

COMMUNITY HEALTH NEEDS ASSESSMENT

LACKEY MEMORIAL HOSPITAL
2023



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BACKGROUND

ABOUT LACKEY MEMORIAL HOSPITAL

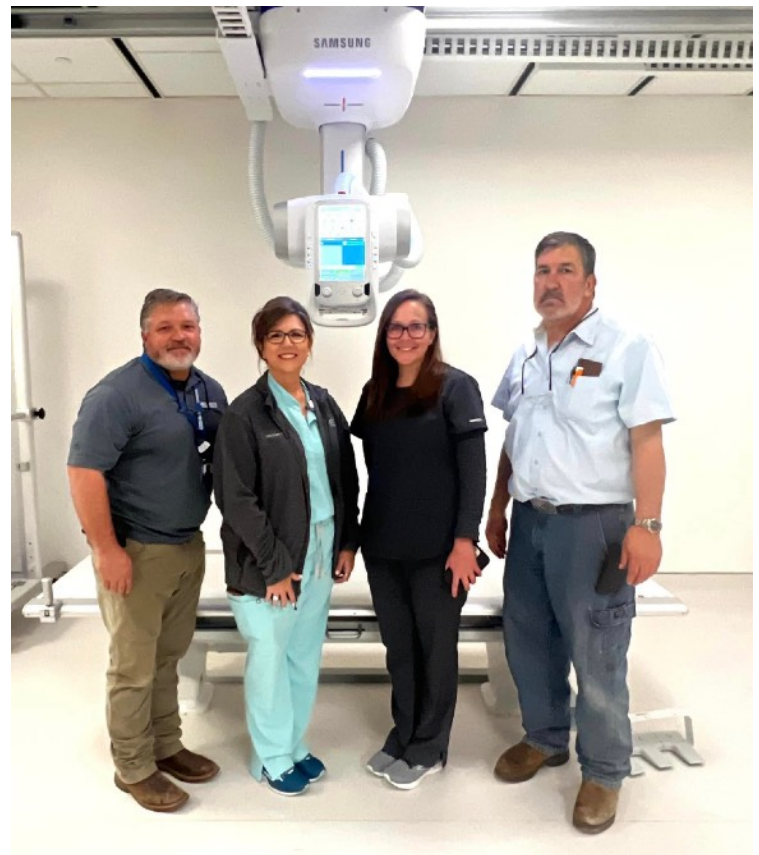
Lackey Memorial Hospital's (LMH) longstanding history tells two stories. One of a hospital that began in the 1950s and was the first Mississippi hospital to receive the Critical Access Hospital designation in the year 2000. Since then, they have followed a blueprint for success in the rural healthcare industry. The second story is one that they continue to write each day by constantly growing and improving their care model for the community they serve. In fact, they have been growing during challenging times in rural healthcare.

As of May 2023, there are 646 rural hospitals nationwide that are at risk of closure due to financial issues according to Becker's Hospital Review. However, during this same time, LMH has not only survived, it has thrived. Their commitment to care and growth is evident in their efforts to combine select primary care services and specialty care services under one roof. This new medical complex, known as the Medical Arts Complex (MAC), is conveniently located in the heart of Forest and opened its doors July 2023.

One of the reasons Lackey has seen such success is their commitment to the words "Quality Care". They have a singular focus on the quality of care they offer to their patients. While most hospitals measure their quality by meeting certain

accreditation scores, LMH sets new standards that go above and beyond those requirements. Each department is involved in a program that strives to meet even higher benchmark goals. Over 200 data points are used to measure quality in a tangible way. Their commitment to quality has even been recognized by the American College of Radiology, who awarded the hospital's radiology department with a Gold Seal Accreditation signifying the highest level of image quality and patient safety.

LMH is a leader in the rural healthcare industry. They are always asking how they can bring the right services to the community in a convenient, cost effective way. This has led the



Pictured above are representatives of Mid-South Medical Imaging along with Michea Mclemore, Director of Radiology, and technologist Shea Boles with the new fully robotic Samsung GC85 Radiographic System installed at the Medical Arts Complex.

hospital to invest heavily in technological advancements, build satellite family medical clinics and implement cost saving programs for patients.

Lackey's focus on the patient's needs has led them to create processes where Primary Care Providers are identifying new and relevant services lines. This innovative approach has added specialties such as Cardiology, Plastic Surgery, Pediatric Dental Surgery, Orthopedics, Pain Management, Ophthalmology, Podiatry, Sleep Study, Ear Nose and Throat, Gastroenterology, Vascular Surgery, General Surgery, Wound Care, and Urology. Besides standard diagnostic equipment like X-Ray, CT-Scans, Ultrasound and MRI, LMH has also added Mammography and Bone Density. This helps to ensure each patient is receiving a full and comprehensive diagnosis. They have also streamlined their Swing Bed program with the addition of a Hospitalist Physician and local Physical Therapy Providers to aid in better recovery and transitions. As a result of their focus on the patient, LMH has reduced the wait time in their 24/7 ER.

Other ways Lackey is helping the community is with behavioral health and prescription pricing. They have a strong behavioral health program with an emphasis on the elderly. Additionally, Lackey has created an opioid dependency program to address a growing crisis in the community. By reducing the price of drugs to the community through qualifying for a 340B program, they are able to pass along lower prices to the public. Finally, Lackey has been part of an Accountable Care Organization (ACO) since 2015 which has helped with care coordination and transitional care for the patient.

LMH takes their responsibility to meet the needs of the community seriously. In 2020, they conducted a Community Health Needs Assessment (CHNA) with the end goal of finding out how they could better serve the community. That 2020 CHNA identified needs in increasing the number of specialties for the community, expand healthcare programs in women's health and mental health, and care for the underserved populations.

Since the last CHNA, LMH completed many of the goals set in the 2020 CHNA. One of the main goals was the completion of the MAC. This new facility, which houses a women's health clinic, an outpatient surgery department and a community health clinic, allows them to recruit even more specialists to better serve their patients. It can be said that Lackey Memorial Hospital truly cares about the health of the people in its community.

ABOUT COMMUNITY HEALTH NEEDS ASSESSMENTS

The Affordable Care Act (ACA), enacted March 23, 2010, added new requirements that hospitals must satisfy in order to be described as a nonprofit 501(c)(3) hospital. It also included new reporting and an excise tax in the case of non-compliance.

These new requirements for charitable 501(c)(3) hospitals are articulated in section 501(r). The ACA imposed the following new rules on organizations that operate one or more hospital facilities (Hospital Organizations). Each 501(c)(3) hospital organization is required to meet four general requirements on a facility-by-facility basis:

- Establish written financial assistance and emergency medical care policies.
- Limit amounts charged for emergency or other medically necessary care to individuals eligible for assistance under the hospital's financial assistance policy.
- Make reasonable efforts to determine whether an individual is eligible for assistance under the hospital's financial policy before engaging in extraordinary collection actions against the individual.
- Conduct a Community Health Needs Assessment and adopt an implementation strategy at least once every three years.

These CHNA requirements are effective for tax years beginning after March 23, 2012. They carry the minimum requirement of once every three years; however, hospitals are not penalized for doing them more often.

IRS ruling 69-545 established the community benefit standard as the basis for a tax exemption. Community benefit is determined if the hospital promotes the health of a broad class of individuals in the community, based on factors that include:

- Emergency room care is open to all, regardless of ability to pay.
- Surplus funds are used to improve patient care, expand facilities, train staff, etc.
- The hospital is controlled by independent civic leaders.
- All available qualified physicians are privileged.

The healthcare reform law, the Patient Protection and Affordable Care Act, added a new provision to the IRS code for not-for-profit hospitals. Under this provision, not-for-profit hospitals must conduct a Community Health Needs Assessment every three years. The health needs identified in the CHNA must be addressed in an action or implementation plan. Other requirements of the new IRS provision include:

- The CHNA must take into account the broad interests of the community.
- The Assessment must involve individuals with expertise in public health.
- The findings must be made widely available to the public.



505 Women's Health is located at the new Medical Arts Complex.

IRS requirements also specify that the deadline for completion of the CHNA is the end of the hospital's fiscal year end in the year that it is due. In addition, an implementation plan must be created and adopted within the 6-month period following the fiscal year end. Failure to complete a CHNA could result in a \$50,000 excise tax

and possible loss of tax-exempt status.

LMH engaged Cycle of Business (COB) to:

- Complete a Community Health Needs Assessment
- Provide LMH with the requirement necessary to be compliant on the IRS Form 990
- Provide information needed for the hospital to issue an assessment of community health needs and to document how it intends to respond to the identified needs. This will be done in a Community Health Implementation Plan (CHIP) which will be part of this assessment and will also be incorporated in their Strategic Plan.

SERVICE AREA

The Primary Service Area for LMH covers the residents of Scott County, Mississippi. However, the Secondary Service Area expands to areas as far north as Carthage and as far south as Louin. It also extends west to just outside of Jackson and east to just outside of Newton.

Community	Zip Code	Population-2015
Forest, MS	39074	13,623
Lake, MS	39092	3,695
Morton, MS	39117	10,747
Pulaski, MS	39152	984
Sebastopol, MS	39359	258
Carthage, MS	39051	15,710
Newton, MS	39345	5,851
Pelahatchie, MS	39145	5,170
Union, MS	39365	8,256
Brandon, MS	39042	37,515
Lena, MS	39094	3,657
Decatur, MS	39327	4,078
Louin, MS	39338	3,539
Richland, MS	39218	6,902
Estimated Potential For Total Service Area Population		119,985

Resource: zipdatamaps.com

The population of Scott County, MS is hovering around 29,000 to 30,000. This population is made up of just five main zip codes covering the cities of Forest, Lake, Morton, Pulaski and Sebastopol. The secondary service area adds approximately 90,000 additional people to the population served bringing the total to 119,985.

demographics of the community. It was important that feedback was received from different demographics so that the needs from as many people as possible were heard. Members from the healthcare community were also selected to represent the needs of the hospital from a healthcare perspective.

After the first meeting, the survey was revised by COB and LMH to ensure the questions asked would include input from the community. These questions would be used to help senior leadership and the hospital's board decide on the best course of action for the hospital. Before the survey was distributed to the community, special care was taken to ensure the verbiage was inclusive. In order to also receive feedback from the Spanish speaking community, the survey was translated into Spanish.

Once the survey was complete, it was distributed to the community via email with the help of the team members present in the first meeting. Respondents were given two weeks to fill out the survey and give their feedback. Ninety one (91) community members completed the survey. Respondents represented all aspects of the community with 85% being between the ages of 25 and 64. Women were the most common gender to respond. Eighty-seven percent identified themselves as female and 13% identified as male. Whites and Hispanics were represented slightly higher than their demographic while Black or African American respondents were slightly under-represented.

The survey data was collected and analyzed by Cycle of Business and the organized data was then brought to the second meeting for discussion. The Senior Leadership Team wanted to ensure the CHNA was not only dealing with the opinions of the community, but they wanted to make sure they had the data to make appropriate decisions. Members of the community were given a chance to review the data with COB and the hospital staff to decide on what the community ultimately wanted to see happen at the hospital. The medical staff and senior leadership were ultimately responsible for what the hospital would work on.

As the survey was reviewed by the focus group from the hospital, goals were identified and actions were outlined. These goals and actions were organized into the(CHIP). The CHNA was prepared by COB and taken to the board of directors for their input and approval.

RESOURCES AND SECONDARY INFORMATION

The CHNA for Lackey Memorial Hospital utilized data from:

County Health Rankings. Since it began in 2010, County Health Rankings ranks the health of nearly every county in the nation and is a collaboration between the Robert Wood Johnson Foundation and the University of Wisconsin Population Health Institute. The program awards grants to local coalitions and partnerships working to improve the health of people in their communities. The information received from this website appears to be from 2023.

Current Census Data. The United States Government conducts a census every few years to gather data on certain demographics in the country. The last census data for Scott County, MS was conducted in 2021.

Zip Data Maps. Zip Data Maps is an organization that started in 2011 with the goal of providing maps and data for US neighborhoods, zip codes, cities, counties, etc. They are focused on bringing the latest information to give viewers an in-depth look of the area.

Survey Conducted Through the Hospital and Community. A survey was designed in conjunction with COB and LMH to gather information from the community on the immediate needs of the population.

Broad Interests of the Community Were Considered:

Special care was used to find individuals in the community who could help define the health care needs of the community representing the youth, the elderly and varied cultures.

The individuals involved in the initial meeting were asked to review the survey and give their input on the needs of the hospital. Additional efforts were made to reach out to the community in general to give input on the survey. A link to the survey was sent out to the major employers in the community, disbursed via social media, posted to the hospital website and disbursed within the hospital and family of clinics.

PARAMETERS FOR DATA COLLECTION

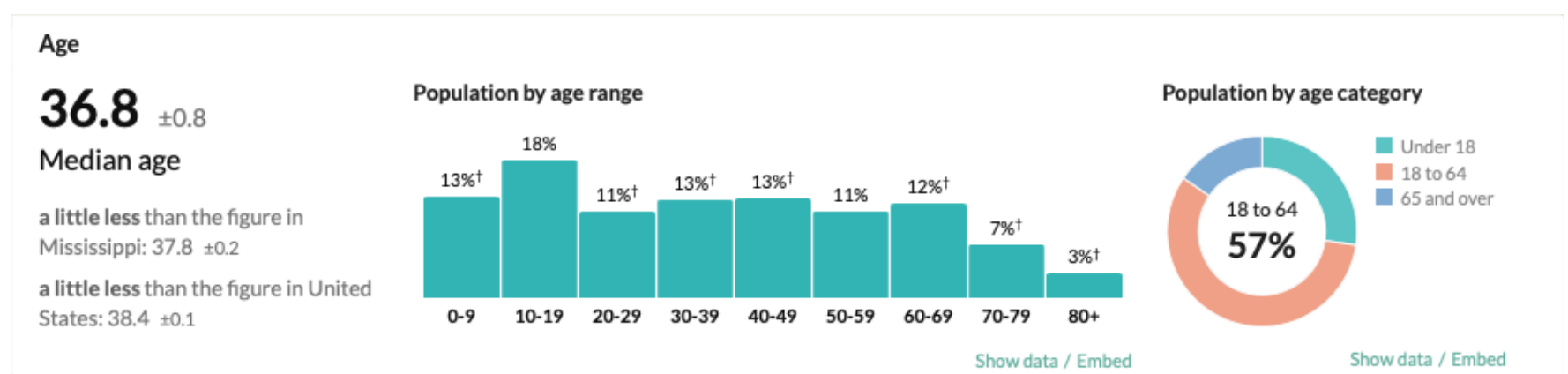
COB and LMH used the most recent population and demographic information available to ensure the community needs were being met. This included gathering national statistics of the service area as well as the demographics of the service area. The federal government also tracks certain health statistics across the U.S. by county. This information was compiled to give a baseline of where certain health needs were being met and areas that needed improvement.

DEMOGRAPHICS

The demographics for the area were collected through the use of census data and other reports. The census data was as recent as 2021 American Community Service(ACS) data. The ACS is a nationwide survey that collects and produces information on social, economic, housing, and demographic characteristics about our nation's population every year. Although exact population and demographic information may vary slightly from that articulated in the CHNA, the outcomes of the CHNA will not be affected by any minor discrepancies.

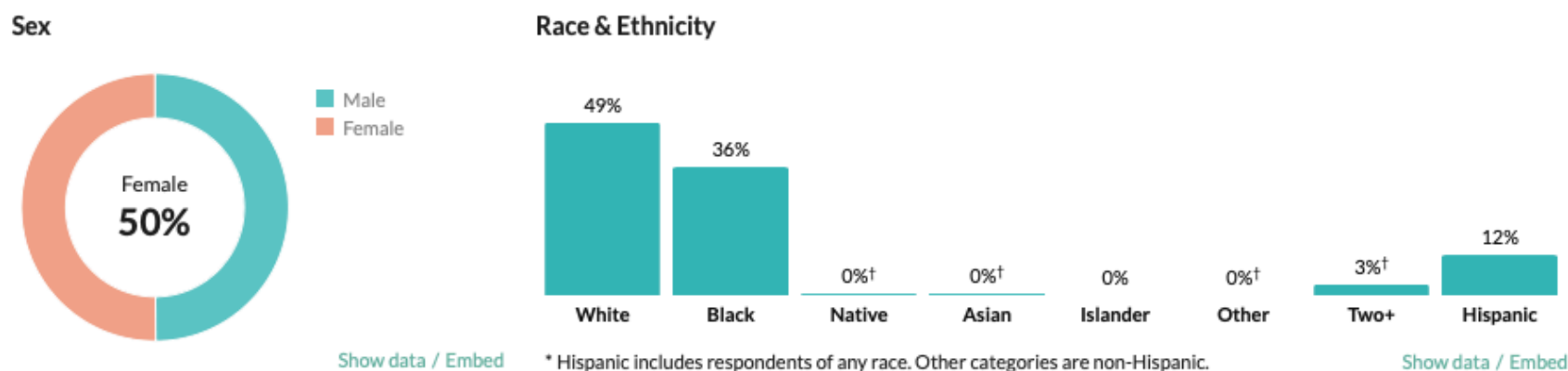
The population of Scott County, our primary service area, was approximately 28,000 in 2021. Due to the fact that additional zip codes from the secondary service areas we incorporated into this analysis only made up a small portion of people who actually use LMH, we will use the demographic data from Scott County to represent the secondary service areas. Therefore, based on what we know from Scott County:

- 57% of the population are between the ages of 18 and 64
- 22% are 60 or older



censusreporter.org

- 50% of the population identify as women
- 49% are white and 36% are Black or African American, while 12% regard themselves as Hispanic



censusreporter.org

- 77.8% of Scott County residents have graduated from high school compared to the Mississippi average of 86%
- 12.2% of Scott County residents have a Bachelor's degree or higher
- This is 1/2 the rate of the State of Mississippi which is around 21.8%

Educational attainment

77.8%

High school grad or higher

about 90 percent of the rate in Mississippi: 85.6%

about 90 percent of the rate in United States: 88.9%

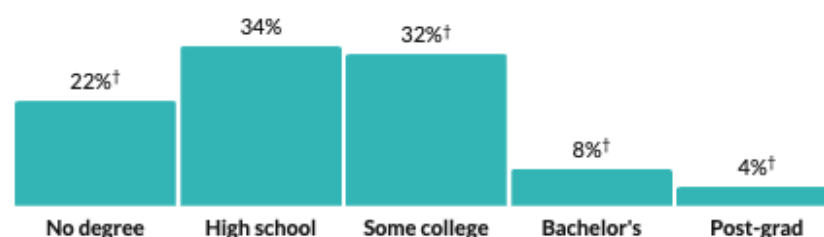
12.2%

Bachelor's degree or higher

about half the rate in Mississippi: 23.3%

about one-third of the rate in United States: 33.7%

Population by highest level of education



censusreporter.org

- The median household income in Scott County is up from \$33,735 to \$43,022 with a per capita income increasing by just over \$500 to \$22,184.

Income

\$22,184

Per capita income

about 80 percent of the amount in Mississippi: \$26,807

about three-fifths of the amount in United States: \$37,638

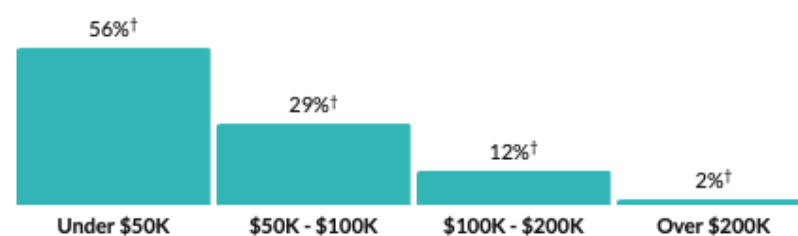
\$43,022

Median household income

about 90 percent of the amount in Mississippi: \$49,111

about three-fifths of the amount in United States: \$69,021

Household income



Show data / Embed

censusreporter.org

- 22.8% of the population live in poverty as opposed to 19.4% in the State of Mississippi
- 29% of children live in poverty

Poverty

22.8%

Persons below poverty line

about 20 percent higher than the rate in Mississippi: 19.4%

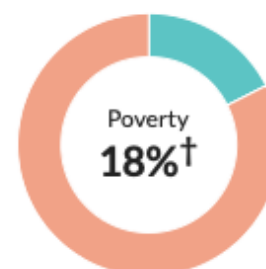
nearly double the rate in United States: 12.6%

Children (Under 18)



■ Poverty
■ Non-poverty

Seniors (65 and over)



■ Poverty
■ Non-poverty

censusreporter.org

To get a better look at the community and how it ranks next to the rest of the counties in Mississippi and the best performing counties in the US, COB and LMH used countyhealthrankings.org. The data from this site can be very helpful; however, they extrapolate the numbers to a common denominator of 100,000 people. Scott County has a population of between 28,000 and 30,000 and many of the numbers have been extrapolated to show what they would be per 100,000 residents. An example of this would be HIV positive cases. The rankings show 302 cases per 100,000. However, with only 28,000 in the community, there are really only around 75-77 cases of positive HIV infection in the county.

Another area to take into consideration is the data used. For example, Primary Care Physicians show a 5,680:1 ratio. This is almost five times what it should be. However, rural hospitals tend to use more Physician Assistants (PAs) and Nurse Practitioners (NPs) to meet those numbers. When asked if LMH was concerned about those numbers, they felt they were in alignment with the best counties once PAs and NPs were taken into consideration. In addition, they are continually adding specialists to address specific needs in the community.

Scott County has some positive health factors that should be mentioned:

- 67% of the people report having access to exercise as opposed to 57% for the state of Mississippi.
- Excessive drinking was reported to be 14% which is lower than the State of Mississippi and equal to that of Top Performing Counties.
- This also lead to a rate of Alcohol Impaired Deaths at 7% ranking better than Top Performing Counties and less than one third the percentage of the State of Mississippi.

	Scott County	Top Performers	Mississippi
Access to Exercise	67%	84%	57%
Excessive Drinking	14%	16%	19%
Alcohol-Impaired Driving Deaths	7%	19%	27%
Unemployment	4.7%	5.4%	5.6%
Driving Alone to Work	79%	73%	84%

countyhealthrankings.org

On the other hand, Scott County has a fairly high ratio in the following health risk factors:

- Adult Smoking.
- Adult Obesity.
- Physical Inactivity even though they have access to exercise.
- Food Insecurity.

	Scott County	Top Performers	Mississippi
Adult Smoking	23%	16%	21%
Adult Obesity	44%	32%	40%
Physical Inactivity	33%	22%	29%
Food Insecurity	18%	12%	16%

countyhealthrankings.org

Another area of great concern for the county is sexuality:

- STDs are extremely high when extrapolated to populations of 100,000.
- HIV is not as prevalent but still over seven times greater than top performing counties if you extrapolate to a larger population base.

- And, teen births are almost twice the rate of Mississippi and five times the national average.

	Scott County	Top Performers	Mississippi
HIV per 100,000	337	380	392
Sexually Transmitted Infections per 100,000	963.6	481.3	803.7
Teen Births per 1000	64	19	32

countyhealthrankings.org

Other areas deserving review are:

- 20% of the population of Scott County live without health insurance. This is 6% more than top performers and higher than the state of Mississippi which is sitting at 14%
- Preventable hospital stays are almost three times Top Performing Counties
- And, flu vaccinations are below the State and Top Performing Counties

	Scott County	Top Performers	Mississippi
Uninsured	18%	10%	14%
Primary Care Physicians	4,680:1	1,310:1	1,990:1
Preventable Hospital Stays	4,244	2,761	2,809
Flu Vaccinations	38%	51%	45%
Drug Overdose	?	23	14

countyhealthrankings.org

Although Preventable Hospital Stays ranked high, consideration should be taken since actual numbers are more likely to be between 2,148 and 2,303. Also, there are two hospitals that service Scott County. County Health Rankings does not identify the ratios per hospital. This does not mean LMH should discount these numbers. However, they should look further into it to determining what, if anything should be done.

THE PROCESS

MEETINGS WITH COMMUNITY MEMBERS AND FOCUS GROUPS

Initial meeting:

On March 21, 2023, a meeting was held with members of the community. People representing the healthcare community as well as all demographics were invited to attend. This meant reaching out to large employers as well as special interest groups who would help ensure all demographics were well represented. Discussions took place to review a template of the survey to be distributed, and suggestions were made to ensure the survey would be acceptable to all potential respondents. The focus group recognized that health care needs may differ between genders, ethnicity, sexual preference and age. Special care was taken to ensure all people would be represented in the results of the survey.

Members of the community were excited to contribute to the survey, and we were able to gather people who represented various areas of the community. This included people representing the African American and Hispanic populations as well as employees of the school district to represent the youth. Their input was extremely helpful in refining and distributing both the English and Spanish versions of the survey. COB and LMH took that information and finalized the survey in order to reach out appropriately to the community and especially to certain demographics.

**"LACKEY IS SUCH A
GREAT HOSPITAL
WITH WONDERFUL
CARING STAFF
WHO GO OVER
AND BEYOND FOR
THE COMMUNITY
AND THEIR NEEDS"**

—SURVEY PARTICIPANT—

The survey was also written to go beyond the current national data that is readily available. LMH wanted to be able to specifically look at the results needed to meet the service needs of the community.

DISTRIBUTION OF SURVEY

After reviewing and revising the CHNA survey, LMH sent a link to the survey out to community members who represented the population at large and specific demographics within the community. The representatives then forwarded that link to their respective communities in order to ensure the population was appropriately represented in the answers of the survey.

Additional links to the survey were also placed on the hospital's website, Facebook page and community groups to make sure the community would know how to access the survey. Finally, paper copies and QR codes with links were distributed within the hospital and family of clinics.

After giving the community a few weeks to respond to the survey, our sample size included enough people to ensure that the population was represented. The responses were then gathered and analyzed to be presented to the senior leadership.

COMMUNITY ENGAGEMENT

Representatives from the community were involved in the process and their assistance was used to help refine the survey that would go out to the community. LMH staff wanted to ensure the survey met both the needs of the community they serve and that the hospital's needs were also included. The data was reviewed first with representatives of the hospital staff to ensure they were comfortable with the information that would be shared with the community group.

Ninety-one members, covering all demographics of the community, responded to the survey. They were candid in their responses which gave the hospital information that will assist in improving its services to the community. There was great effort to reach out to the Hispanic

and African American communities to encourage participation from people in those demographical groups.

The feedback from this survey was then utilized to create a CHIP as well as incorporate it into the Strategic Plan for the year



Ribbon cutting ceremony for the opening of the new Medical Arts Complex located at 505 Airport Road.

2023 and beyond.

THE RESULTS

SURVEY RESULTS

Results of the survey centered around a few key areas.

Utilization of Lackey Memorial Hospital:

During the 2020 CHNA, we saw a little over half of the community was using LMH or its clinics for their healthcare. Lower utilization of the hospital was primarily driven by the perception of the hospital being old and outdated. This was an inaccurate assumption because LMH has the same or better technology as hospitals in the Jackson metro area.

Since the last survey, many people in the community have changed their perception and understand the quality of care they receive at LMH. In just three years, the community support of the hospital has grown almost 20 percentage points. In 2020, only 58% of the survey respondents were using LMH for their healthcare needs. In 2023, that number jumped to 76%. Those numbers reflect the commitment that LMH has put into providing quality healthcare to the patients that it serves.

Specialties: LMH has been able to provide specialties many rural hospitals would love to have. However, in the last survey there were several specialties that the community needed that were simply not available. In 2020, LMH decided to look into the possibility of bringing in six services. Those services included Infusion, Urology, Pain Management, Pulmonology, an Allergist and Dermatology. Since the 2020 CHNA, LMH has started an infusion program and pain management services. In 2023, Dermatology, Allergy and Diabetes topped the list of services that the community desired. However, Pulmonary help was still on the top 10 list of services the community is in need of that is still not available at this time.

TOP 10 REQUESTED SERVICES FROM CHNA

When asked what services the respondent, a member of their family, or a person they know from the community needed for their own health, respondents prioritized the following as the top 10 services.

- Dermatology
- Primary Care
- Mammography
- Gynecological Care
- Allergist
- Diabetes Education
- Wellness Clinic
- Orthopedics
- Mental Health
- Endocrinology

Dermatology	45	49.5%
Allergist	40	43%
Diabetes Educators	37	40%
Endocrinology (Diabetes, Thyroid, Pituitary, etc.)	35	38%
Rheumatology (Arthritis)	33	36%
Pulmonary Specialist (Lung Care)	26	28%
Neurology (Brain and Nervous System)	23	25%
Family Planning / Birth Control	21	23%
Vascular	21	23%
Geriatrics	20	22%

Other Specialties that ranked high on the list that didn't reach the top 10 level but were very close were:

- Diagnostic Lab, MRI, and X-ray
- Pediatrics
- Dietician/Weight Management
- Colonoscopy/Endoscopy
- Cardiology
- Rheumatology
- Ear, Nose, and Throat

Top requested services to research for the new facility to review for feasibility.

When comparing the list of desired services with the services the hospital already provides to the community a list of top 10 services was given to the hospital of potential specialties to better serve the community. These services will need to be researched for viability and depending on the feasibility of the service, new services will be decided upon.

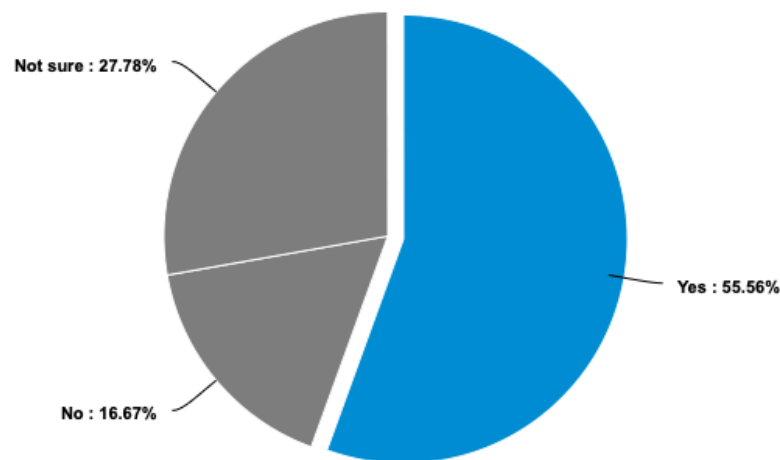
Robotic Surgery:

Robotic surgery is becoming more prevalent in the industry. Many newer physicians are being trained to use this process for specialty procedures during medical school and their internships. Some rural hospitals are finding they are unable to recruit specialists who are trained to use these machines for surgeries and prefer to go to hospitals where they have

that ability. There are concerns about how patients, as well as physicians, would feel about bringing these services to LMH.

This is the second time LMH has asked if the community is open to offering robotic

Robotic Surgery has proven to increase accuracy and shorten recovery times during procedures. Would you be open to having a trained surgeon guide this technology during an operation on you or a loved one?



surgery. However, when asked this time, the responses came back positive. When asked, "Would you be open to having a robot used for a surgery performed on you or a loved one?" 55.56% of the respondents said yes, 27.28% were unsure, and only 16.67% said no.

Supportive Services:

When asked how people felt about the supportive services Lackey Memorial Hospital provides to their patients, the top five services where LMH is doing well were as follows:

1. Referral to Other Locations
2. Follow-up/Discharge Planning
3. Care Management
4. Help Understanding Recommended Medical Care
5. Health Education

However, some areas where LMH could improve include:

1. Bariatric Services
2. Interpretation/Translation
3. Counseling/Assessment/Life Coaching
4. Medical Supplies For In Home Use
5. Help With Enrollment Services for Medicaid

Demographic Services:

Lackey Memorial Hospital wanted to know what demographics needed more attention and service in order to improve the healthcare needs of the community. When asked which groups needed additional healthcare services, the following groups ranked highest.

1. People with no insurance
2. Adults
3. People with minimal insurance
4. People with low income
5. Children

Community Awareness:

One of the realizations from the survey centered around community awareness in several areas. There were specialties that LMH offers that people in the community were not aware they could receive. In addition, certain preventative and imaging services were less known. Finally, LMH conducts genetic testing in certain circumstances in order to increase the effectiveness of treatment. These services were also not well known among the population.

Specialty and Outpatient Services LMH offers that were least known by the public:

1. Medical Weight Loss
2. Plastic Surgery
3. Pediatric Dental Surgery
4. Infusion Therapy
5. Ophthalmology

Preventative and Imaging Services LMH offers that were least known by the public:

1. Cardiac Calcium Score
2. Bone Density
3. Echocardiograms
4. 3D Mammography

5. CT Scans

Genetic Testing offered by LMH to increase the effectiveness of treatment:

1. Gastrointestinal
2. Respiratory
3. Urinary

When asked what aspects of healthcare are most important to the community, the top five most important areas were mostly around saving time and money. With the exception of Adult Day Care and Lower Fees for Low Income Individuals, concerns about clinic hours and getting through the clinic were some of the community's top concerns as well. The top five areas were:

1. Lower fee for low-income individuals
2. Adult Day Care
3. Clinic Evening Availability
4. Clinic Weekend Availability
5. Fast Track Clinic

Barriers to Using LMH:

LMH understands there are two factors to improving the health in the community. First, they must provide the services the community needs. This is why they take a good look at the services the community is saying they need and the feasibility of actually providing these services. Being able to provide everything a community needs and wants is dependent on the hospital being able to survive financially. In the implementation plan, there are several services the community has requested that LMH will look into providing in the MAC.

Second, Lackey needs to remove barriers to community members receiving services in their facilities. When asked what barriers were keeping people from coming to LMH or their facilities for their treatments, five areas stood out. They were:

1. Financial Barriers
2. Interpretation
3. Customer Service
4. Communication

5. Transportation

Some of these comments came from the public; however, many were focused specifically on the Hispanic community. Comments made about Translation and Interpretation, payment options and transportation appeared to come from the Spanish speaking community.

Although LMH has done a great job of increasing the percentage of people using their facility over the last three years, there is still room for improvement. By improving communication both internally and externally, LMH hopes to continue the trend of increasing popularity in the community and becoming the healthcare facility of choice for the county.

IMPLEMENTATION PLAN

As LMH begins to focus on the work yet to be done, they are becoming acutely aware of the work and progress they made from the last CHNA. The discussion around the the last CHNA revealed that much of it was either finished or close to being finished.

The new MAC is the culmination of their focus on bringing the right services to the community and attracting a variety of specialists. The specialists LMH is bringing into the community have been impressed with the new facility. This has been a real boon to the hospital and will help them as they improve their offerings in the future.

OPEN NEW CLINIC FACILITY

Based on the CHNA, several specialties were identified to serve the needs of the people within LMH's primary service area. One of the challenges in bringing in these specialties in the past was having a place for the physicians to see their patients. The aging facility and

perception of the hospital did not help convince specialists to come work with LMH. With the new facility LMH has built, those perceptions have changed. As physicians have seen the new facility, exam rooms and operating rooms, they are excited to come and keep their patients local.

Over the next several years, LMH will be looking to bring more services and specialties to the patients in the area. Looking at the responses from the survey, there are six areas LMH will be looking to bring to or promote within the new clinic.

1.1 Open new clinic facility	
>	1.1.1 Dermatology
>	1.1.2 Weight Managment
	1.1.3 Promote Vascular
	1.1.4 Promote Plastics
	1.1.5 Increase General Surgery
	1.1.6 Increase infusion services

They are :

- Dermatology
- Weight Management
- Vascular
- Plastic Surgery
- General Surgery
- Infusion Services

OPEN WOMEN'S HEALTH CLINIC

Women's health offers a unique challenge in rural communities. LMH decided to create a different kind of women's health program. They are promoting breast cancer awareness to the community along with other preventative services. Over the last three years, they were able to purchase a new state of the art 3D Mammography machine.

The MAC includes a Woman's Health Clinic to better serve the female population in the area. They have already seen a great response from their partnering physicians who are already seeing patients there.

Some of the areas they are offering are:

- Family Planning
- Prenatal Services
- Incontinence Care
- Hormone Therapies
- Preventative Care

1.2 Open a Women's Health Clinic
1.2.1 Family Planning
1.2.2 Prenatal services
1.2.3 Incontinence care
1.2.4 Hormone therapies
1.2.5 Preventative Care

HISPANIC POPULATION FOCUS

LMH takes its responsibility to the community seriously and realizes one of the underserved populations is the Hispanic population. Currently LMH is serving the Hispanic community fairly well; however, there is always room for improvement.

1.3 Hispanic Population Focus

1.3.1 Improve or Increase Translation for all clinics and Hospital

1.3.2 Translate more forms and paperwork

LMH realizes communication is the key to improved care. As a result, they will be looking at improving the areas of translation and interpretation. Translation will ensure people will have written documentation in their native tongue. Interpretation services will make sure LMH medical professionals can communicate

appropriately in the spoken language, and patients will understand what their health care providers need them to know.

ASSISTANCE WITH PAYMENT PROGRAMS

Comments in the CHNA showed there is a need for people who are in need of payment plans.

LMH is looking to create a strategy that will help every self-pay or under-insured patient set up a program that works for them. This means spending more time with those patients and filling out the appropriate paperwork. Formalizing the policies and creating a sliding scale standard will help LMH treat everyone fairly and, in some cases reduce the costs to individuals.

1.4 Assistance with Payment Programs

1.4.1 Better implement a sliding scale payment plan program

1.4.2 Create a standardized strategy for those who can not pay

INCREASE CUSTOMER SERVICE THROUGH IMPROVED COMMUNICATION

Excellent customer service is the hallmark of great organizations. LMH wants to be the healthcare provider of choice and understands that customer service will play a large part in achieving that goal. The feedback they received from the survey inferred customer service will be improved with better communication in two areas.

The first area to improve upon is internal communication between clinic providers and departments of the hospital. Making sure that general practitioners or diagnostic services

1.7 Increase customer service scores through improving communication

1.7.1 Internal communication between providers

> 1.7.2 External communication between hospital and patient

sends the necessary information to the right specialist in a timely manner. This will vastly improve the experience for those who are treated by LMH. This type of communication is behind the scenes and although the patient may never recognize the work that has gone into improving their experience, they will not experience the

frustration that may have been felt otherwise.

The second type of communication that needs improvement is the communication that happens between physician and patient. LMH understands that if the patient does not feel understood and or does not understand what the physician is trying to communicate, successful treatment and customer satisfaction will suffer.

OPEN AUTISM AND SPECIAL NEEDS FACILITY

By opening the MAC, LMH was able to combine two of its primary care clinics to the new facility which opened up other buildings for treatment centers .

For years, LMH has recognized a need in the community to treat the rising cases of autism and to help other people with special needs. Now that the MAC is open, LMH has remodeled and is preparing to open this new treatment center. This will house their already established pediatric clinic as well as a new clinic focused specifically on these special needs and challenges. Opening this clinic will help families deal with the many challenges these situations can create. LMH recognizes this is a much needed service it can provide for its rural community.

1.5 Open Autism and Special Needs Facility	
1.5.1 Remodel Pediatric Clinic	
1.5.2 Utilize Caregivers	

MARKETING OF SPECIALTY SERVICES

Finally, LMH realizes that as they work to improve access to healthcare and the services they bring to the community, the community needs to be aware of these new changes and services. This communication is going to be vital to ensuring community members receive their services at LMH. By helping the community understand the services and convenience of receiving treatment through LMH, patients will save both time and money.

1.6 Marketing of Specialty Services	
1.6.1 Affiliate program	

One way in which LMH plans to get the word out about the services they now provide and the quality of those services is to market the affiliate services that are now available. By LMH marketing their affiliation with the Face

and Body Center, they are able to help residents realize that they offer the same services in the MAC as they do in the Jackson area. This reduces the hardship on patients who otherwise would need to travel for those services and give them confidence in all the

specialties they will be able to receive through these affiliations.

LMH is dedicated to improving the health of the people in the county and has demonstrated, from the last CHNA to the current one, that they take the feedback they receive seriously. The CHIP in conjunction with the CHNA is only the beginning. The rules the IRS and ACA have set out for the CHNA allows for up to six months following the end of their fiscal year. Over the first six months of 2024, LMH will continue to complete, refine, articulate and execute this CHIP within the ActionStrategy software. Just like the last CHNA and goals that were articulated, we expect to see great progress on this plan over the next three years.



Lackey Memorial Hospital's new Medical Arts Complex has a retail pharmacy (Forest Family Pharmacy) with friendly staff ready to help you with all your prescription needs.

APPENDIX

CHNA TEAM

Name	Company	Representing
Cardina Ber	El Pueblo	Community Outreach
Michael Ann Oropeza	El Pueblo	Community Outreach
Joel Davidson	City of Morton	Large Employer
Mike Sanders	LifeCare EMS	First Responders
Cliff Horton	Forest Ford	Large Employer
Constance Slaughter Harvey	Legacy Educational Community Empowerment Foundation	Community Outreach
Ginger Cruz	Lackey Memorial Hospital	Healthcare
Michae McLemore	Lackey Memorial Hospital	Healthcare
Dayna Watkins	Lackey Memorial Hospital	Healthcare
Tom Geter	Hornets Nest Store	Large Employer
Lisa Davis	Bank of Forest	Large Employer
Nancy Chambers	City of Forest	Large Employer
Jeff Jones	Forest City Schools	Youth
Marcus Holbert	Forest City Schools	Youth
Sydney Sawyer	Lackey Memorial Hospital	Healthcare

LACKEY MEMORIAL HOSPITAL FACILITIES

Lackey Memorial Hospital

330 N Broad St
Forest, MS 39074
(601) 469-4151

Community Health Clinic

505 Airport Rd Suite B
Forest, MS 39074
(601) 469-4771

Lackey Pediatric Clinic

1 Medical Lane
Forest, MS 39074
(601) 469-3320

149 Pediatric and Family

376 Simpson Hwy 149, Suite 300
Magee, MS 39111
(601) 721-8985

Main Street Medical Clinic

347 South Fourth Street
Morton, MS 39117
(601) 732-1524

Newton Family and Pediatric Clinic

9427 Eastside Drive Ext. Suite A
Newton, MS 39345
(601) 683-0330

Forest Sleep Clinic

526 Deerfield Drive, Suite A
Forest, MS 39074
(601) 469-2254

Transitions Behavioral Health of Carthage

105 North Van Buren Street
Carthage, MS 39051
(601) 267-0145

Transitions Behavioral Health of Philadelphia

220 East Hospital Road
Philadelphia, MS 39350
(601) 656-4330

Transitions Behavioral Health of Forest

1084-A Highway 35 South
Forest, MS 39074
(601) 469-4124

Forest Orthopedics & Pain Management

504 Airport Road, Suite A
Forest, MS 39074
(601) 333-2373

Main Street Medical Clinic – Opioid Dependency Clinic

347 South Fourth Street
Morton, MS 39117
(601) 732-1524

35 South Family Medical

342 Magnolia Dr.
Raleigh, MS 39153
601-782-5665

Medical Arts Complex

505 Airport Road
Forest, MS 39074
(601) 333-0947



Lackey Memorial Hospital
330 N Broad Street
Forest, MS 39074
(601) 469-4151