

SPECIAL DISTRICT REPORT
Fiscal Year October 1, 2024 – September 30, 2025

A. Hospital Demographics:

Madison County Hospital Health Care Systems, Inc dba Madison County Memorial Hospital
224 NW Crane Avenue
Madison, Florida 32340

B. Public Purpose and History

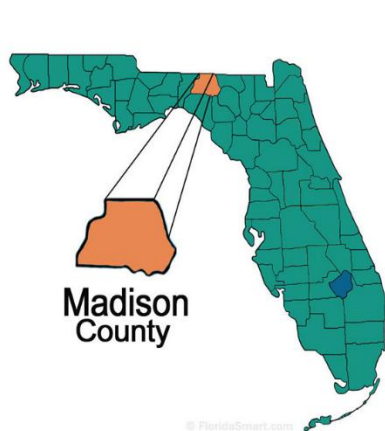
Legislation was passed in 1950 to create a Special Hospital District called The Madison County Health and Hospital District along with a \$175,000 bond issue and federal funds to finance the construction of a new hospital in March 1954. The opening ceremony was presided over by Mr. James Hardee, the Florida State Governor Leroy Collins and Florida State Senator Turner Davis. The hospital expanded in 1970 and 1976.

MCMH was founded in 1937. Today it is one of only 13 hospitals in Florida designated as a Critical Access Hospital (CAH). MCMH has 25 private patient rooms and provides a variety of outpatient services and diagnostic tests. In 2020 the hospital added general surgical services and wound care. The governing board of Madison County Health and Hospital District is made up of seven directors appointed by the Governor of Florida. These directors serve staggered four-year terms and are selected from applications submitted to the governor's office.

Four Freedoms Health Services was established in 1993 with Dr. John Hsu serving as the first medical director. The clinic sold June 2014 to Michele Richardson and Gina Sapp. The clinic continues today as an independent private practice called the Family First Wellness Center. Citizens of the county voted in November 2006 to implement a ½ cent sales tax to Partially finance the construction of a new hospital. The tax was implemented on January 1, 2007 with 224 NW Crane Avenue as its new address. The Grand Opening of the new hospital was held July 26, 2014, kicked off by keynote speaker United States Congressman Ted Yoho. Patients were admitted into the new building on Friday, August 1, 2014.

C. Boundaries

Madison County is a county located in the north central portion of the state of Florida, and borders the state of Georgia to the north. Interstate 10 (I-10) runs east and west through the panhandle from Alabama to Jacksonville. Four interchanges exist in the county at US 221 south of Greenville, (exit 241), SR 14 (Exit 251) and SR 53 (Exit 258) south of Madison, and CR 255 south of Lee (exit 262).



D. Services provided:

For a list of services, please visit www.mcmh.us to access the “Services” tab for the list of services provided by MCMH.

E. The District Special Act of Legislature Charter for Chapter 2003-333; House Bill No. 581



District Special Act
of Legislature.pdf

F. Statute or statues under which the special district operates, if different from the statue or statues under which the special district was established.

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G. Contact Information:

District Board of Directors: <https://www.mcmh.us/leadership/board-of-directors/>

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tstevens@mcmh.us

H. Quality Improvement

The purpose of the QAPI (Quality Assessment/Performance Improvement) Program is to support the overall mission and vision of the Hospital. The QAPI program and activities of the Hospital is to take a proactive approach to continually improving care delivery through

engaging with our patients, caregivers, and other partners to align with our vision as the provider of the best family-centered healthcare in our region. The QAPI program maintains a focus that identifies, prioritizes, and monitors processes and services that support the Hospitals vision, mission, and values. There are many resources that play a role in driving MCMH QAPI initiatives.

Quality improvement initiatives: MCMH will monitor multiple data sources and performance indicators in determining areas of concern, gaps, and opportunities that have been identified as needing improvement. All data utilizes state, federal, national, and health industry benchmarks to measure improvement is reported to the QAPI Committee and Governing Board on a quarterly basis. The hospital has a standard quality reporting form that trends data by quarter to analyze the outcome of measures.

Potential sources of data may include but are not limited to:

- Patient Safety Culture Survey outcomes
- Chart review/audit
- Complaints
- Near misses
- Input from staff, residents, families and volunteers
- CMS Quality Measures
- Medication Incidents
- Rehospitalization Rates
- Process Observations
- MBQIP (Medicare Beneficiary Quality Improvement Program) Measures and Outcomes
- Surgical Case Review
- Mortality Review
- Quarterly Department Quality Committee Meetings
- Staff Retention
- Pharmacist Reports
- HCAHPS (Health Consumer Assessment and Healthcare Providers and Systems) outcomes
- Interoperability (Meaningful Use)

For more information about the quality and value of care at MCMH, please visit the following websites:

- AHCA Quality Measures and Patient Safety Information: Madison County Memorial Hospital

[MCMH Hospital Quality Measures and Patient Safety Information](#)

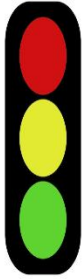
- CMS (Center of Medicare and Medicaid Services) Compare Website:
www.medicare.gov/care-compare

Other Hospital Assessments, Goals and Objectives, Performance Measures, Standards, and Goals not Achieved:

Critical Access Hospital Annual 2024 Accomplishments and Goals

- Implemented the online platform HealthStream for nursing education, training, competencies, skill check-offs, and Continuing Education Units.
- Launched a partnership through a block lease Agreement with Tallahassee Orthopedic Center for orthopedic clinic visits once a month.
- Transitioned Primary Care to E-Clinical Works EHR.
- Purchased 6 new Emergency Room stretchers that arrived January 2025.
- Launched Infusion Therapy outpatient services that include administration of IV fluids, antibiotics, blood products, and routine injections.
- Renovations began on the small block building on campus to be the future site of Primary Care (provider-based, department of the Hospital).
- Dr. Rust with the Florida Department of Health provided clinical staff with lunch and learn on the topic of Rabies, treatment, and follow-up of patients with animal bites from a suspected or confirmed rabies positive animal.
- Recruited an Advanced Practice Registered Nurse to work in the Primary Care department.
- Upgrade of Emergency Room Bedside pulse oximeter monitoring devices from disposable to non-disposable/reusable probes as an improvement and cost-saving measure.
- Implemented the CMS required data collection of Social Determinants of Health Screening (SDOH) for all inpatients on the medical floor. This screens for non-medical factors that may affect patient outcomes, such as housing, transportation, personal safety, and food.
- An Infection Control Newsletter was implemented by the Infection Control RN. The newsletter is sent out to all staff monthly that includes tips, fun facts, and practical information to “stay safe, informed and connected”.
- Medical Imaging upgraded the Mammography equipment from 2-D imagery to 3-D with tomosynthesis.
- Starlink satellite internet service as a backup to our existing business class internet service with Comcast.
- A badge reader was installed in the North stairwell for security purposes.
- The business office acquired new scanners to reduce the volume of patient remits.
- Security camera system was upgraded that includes AI (artificial intelligence).

The Community Health Needs Assessment 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.



Social Determinates of Health

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

Accomplishments

- ✓ 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.
- ✓ Enhanced Care Team functionality - added a Dietary Manager who conducts patient rounds while performing nutritional assessments.
- ✓ Launched Wellness Ambassadors and Coaches to assist patients with a continuum of care plan and promote community understanding of health systems.
- ✓ Submitted grants to further develop Integrated Care Teams, Mental Wellness, and Chronic Diseases.
- ✓ Developed and delivered workshops.
- ✓ Developed key artifacts to increase health education and maximize health equity across populations.
- ✓ Restarted the PT outpatient service line, hired a full time PTA.

Goals

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.
2. Focus on the major areas of transition of care, communication, health education, and nutrition.
3. Fully integrate data systems across lines of business, demographics, population health strategies, and grants to allow robust data analysis and monitoring.
4. Develop partnerships and solutions for patient transit to doctor appointments, pharmacies, and grocery stores.



Social & Mental Health

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

Accomplishments

- ✓ Continued mental wellness services internally for patients and staff including individual, group, crisis response, and expressive art therapy.
- ✓ The Mental Wellness Line of Business upgraded health records and technology.
- ✓ Integrated Care Network that aligns social and mental health services between the health department, the hospital, local providers, nonprofit, faith based, and government entities established.
- ✓ Individual and group sessions are being delivered.
- ✓ Recruited two mental wellness experts who are consulting with the wellness team to develop the model and deliver mental wellness services.
- ✓ Facilitated installation, customization, and training on the new security infrastructure on campus.
- ✓ Improved employee morale and launched workplace wellness.

Goals

1. Develop Mental Wellness (MW) internship model.
2. Recruit MW Interns and expand capacity with intention through Serving Well.
3. Continue collaborating with the school district to design MW for youth: Growing Well.
4. Assign a Wellness Ambassador/Coach to help expand capacity.
5. Increase marketing and branding to obtain sustainable market share.
6. Establish and deliver social and mental wellness model in the community.
7. Establish policy, procedures, and patient experience for MW model.



Chronic Disease

- Enhance chronic disease prevention/treatment services by December 31, 2024.
- Provide a variety of breast, prostate, skin, and colon cancer screenings and awareness activities at least annually by December 31, 2024.
- Develop mobile cancer screening service line by December 2025.

Accomplishments

- ✓ Cancer awareness fully operationalized for Breast Cancer and Colorectal awareness launched.
- ✓ Set up wound care documentation in thrive.
- ✓ Set up bill process with the revenue department.
- ✓ Set up a process for wound patients to seamlessly move from inpatient to outpatient clinic.
- ✓ Mini Nutritional Assessment to help with wound healing.
- ✓ Set a means to collect pre-screening information to identify patients that have additional needs beyond the hospital stay or wound healing.
- ✓ Enhanced efforts to support patients to be more involved in their own care to promote independence with their disease process.

- ✓ Launched Colorectal Awareness activities.
- ✓ 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. The pamphlet is given to the patients on Saturday for the next week and on admission.
- ✓ Heightened engagement of the Ambassador Team to improve Patient Experience.

Goals

1. Develop Prostate and Colon education artifacts.
2. Expand staffing and improve charting capacity in patient records.
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.
4. Add Primary Care to Performance Improvement activities.
5. Set up an infusion department and expand wound care services.
6. Establish wellness programs for Madison Military: Serving Well.
7. Set up a post physical therapy exercise program to keep Madison moving (chair exercises, yoga, walking groups, boot camp Lanier Park).
8. Launch Aging Well, Well Men, and Well Women lines of business and Mobile Screening.



Increase Access to Health & Wellness Services

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

Accomplishments

- ✓ Launched part-time Primary Care services with Family Medicine Physician and new nurse practitioner.
- ✓ Entered into lease agreement to share space with an orthopedic group.
- ✓ Expanded wound care, Ortho, and Spine services.
- ✓ Improved dietary staff capacity.
- ✓ Launched e-Clinical Works for primary care and wellness service patient records.
- ✓ Launched alternative pain service line in the Rehabilitation department.
- ✓ Launched Infusion Therapy: blood, hydration, antibiotic, and iron.
- ✓ Validated and moved to the Ortho Optix: semi-automated, gel-based blood bank testing.
- ✓ Added an Abbott Piccolo as a backup analyzer for comprehensive metabolic profiles.
- ✓ 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.

Goals

1. Complete renovations and remodeling in the Primary Care (2025) and Wellness Centers (2026).
2. Move primary care to a refurbished block building.
3. Improve utilization of our hospitalist service by the community.
4. Recruit additional specialists: CNA, LPN, RN, PA, APRN, MDs, and others.
5. Expand marketing and public relations to gain market share in the region.

6. Increase primary care to full-time and decrease patient wait times.
7. Increase awareness and clientele for alternative pain.
8. Develop and launch a Mobile Health & Wellness Clinic.
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.
10. Replace our current hematology analyzers.
11. Evaluate a different urine drug screen protocol that can replace the two methods we have.



Financial Sustainability of Regional Healthcare

Minimize waste and maximize resources to ensure sustainable rural healthcare.

Accomplishments

- ✓ Florida Hospital Association Rural Hospital Capital Improvement Grant (RHCIG): Acquired new RHCIG to update Mammography, Laboratory, and Rehabilitation \$476,190 and closed out 2023-24 grant \$526,300.
- ✓ Homer Allen Trust: additional \$45,000 for covered walkways between the hospital and wellness center.
- ✓ LAPS Storm recovery grant acquired \$2,200,000 for Madison Health & Wellness Center.
- ✓ FEMA and Insurance claims filed and secured \$328,623.
- ✓ SHIP grant 2024-25 from DOH \$13,312.
- ✓ Comprehensive Development plan to enhance workforce capacity, improve processes, and technology throughout all Lines of Businesses (established and new).
- ✓ Increased coding and billing capacity.
- ✓ 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.
- ✓ Added a contract with Vista laboratories to process critical stat testing for area nursing home facilities.
- ✓ Separate tests in CPSI to enhance Quest testing.

Goals

1. Increase government and legislative relations.
2. Determine feasibility of fundraising campaigns for corporate and private donations.
3. Enhance strategic partnerships.
4. Develop Rural Renaissance Plan.
5. Increase engagement and strategic economic development plan regionally.
6. Fully customized grants management system to track and report expenditures.
7. Deliver grants workshops to increase the capacity of the development office.
8. Increase Grants Management capacity by training additional program managers.
9. Expand development with private foundations.
10. Fully develop the Book of Knowledge for grants development and management.
11. Develop enhanced Financial Management Systems for the development office.
12. Brand and promote Madison County Hospital Health Systems as the premier provider of regional health and wellness services in north central Florida.

Challenges Due to Natural Disasters

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.

I. Revenue Information

Special District Annual Financial Report: Access the latest Financial Report by visiting www.mcmh.us. Select “Price Transparency Resources” at the top of the page. Then select the green bar to access the “District Annual Financial Report.

J. MCMH Code of Conduct: Click on icon below to access document.



K. For the Florida Commission on Ethics website refer to www.ethics.state.fl.us

Approved by Hospital Board of Directors: November 26, 2025

Uploaded to Hospital Website: November 26, 2025