
Office

Technology &
Capital
Assets

Strategic Plan Fiscal Year 2024-2026



**Madison County
Memorial Hospital**



Milestones & Achievements 2020-2023

What we have accomplished...

Milestones

- Expanded & Enhanced Outpatient Services
- Opened OR during pandemic
- Launched a pandemic response

2020

Achievements

Milestones

- TeleHealth expanded
- Enhanced Internships
- Restructured Business Office & Financial System
- Technological upgrades

2021

Achievements

Milestones

- Wellness Model
- New Lines of Business
- New EHR Go Live
- Reopened OR after pandemic

2022

Achievements

Milestones

- Comprehensive Healthcare Provider Network
- Expanded service lines
- Mental Wellness

2023

- Operationalized Quality Improvement, enhanced education and communication.
- Built on existing revenue streams - provider network.
- Hosted Community Health Summit & Community Health Needs Assessment (CHNA) conducted.
- Trained clinical and logistical staff for COVID.

- Assured physician, patient, contractor and employee satisfaction through partnerships, positive workplace cultures – i.e. Expressive Arts.
- Enhanced existing strategic partnerships to increase healthcare services in region.

- Implemented new sources of revenue -expanded service lines, increased referral networks and obtained grants.
- Recruited rotating specialist.
- Fully launched and mobilized Mobile Wellness Unit.
- Conducted off site vaccination clinics.

- Built new strategic partnerships, expanded education and communication.
- Established new lines of business and expanded healthcare system partners to provide clinical services that address most pressing population health needs.
- Recruited Primary Care Physician and other specialist-Wound/Infusion.



Milestones to Achieve 2023-2026

What we need to focus on in the next three years...

2023		2024		2025		2026	
Strategies		Strategies		Strategies		Strategies	
<p>Milestones</p> <ul style="list-style-type: none">-Wellness & Emergency Response Plan		<p>Milestones</p> <ul style="list-style-type: none">-Care transition(s) integrate – hospital, ERF, MHWC, and community framework		<p>Milestones</p> <ul style="list-style-type: none">-Technology & Information Management systems-Capital assets - renovate, remodel, and/or improve		<p>Milestones</p> <ul style="list-style-type: none">-Development Office-Organizational Evaluation Framework	
<ul style="list-style-type: none">-Develop Lines of Business for Madison Health & Wellness Center (MHWC).-Renovate Emergency Response Facility (ERF).-Add Service Lines to Charge Master.-Adopt applicable Policy & Compliance.-Establish primary care.-Expand wound care.		<ul style="list-style-type: none">-Develop Care Transition plans.-Enhance coaching and case management capacity.-Integrate Nursing services – all departments/LOB.-Articulate standard operating procedures and patient care transitions.-Enhance employee health & wellness plan/services.		<ul style="list-style-type: none">-Fully renovate facilities for Wellness & Emergency Response.-Update hospital technology, furniture and equipment.-Retrofit 2nd mobile unit.-Enhance EHR Business Requirements - fully defined, data extraction capabilities, and reporting functionality.-Fully develop admissions, discharge, and follow-up process.		<ul style="list-style-type: none">-Improve financial strength; business office model, forecasting processes, and cost report maximization for new lines of business.-Maximize Legislative engagement.-Develop grants portal, grant acquisition plan, and submit grants.- Create and execute strategic development plan.	



Strategic Goals



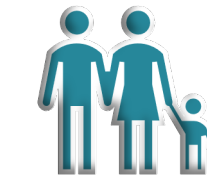
Care Transitions—MCMH will improve the patient experience by providing integrated care transitions within the hospital, the wellness center and the community.



Technological & Capital Assets— MCMH will improve the health of our community by assessing and monitoring patient needs through new EHR functionality, renovating two buildings, increasing technology capacity, and upgrading hospital equipment and other resources.



Development Office- MCMH will increase funding and other resources through legislative activities, grants, evaluation capabilities, alternative funding strategies, and reporting capacity to justify needs.



Wellness & Emergency Response - MCMH will improve workplace culture, enhance communication and public relations, promote overall wellness and develop resources to respond to emergency and crisis situations.



GOAL: Care Transitions

Strategies



Enhance

Enhance communication and improve transitions between departments and lines of business - staff development and EHR enhancements.



Ensure

Ensure access and continuity of care through collaborative clinical, case management, and coaching framework.



Improve

Improve health & wellbeing through health education, prevention, assessment/diagnosis, treatment, and follow up.



Increase

Increase understanding of key health and wellness practices through outreach, education, and development.

Outcome

INTEGRATED CARE TRANSITIONS



Strategic Initiatives to Reach Goals

CARE TRANSITIONS



Satisfaction Scores: increase HCAHPS scores as an indicator of improved patient and family satisfaction and establish score cards/dash boards in the new EHR.

Health Education: continue patient and family education and awareness through Mobile Wellness Unit outreach, social media, advertising, awareness events, partner events, radio, and newsletters.

Communication: increase patient and family awareness and access to healthcare services inside and outside of the hospital by maintaining timely and two-way internal and external communication-social media, direct mail, phone, eMail, patient portal - including clinical staff, case management, business office, admissions, and wellness.

Improve Existing Lines of Business: improve efficiency via global dashboards, awareness campaigns, training, process, systems and technology, safety- safety huddles, observation and auditing and quality-leadership rounds, case management, discharge planning, case conferences/transitions, QI assessments, tools and monitoring. EHR- documenting and reporting and new patient portal, safety- Infection Control and quality of clinical services, updated policy/procedures, enhanced case management/coach.

Establish New Lines of Business: Coaching & Wellness, TeleHealth, Mental Wellness, Primary Care, CardioPulmonary, Infusion, Wound Care, and Rotating Specialist by developing business plan, marketing plan and building renovations.

Provider Network: via expanded communication, referrals, increased service lines, stakeholder relations and marketing of Wound Care, Mental Wellness, Operating Room (OR), and Coaching/Case Management.

Clinical Documentation & Technology: develop supporting tools (EHR/Patient Portal) to monitor health indicators and manage care plans.



Outcome

ENHANCED HEALTHCARE SERVICES

01

Maximize EHR
Functionality &
increase staff
capacity with data
and HIM.

02

Increase access to care
through expanded facilities
for new clinical outpatient
and other wellness
services.

03

Reduce healthcare
documentation
redundancy and
ensure accurate
charting.

Strategies

Strategies



Strategic Initiatives to Reach Goals



TECHNOLOGICAL & CAPITAL ASSETS

Technology: increase staff knowledge, skills, and capacity to leverage technology.

Physical Plant: renovate and/or remodel buildings to increase access to care.

Lines of Business: establish technology solutions for new Lines of Business – Coaching & Wellness, TeleHealth, Mental Wellness, Rotating Specialist, Primary Care, Infusion Therapy, CardioPulmonary, Wound Care, Nutrition, others TBD (i.e. digital clinical tools to connect to EHR and facilitate state of the art diagnosis and treatment).

Electronic Health Records: continue to develop functionality and capacity of existing EHR for current lines of business and create capacity for new lines of business (including functionality, forms, documentation, staff skill, data extraction and reporting).

Technology, Furniture, & Equipment: improve assets for existing hospital lines of business as applicable.

Mobile Unit Retrofit: retrofit second donated ambulance for use as mobile clinical services.

Safety, Security, and Technology: develop a resource and infrastructure plan for the new buildings.

GOAL: Development Office



1



2



3

Increase

- Funding through strategic grants development model and strategic partnerships.

Improve

- Evaluation framework and data-driven decision making.

Expand

- Expand legislative and alternative funding engagement and capacity.

Outcome

INCREASED FUNDING & RESOURCES

Strategies



Strategic Initiatives to Reach Goals



DEVELOPMENT OFFICE

Revenue Cycle Strategies: Improve net AR via charge master maximization for new business lines.

Charge Entries: lower missed charges, improve timing of charge entry, coding audits and billing accuracy for new lines of business.

New Revenue: increase revenue through new Lines of Business- Coaching & Wellness, TeleHealth, Mental Wellness, Rotating Specialist, Primary Care, Infusion Therapy, CardioPulmonary, Wound Care, Nutrition, DEXA Scan, Women's Wellness, and Aging Well, others TBD and PIP Revenue Recovery.

Existing Revenue: create new revenue via expanded services in existing Lines of Business-new lab test, Pulmonary Rehab, Outpatient RT, Mobile Radiology, OR Specialist, and TeleHealth.

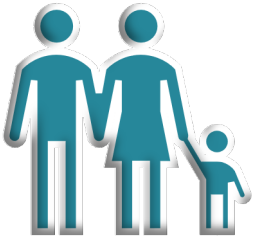
Grants: increase funding through strategic grants development model and comprehensive evaluation framework.

Legislative: increase engagement with key legislative contacts and participate fully in state/regional opportunities.

Strategic Partnerships: continue to develop strategic partnerships to leverage resources and maintain a cohesive population health management system that delivers integrated care focused on improving the health of our community.

Alternative Funding: support the Business Office to leverage uncovered Personal Insurance Protection revenue.

GOAL: Wellness & Emergency Response



Outcome

INCREASED
ACCESS TO
CARE

Strategies



Recruit and/or hire additional Primary Care, Rotating Specialist and other clinical/social services.



Replicate Madison marketing and outreach strategy to the six county region.



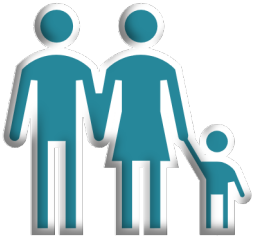
Align internal and external providers, partners, contractors and services.



Upgrade facilities and establish new lines of business.



Strategic Initiatives to Reach Goals



WELLNESS & EMERGENCY RESPONSE

Integrated Care Team (ICT): enhance ICT capacity via additional resources, education, improved technology and enhanced processes as a means of continuity of care.

Wellness & Emergency Response Infrastructure: renovate, remodel and/or improve facilities, technical infrastructure, safety and security, and Information Technology.

Provider Network: build capacity of provider network internally and externally via rotating/telehealth specialist, education, Speaker's Bureau, weekly chart review, wellness program and increased Service Lines and Lines of Business.

Workplace Culture: ensure employee satisfaction and positive internal relations through employee morale/wellness program, education, increased communication, and contractor relations.

Strategic Partnerships: align teams and services between the hospital, wellness, emergency response, and the community.



Goal & Objective Alignment

Increased Access to Care

Care Transitions

Facilities & Technology

Development

Wellness & Emergency

Financial Sustainability

Facilities, Equipment, and Technology Enhancements

Providers, Employee/Contractor Recruitment, Partnerships

HIM Data Extraction & Reporting

Integrated Care Teams

Increase Lines of Business

Quality Clinical Services – Policies, Procedures, Baselines, and Education/Training

Expanded Facilities &
Assets

Workplace Culture

Business & Finance
Management

Charge Master
Maximization

Grants & Resource
Development

Health Education & Wellness

Stable and Improved EHR

Dashboard & Quality Improvement



Key Terminology

Integrated Care Teams: a blend of healthcare expertise delivered in a team-based approach with providers inside and outside of the hospital working together to provide continuity of care. Aligning various service that address patient's physical and mental wellbeing. A collaborative approach between hospital lines of business and outside providers.

Care Transitions: effective and efficient handoffs to transition the patient between lines of business, wellness, and hospital to outside organizations. Providing excellent care and timely two-way communication between provider-patient-other providers-other organizations.

Population Health Management: providing focused, collaborative care to a specific geographic area for the purpose of improving health outcomes aligned with regional and local needs.

Sustainable Healthcare Systems: minimize waste and maximize resource to treat, prevent and optimize human health.

Community Health Improvement Plan (CHIP): a plan to optimize human health based on assessments and conditions in a specific community. Plan typically updated every 3 years and a collaborative effort between regional healthcare systems.

Lines of Business (LOB): various departments within a hospital-for example Swing-bed, Imaging, Rehabilitation.

Service Lines: services provided within a Line of Business, i.e. Rehabilitation-Physical, Occupational, and Speech Therapy.

Physical/Capital Assets: items of value that can be touched, i.e. the building, parking lot, IT Equipment.

Financial Sustainability: the ability to start, grow and maintain the proper staff, equipment, facilities, resources and services.

Provider Network: diverse group of physicians and providers referring patients in a specific geographic region to and from the hospital, within the various Lines of Business inside of the hospital and to other healthcare environments.