



# 2024

## Annual Report



## Madison County Memorial Hospital Annual Progress Report 2024

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 (CHNA) process in October of 2023. The Community Health Improvement Plan (CHIP) strategies were adopted through September of 2026. Many of the strategies have already been implemented and goals and objectives are complete. Other strategies and goals are still in progress and any unmet goals as of 2026 will be slated for the October 2026-2029 plan. The next CHNA reporting period is October 1, 2026, and is conducted every three years.

### 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.





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## Introduction & Overview



The Department of Health in Madison (DOH-M) and Madison County Memorial Hospital (MCMH) use 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 (CHNA), 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 DOH-M and agencies across the region to facilitate CHNA. Approximately twenty-four (24) different agencies participated in the summit to develop the focus areas for the next three years. In 2024, the hospital expanded its partnership with the DOH to facilitate alignment with Lafayette and Suwannee Counties to expand to a regional approach.

Updated CHNA data relevant to the priority areas are provided on the following pages and include extracted information from the CHIP committee's and other progress reports. Unfinished activities are integrated into the plan and/or modified to replace those that were completed in the prior CHIP plan. The 2024 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 2024, and Next Steps 2025-26
<div data-bbox="175 331 272 430"></div> <div data-bbox="175 632 237 1140">CARE TRANSITIONS</div> <div data-bbox="175 1350 272 1449"></div>	<p>✓ <b>Enhanced care team integration and health equity capacity by developing artifacts and delivering education around Social Determinants of Health (SDOH).</b></p> <p><b>Accomplishments</b></p> <ul style="list-style-type: none"> <li>✓ Identified challenges 5 social determinants (transportation, food, housing, utilities, and personal safety). This required nursing/case management to assess a patient for the 5 SDs mentioned and to assist with identifying resources available to improve the patient's situation.</li> <li>✓ Enhanced Care Team functionality - added a Dietary Manager who conducts patient rounds while performing nutritional assessments.</li> <li>✓ Launched Wellness Ambassadors and Coaches to assist patients with continuum of care and promote community understanding of health systems.</li> <li>✓ Submitted grants to further develop Integrated Care Teams, Mental Wellness, and Chronic Diseases.</li> <li>✓ Developed and delivered workshops.</li> <li>✓ Developed key artifacts to increase health education and maximize health equity across populations.</li> <li>✓ Restarted the PT outpatient service line, hired a full time PTA.</li> <li>✓ Restructured PT service line to meet federal requirements.</li> </ul> <p><b>Next Steps</b></p> <ol style="list-style-type: none"> <li>1. Incorporate Safety and Patient Experience in an active learning environment - a Health and Wellness Fair for employees with learning booths that focus on safety and enhancing the patient experience - 2025.</li> <li>2. Focus on the major areas of transition of care, communication, health education, and nutrition.</li> <li>3. Fully integrate data systems across lines of business, demographics, population health strategies, and grants to allow robust data analysis and monitoring.</li> <li>4. Develop partnerships and solutions for patient transit to doctor appointments, pharmacies, and grocery stores.</li> </ol>
	 

## OUTCOME: Improved Integrated Care Team



Priority	Population Health Dashboard, Major Accomplishments in 2024, and Next Steps 2025-26
 <div data-bbox="217 464 272 1129" data-label="Section-Header"> <h2>Social &amp; Mental Wellness</h2> </div> 	<ul style="list-style-type: none"> <li>○ Enhance mental wellness of youth and adults by delivering a variety of behavioral health services by the end of 2024.</li> </ul> <p><b>Accomplishments</b></p> <ul style="list-style-type: none"> <li>✓ Continued mental wellness services internally for patients and staff including individual, group, crisis response, and expressive art therapy.</li> <li>✓ Mental Wellness Line of Business upgraded health records and technology.</li> <li>✓ Integrated Care Network that aligns social and mental health services between the health department, the hospital, local providers, nonprofit, faithbased, and government entities established.</li> <li>✓ Individual and group sessions are being delivered.</li> <li>✓ Recruited two mental wellness experts who are consulting with the wellness team to develop the model and deliver mental wellness services.</li> <li>✓ Facilitated installation, customization, and training on the new security infrastructure on campus.</li> <li>✓ Improved employee morale and launched workplace wellness.</li> </ul> <p><b>Next Steps</b></p> <ol style="list-style-type: none"> <li>1. Develop Mental Wellness (MW) internship model.</li> <li>2. Recruit MW Interns and expand capacity with intention through Serving Well.</li> <li>3. Continue working with the school district to design MW for youth: Growing Well.</li> <li>4. Assign a Wellness Ambassador/Coach to help expand capacity.</li> <li>5. Increase marketing and branding to obtain sustainable market share.</li> <li>6. Establish and deliver social and mental wellness model in the community.</li> <li>7. Establish policy, procedures, and patient experience for MW model.</li> </ol>
	

## OUTCOME: Mental Wellness Line of Business

Priority	Population Health Dashboard, Major Accomplishments in 2024, and Next Steps 2025-26
<div data-bbox="180 291 274 392"></div> <div data-bbox="215 871 274 1285" style="writing-mode: vertical-rl; transform: rotate(180deg);">Chronic Disease</div> <div data-bbox="180 1774 274 1875"></div>	<ul style="list-style-type: none"> <li>○ Enhance chronic disease prevention/treatment services by December 31, 2024.</li> <li>○ Provide a variety of breast, prostate, skin, and colon cancer screenings and awareness activities at least annually by December 31, 2024.</li> <li>○ Develop mobile cancer screening service line by December 2025.</li> </ul> <p><b>Accomplishments</b></p> <ul style="list-style-type: none"> <li>✓ Cancer awareness is fully operationalized for Breast Cancer and Colorectal awareness.</li> <li>✓ Set up wound care documentation in thrive.</li> <li>✓ Set up bill process with the revenue department.</li> <li>✓ Set up a process for wound patients to seamlessly move from inpatient to outpatient clinic.</li> <li>✓ Mini Nutritional Assessment to help with wound healing.</li> <li>✓ Set a means to collect pre-screening information to identify patients that have additional needs beyond the hospital stay or wound healing.</li> <li>✓ Enhanced efforts to support patients to be more involved in their own care to promote independence with their disease process.</li> <li>✓ Launched Colorectal Awareness activities.</li> <li>✓ 7-day meal plan pamphlet for patients. The patient receives next week's menu items with an alternative of the day if the patient does not want the entrée.</li> <li>✓ Heightened engagement of the Ambassador Team to improve Patient Experience.</li> <li>✓ Comprehensive regional health &amp; wellness outreach plan developed and launched.</li> <li>✓ Increased wound care capacity.</li> <li>✓ Acquired light force laser therapy service. ~ 80% success rate with reduction of pain and increased faster healing.</li> </ul> <p><b>Next Steps</b></p> <ol style="list-style-type: none"> <li>1. Develop Prostate and Colon education artifacts.</li> <li>2. Expand staffing and improve charting capacity in patient records.</li> <li>3. Use advanced wound healing techniques to decrease the healing time of chronic wounds, decrease pain with wound healing, increase knowledge of how to prevent wound reoccurrence, increase knowledge of how diet and medication can work to heal wounds.</li> <li>4. Add Primary Care to Performance Improvement activities.</li> <li>5. Set up an infusion department and expand wound care services.</li> <li>6. Establish wellness programs for Madison Military: Serving Well.</li> <li>7. Set up a post physical therapy exercise program to keep Madison moving (chair exercises, yoga, walking groups, boot camp Lanier Park).</li> <li>8. Launch Aging Well, Well Men, and Well Women lines of business and Mobile Screening.</li> </ol>

## OUTCOME: Chronic Disease Line of Business

Priority	Population Health Dashboard, Major Accomplishments in 2024, and Next Steps 2025-26
<div data-bbox="175 300 272 396"></div> <div data-bbox="175 638 220 1365" style="writing-mode: vertical-rl; transform: rotate(180deg);">Increase Access to Health &amp; Wellness</div> <div data-bbox="175 1612 272 1709"></div>	<div data-bbox="332 279 1495 350"> <ul style="list-style-type: none"> <li>○ Increase access to care by renovating and maximizing space and recruiting providers and partners.</li> </ul> </div> <div data-bbox="285 403 560 441"> <p><b>Accomplishments</b></p> </div> <div data-bbox="332 447 1403 1064"> <ul style="list-style-type: none"> <li>✓ Launched part-time Primary Care services with Family Medicine Physician and new nurse practitioner.</li> <li>✓ Entered into lease agreement to share space with an orthopedic group.</li> <li>✓ Expanded wound care, Ortho, and Spine services.</li> <li>✓ Improved dietary staff capacity.</li> <li>✓ Launched e-Clinical Works for primary care and wellness service patient records.</li> <li>✓ Launched alternative pain service line in the Rehabilitation department.</li> <li>✓ Launched Infusion Therapy: blood, hydration, antibiotic, and iron.</li> <li>✓ Validated and moved to the Ortho Optix: semi-automated, gel-based blood bank testing.</li> <li>✓ Added an Abbott Piccolo as a backup analyzer for comprehensive metabolic profiles.</li> <li>✓ Developed a two-way interface with Quest diagnostics that allows orders to be sent to the reference lab, and results to be imported to the patient chart without scanning.</li> </ul> </div> <div data-bbox="285 1108 453 1146"> <p><b>Next Steps</b></p> </div> <div data-bbox="332 1152 1411 1728"> <ol style="list-style-type: none"> <li>1. Complete renovations and remodeling in the Primary Care (2025) and Wellness Centers (2026).</li> <li>2. Move primary care to a refurbished block building.</li> <li>3. Improve utilization of our hospitalist service by the community.</li> <li>4. Recruit additional specialists: CNA, LPN, RN, PA, APRN, MDs, and others.</li> <li>5. Expand marketing and public relations to gain market share in the region.</li> <li>6. Increase primary care to full-time and decrease patient wait times.</li> <li>7. Increase awareness and clientele for alternative pain.</li> <li>8. Develop and launch a Mobile Health &amp; Wellness Clinic.</li> <li>9. Fully design Infusion Services and RN nurse to add Remicade infusion therapy for the treatment of Chron's, Ulcerative Colitis, Psoriasis, Eosinophilic dermatitis and Rheumatoid arthritis.</li> <li>10. Replace our current hematology analyzers.</li> <li>11. Evaluate a different urine drug screen protocol that can replace the two methods we have.</li> </ol> </div>



## OUTCOME: Increased Access to Care





Priority	Population Health Dashboard, Major Accomplishments in 2024, and Next Steps 2025-26
<div data-bbox="175 275 267 373"></div> <div data-bbox="175 615 228 1121" style="writing-mode: vertical-rl; transform: rotate(180deg);">Financial Sustainability</div> <div data-bbox="181 1367 276 1465"></div>	<div data-bbox="337 279 1435 310"> <ul style="list-style-type: none"> <li>Minimize waste and maximize resources to ensure sustainable rural healthcare.</li> </ul> </div> <div data-bbox="289 321 558 352"> <p><b>Accomplishments</b></p> </div> <div data-bbox="337 363 1528 905"> <ul style="list-style-type: none"> <li>✓ <b>Florida Hospital Association Rural Hospital Capital Improvement Grant (RHCIG):</b> Acquired new RHCIG to update Mammography, Laboratory, and Rehabilitation \$476,190 and closed out 2023-24 grant \$526,300.</li> <li>✓ <b>Homer Allen Trust:</b> additional \$45,000 for covered walkways between the hospital and wellness center.</li> <li>✓ <b>LAPS Storm recovery</b> grant acquired \$2,200,000 for Madison Health &amp; Wellness Center.</li> <li>✓ <b>FEMA and Insurance</b> claims filed and secured \$328,623.</li> <li>✓ <b>SHIP</b> grant 2024-25 from DOH \$13,312.</li> <li>✓ <b>Comprehensive Development plan</b> to enhance workforce capacity, improve processes, and technology throughout all Lines of Businesses (established and new).</li> <li>✓ Increased coding and billing capacity.</li> <li>✓ Moved away from Molecular COVID-19 testing and implemented an age-based strep A testing protocol, which should result in the saving of over \$100,00/year.</li> <li>✓ Added a contract with Vista laboratories to process critical stat testing for area nursing home facilities.</li> <li>✓ Separate tests in CPSI to enhance Quest testing.</li> </ul> </div> <div data-bbox="289 951 451 982"> <p><b>Next Steps</b></p> </div> <div data-bbox="383 993 1511 1472"> <ol style="list-style-type: none"> <li>1. Increase government and legislative relations.</li> <li>2. Determine feasibility of fundraising campaigns for corporate and private donations.</li> <li>3. Enhance strategic partnerships.</li> <li>4. Develop Rural Renaissance Plan.</li> <li>5. Increase engagement and strategic economic development plan regionally.</li> <li>6. Fully customized grants management system to track and report expenditures.</li> <li>7. Deliver grants workshops to increase the capacity of the development office.</li> <li>8. Increase Grants Management capacity by training additional program managers.</li> <li>9. Expand development with private foundations.</li> <li>10. Fully develop the Book of Knowledge for grants development and management.</li> <li>11. Develop enhanced Financial Management Systems for the development office.</li> <li>12. Brand and promote Madison County Hospital Health Systems as the premier provider of regional health and wellness services in north central Florida.</li> </ol> </div>



## OUTCOME: Financial Sustainability





## Conclusion

From August 2023 through 2024 north central Florida was hit by three major storms. The 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, the wellness center suffered damage to major infrastructure, and the building designated as the future home for Primary Care services suffered minor damage. Therefore, some of the goals and objectives were extended due to resources being directed to hurricane response and recovery efforts. The development office, facilities, and purchasing were pulled to assist with efforts to manage response and recovery, insurance inspections and claims. The team submitted 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 2025 – 2026. To date the following new lines of business have been launched: 1) Primary Care; 2) Wound Care; 3) Infusion Therapy; 4) Mental Wellness; and 5) Alternative Pain.

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 service delivery because of lack of space in the hospital. The following is an overview of key strategies to move the needle:

- Recruit additional mental wellness experts on the team and/or through partnerships.
- Complete the Primary Care building renovations and facilitate grand opening.
- Launch and manage the construction of the Madison Health & Wellness Center.
- Analyze supporting clinical activities to maximize reimbursement for mental wellness.
- Refurbish Ambulance 2 for use as a mobile clinic to expand services for those experiencing challenges with transportation.
- Enhance partnerships and develop a variety of revenue sharing and/or lease agreements to support increased access to health and wellness services.
- Increase outreach, engagement, and public awareness in the region.
- Enhance reporting capabilities and data analysis to facilitate strategic planning.

Milestones	Milestones	Milestones	Milestones
-Wellness & Emergency Response Plan	-Care transition(s) integrate – hospital, ERF, MHWC, and community framework	-Technology & Information Management systems -Capital assets - renovate, remodel, and/or improve	-Development Office -Organizational Evaluation Framework
2023	2024	2025	2026
-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.	-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.	-Fully renovate facilities for Wellness & Emergency Response. -Update hospital technology, furniture and equipment. -Retrofit 2 <sup>nd</sup> mobile unit. -Enhance EHR Business Requirements - fully defined, data extraction capabilities, and reporting functionality. -Fully develop admissions, discharge, and follow-up process.	-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.

