



# Annual Report 2023



## Madison County Memorial Hospital Annual Progress Report 2023

This document serves to provide a progress report on the strategies the hospital adopted to address the needs identified in the Community Health Needs Assessment process in 2020. The Community Health Improvement Plan strategies were adopted through 2023. Many of the strategies have already been implemented and goals and objectives are complete. Other strategies and goals are still in progress and will be slated for the plan in development for 2024-2026.

### Madison County Memorial Hospital Mission

To enhance the quality of life by continuously improving the health of the people of our community.

### Madison County Memorial Hospital Vision

The provider of the best family-centered health care in our region.

### Madison County Memorial Hospital Values

Faith. Family. History.



**Madison County  
Memorial Hospital**



Madison County  
Memorial Hospital

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## Introduction & Overview

The Department of Health in Madison (DOH-M) and Madison County Memorial Hospital uses the following structure to plan, manage, measure, and guide strategies. To address the priorities identified for Madison County - primary source, secondary source, Community Health Needs Assessment, and a variety of other data sources are analyzed and monitored.

Three committees facilitate discussions and monitor progress:

1) Health Equity Advisory Council bi-annually; 2) Social and Mental Health Committee quarterly; and 3) Chronic Disease

Committee quarterly. Community health improvement activities are hosted at the following link-

<https://www.mcmh.us/more/health-improve/>. The hospital collaborates with the Department of

Health- Madison (DOH-M) and agencies across the region to facilitate the Community Health Needs Assessment (CHNA). Approximately twenty-four (24) different agencies participated in the summit to develop the focus areas for the next three years.

Updated CHNA relevant to the priority areas are provided on the following pages and includes extracted information from CHIP committee's progress documents. Progress was relayed to the community through quarterly reports, distributed through email and posted on the web. Unfinished activities are integrated into the plan and/or modified to replace those that were completed in the prior CHIP plan. The 2023 Annual Report was approved by the Hospital Board of Directors and reflects the progress and challenges to date in meeting its goals and objectives. A status update and action plan are outlined on the following pages relevant to the CHIP and CHNA work.



Red indicates little to no movement and represents zero (0) to thirty-three (33%) complete.

Yellow indicates some progress and represents thirty-four (34%) to sixty-six (66%) complete.

Green represents sixty-seven (67%) to one hundred (100%) complete.



**Priority** Population Health Dashboard, Major Accomplishments in 2023, and Next Steps in 2024



**Social Determinants of Health**



✓ **Enhanced care team integration and health equity capacity by developing artifacts and delivering education around Social Determinants of Health (SDOH).**

**Accomplishments**

- ✓ Delivered health and wellness education and outreach for the six-county region: Festivals, fair, parades, wellness clinics, Pioneer Day, Perry Festival, Downhome Day, Blackberry Festival, Sports Sponsorships, Chili Cookoff, Breast Cancer Awareness, etc.
- ✓ Training and capacity building delivered to Wellness Coaches and Health Educators to conduct community and family focus groups.
- ✓ Imbed SDOH into the New Electronic Health Record system and customized forms and process flows.
- ✓ Increased access to key service that promote health equity by raising money to renovate the buildings on the southwest side of the hospital and by recruiting providers in a variety of disciplines.
- ✓ Upgraded the patient food service tray and serving bowls in the dietary department.
- ✓ Identified grant to submit for SDOH, Mental Wellness, and Chronic Disease work.

**Next Steps**

- ✓ Develop and deliver workshops & digitize training.
- ✓ Submit SDOH grant.
- ✓ Incorporate Safety and Patient Experience in an active learning environment in late Summer or early fall - a Health and Wellness Fair for employees with learning booths that focus on safety and enhancing the patient experience.
- ✓ Focus on the major areas of Transition of Care, Communication, health education and nutrition.
- ✓ Develop key artifacts to increase health education and maximize health equity across populations.
- ✓ Fully integrate data systems across lines of business, demographics, population health strategies, and grants to allow robust data analysis and monitoring.



**Priority** Population Health Dashboard, Major Accomplishments in 2023, and Next Steps in 2024



**Social & Mental Health**

- Enhance mental wellness of youth and adults by delivering a variety of behavioral health services by the end of 2024.

**Accomplishments**

- ✓ Added mental wellness codes into the new EHR and credentialed counselor.
- ✓ Engaged with school district and local providers to develop a Mental Wellness response for students, staff, and families.
- ✓ Continued mental wellness services internally for patients and staff including individual, group, crisis response, and expressive art therapy.
- ✓ Mental Wellness Line of Business fully launched including forms, process, systems, policy, and service lines.
- ✓ Integrated Care Network that aligns social and mental health services between the health department, the hospital, local providers, nonprofit, faithbased, and government entities established.
- ✓ Counseling provided since 2022 Advisory Team and Coalition formed.
- ✓ Expanded services through partnerships.
- ✓ Secured funding to upgrade cameras, monitoring capacity and other security infrastructure.

**Next Steps**

1. Recruit Mental Wellness (MW) experts in a variety of disciplines.
2. Continue working with the school district to design MW for youth.
3. Upgrade technology infrastructure for the hospital security system by the end of 2024.
4. Facilitate installation, customization, and training on the new security infrastructure on campus.





**Priority** Population Health Dashboard, Major Accomplishments in 2023, and Next Steps in 2024



**Increase Access to Health & Wellness Services**



- Increase access to care by renovating and maximizing space and recruiting providers and partners.

**Accomplishments**

- ✓ Recruited Family Medicine doctor, Dr. Julia Weeks - launched Primary Care.
- ✓ Positive movement with an orthopedic group to launch new business line.
- ✓ Fully staffed hospitalist service.
- ✓ Opened the wound care clinic, set up policies and procedures for provided the best evidence based wound care possible for chronic wounds like diabetic foot wounds, venous ulcers, peripheral artery disease, pressure ulcers and more.
- ✓ More complex procedures performed by NOVA Ortho and Spine.
- ✓ Beginning phases of agreement with orthopedic clinic.
- ✓ Hired and in the process of training new dietary staff.
- ✓ Contracted with a new Registered Dietitian August 2023 that improved heightened audit reports and patient consultations.

**Next Steps**

1. Complete renovations and remodeling in the primary care and wellness center.
2. New primary care EHR in place.
3. To get the orthopedic clinic up and operational in the hospital.
4. New primary care clinic moved to a refurbished block building.
5. Improved utilization of our hospitalist service by the community.





Priority	Population Health Dashboard, Major Accomplishments in 2023, and Next Steps in 2024
 <p style="writing-mode: vertical-rl; transform: rotate(180deg);"><b>Financial Sustainability of Regional Healthcare</b></p> 	<ul style="list-style-type: none"> <li>○ <b>Minimize waste and maximize resources to ensure sustainable rural healthcare.</b></li> </ul> <p><b>Accomplishments</b></p> <ul style="list-style-type: none"> <li>✓ MCMH made its final payment to the Florida Dept. of Economic Opportunity on a \$450,000 loan from 2006.</li> <li>✓ A new monthly Cost Management Meeting was implemented with the CFO, Purchasing Manager, and Accounts Payable Manager to lower hospital expenses, to review current supply vendors, to better rotate stock to prevent expired items, and to brainstorm better ways to stretch revenue by spending more wisely.</li> <li>✓ The weekly MCMH Revenue Cycle Meetings expanded in 2023 to include more administrative and clinical managers to improve billing processes and collections.</li> <li>✓ Promoted a biller to a new position, Revenue Cycle Manager, to better bridge the gap between the administrative billing areas and clinical areas.</li> <li>✓ Finance team ensured compliance with the new 2023 Governmental Accounting Standards Board (GASB) 96 Regulation regarding Subscription-Based IT Arrangements.</li> <li>✓ The MCMH CFO obtained a Billing Specialist Certification and a Patient Access Specialist Certification from HomeTown Health University.</li> <li>✓ A new monthly Finance Process was implemented to include a thorough review of the Florida Unclaimed Property website to check and obtain any lost payments to MCMH that have been reported to the State.</li> <li>✓ <b>USDA Track 2 Grant</b> - \$5 million dollar grant for the new Madison Health and Wellness Center, as well as a supplemental grant in the amount of \$400,000 for the new center. These funds will be used to retrofit the two buildings on the hospital campus - construction and business lines of services. The renovation project is set to begin May 2023.</li> <li>✓ <b>Florida Hospital Association Rural Hospital Funding:</b> Update security in the hospital and infrastructure in the wellness building.</li> <li>✓ <b>Hurricane Idalia Relief Fund for Rural Hospitals</b> to supplement damage to the wellness center from the storm.</li> <li>✓ <b>Homer Allen Trust:</b> \$98,000 for covered walkways between the hospital and wellness center.</li> <li>✓ Beginning stages of agreement for orthopedic surgical equipment.</li> </ul> <p><b>Next Steps</b></p> <ol style="list-style-type: none"> <li>1. Comprehensive Development Plan to enhance people, processes, and technology throughout all Lines of Business (established and new).</li> </ol>

## Conclusion

In August of 2023 the north central Florida region was hit by a hurricane. The seven-county region experienced power outages, the internet was down, roads were closed, trees and other debris were scattered throughout the region, and businesses across the area were closed.

The hospital suffered minor damage and the wellness center suffered damage to major infrastructure along with minor damage to the building that is designated to deliver Primary Care Services. Therefore, some of the goals and objectives were extended due to resources being directed to hurricane response and recovery efforts. Several staff members who were responsible for indicators specified in the Community Improvement Plan (CHIP) were pulled to assist with efforts to manage response and recovery; insurance inspections and claims, a variety of applications to secure storm funding, and FEMA related activities.

*Social and Mental Wellness Services* and *Increasing access to health and wellness services* are the two areas most in need of attention for the remainder of 2024 – 2025. The delay in reaching goals and outcomes in these two priority areas are related to storm response and recovery activities. Damage to the buildings and delay in construction activities resulted in a scope change. Likewise, renovation delays caused a need to suspend health and wellness services deliver because of lack of space in the hospital. Following is an overview of key strategies to move the needle:

- Recruit additional mental wellness experts on the team and/or through partnerships.
- Analyze the various supporting clinical activities to maximize reimbursement for mental wellness.
- Renovate and facilitate grand opening of Madison Primary Care and Madison Health & Wellness Center.

