

**COMMUNITY HEALTH NEEDS  
ASSESSMENT  
LACKEY MEMORIAL  
HOSPITAL  
2020**



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# BACKGROUND

## ABOUT LACKEY MEMORIAL HOSPITAL

Lackey Memorial Hospital's 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 a time when many other hospitals are finding themselves in trouble.

Since 2010 more than 95 rural hospitals have closed according to Becker's Hospital Review. However, during this same time Lackey Memorial Hospital has not only survived, it has thrived. Their commitment to care and growth is evident in their plans to combine select primary care services and specialty care services under one roof. This new medical complex will be conveniently located in the heart of Forest.

**"THAT'S THE KEY TO DELIVERING SUPERIOR CARE— CONSTANT IMPROVEMENT, BECAUSE FOR US THERE IS NO FINISH LINE WHEN IT CONCERNS THE QUALITY OF OUR PATIENT CARE."**

**—SYDNEY SAWYER, CEO—**

**"WE RELY HEAVILY ON OUR PRIMARY CARE PROVIDERS TO HELP IDENTIFY THE NEW SERVICES THAT BEST FIT THE MEDICAL NEEDS OF OUR COMMUNITY. AS A RESULT, WE INCORPORATE SERVICES AND TECHNOLOGIES THAT OUR PATIENT BASE IS LACKING, GIVING THEM A TRUSTED AND CONVENIENT OPTION WITHIN THEIR HOME COMMUNITY."**

**—SYDNEY SAWYER, CEO—**

One of the reasons they have 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, Lackey Memorial Hospital is setting 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.



Lackey Memorial Hospital is a leader in the rural healthcare industry. They are constantly expanding service lines and have added 12 top physician specialist to Forest. They are always asking how they can bring the right services to the community in a convenient, cost effective way. This has led the hospital to invest heavily in technological advancements, build satellite family medical clinics, and implement cost saving programs for patients.



GE Lunar Prodigy Compact Bone Densitometry Machine is the “Gold Standard” in measuring for Osteoporosis and its precursor Osteopenia.

Lackey Memorial Hospital’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 and Sports Medicine, Ophthalmology, Podiatry, Sleep Study and Wound Care. Besides standard diagnostic equipment like X-Ray, CT-Scans, Ultrasound and MRI, Lackey Memorial Hospital has also added Mammography and Bone Density to help ensure they are able to give a full and comprehensive diagnosis for the patient. 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, Lackey Memorial Hospital has reduced the wait time in their 24/7 ER.

Other ways Lackey Memorial Hospital is helping the community is with behavioral health, prescription pricing and joining an Accountable Care Organization(ACO). They have a strong behavioral health program with an emphasis on the elderly. They have also created an

**LACKEY MEMORIAL HOSPITAL BOASTS A 0% INFECTION RATE IN THE OPERATING ROOM. THIS IS SOMETHING MOST HOSPITALS WOULD LOVE TO ACHIEVE.**

opioid dependency program to help address a growing crisis in the community. They have reduced the price of drugs to the community through qualifying for a 340B program allowing them to pass along lower prices to the public. Finally, they have joined an ACO with the result being better care coordination and transitional care for the patient.

Lackey Memorial Hospital is constantly asking how they can best serve the community and this has led them to be a leader in the healthcare

community. They take seriously their responsibility to discover the needs in the community, find the best way to address those needs, and make sure they are met with the quality you would expect in the finest hospitals.

## **ABOUT COMMUNITY HEALTH NEEDS ASSESSMENTS**

The Affordable Care Act (ACA), which was enacted March 23, 2010 added new requirements that hospital organizations must satisfy in order to be described in section 501(c)(3) as a well as new reporting and excise tax.

These new requirements for Charitable 501(c)(3) Hospitals are articulated in section 501(r). The ACA imposes the following new requirements 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 (CHNA) 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, and
- 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 (CHNA) 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

IRS requirements also specify that the deadline for completion of the CHNA is the end of the hospital's tax year starting after March 2012. Failure to complete a CHNA could result in a \$50,000 excise tax and possible loss of tax-exempt status.

Lackey Memorial Hospital engaged Cycle of Business(COB) to:

- Complete a Community Health Needs Assessment report
- Provide Lackey Memorial Hospital with the requirement necessary to be compliant on the IRS Form 990



Lackey Memorial Hospital continues to invest in the latest technology for our patients. Our new hematology instrument, a Sysmex XN- 550, offers our staff the ability to perform Reticulocyte counts in-house, as well as a six-part differential, adding a value for immature granulocytes. Our new Siemens Dimension EXL 200 with LM chemistry analyzer's test menu has increased to include Iron, Ferritin, Transferrin, TIBC, CRP, and Vitamin D. This innovative equipment provides our patients and physicians rapid access and faster turnaround on patient diagnosis and treatment.

*Betty Harris – Laboratory Employee*

- Provide information needed for the hospital to issue an assessment of community health need and to document how it intends to respond to the identified needs

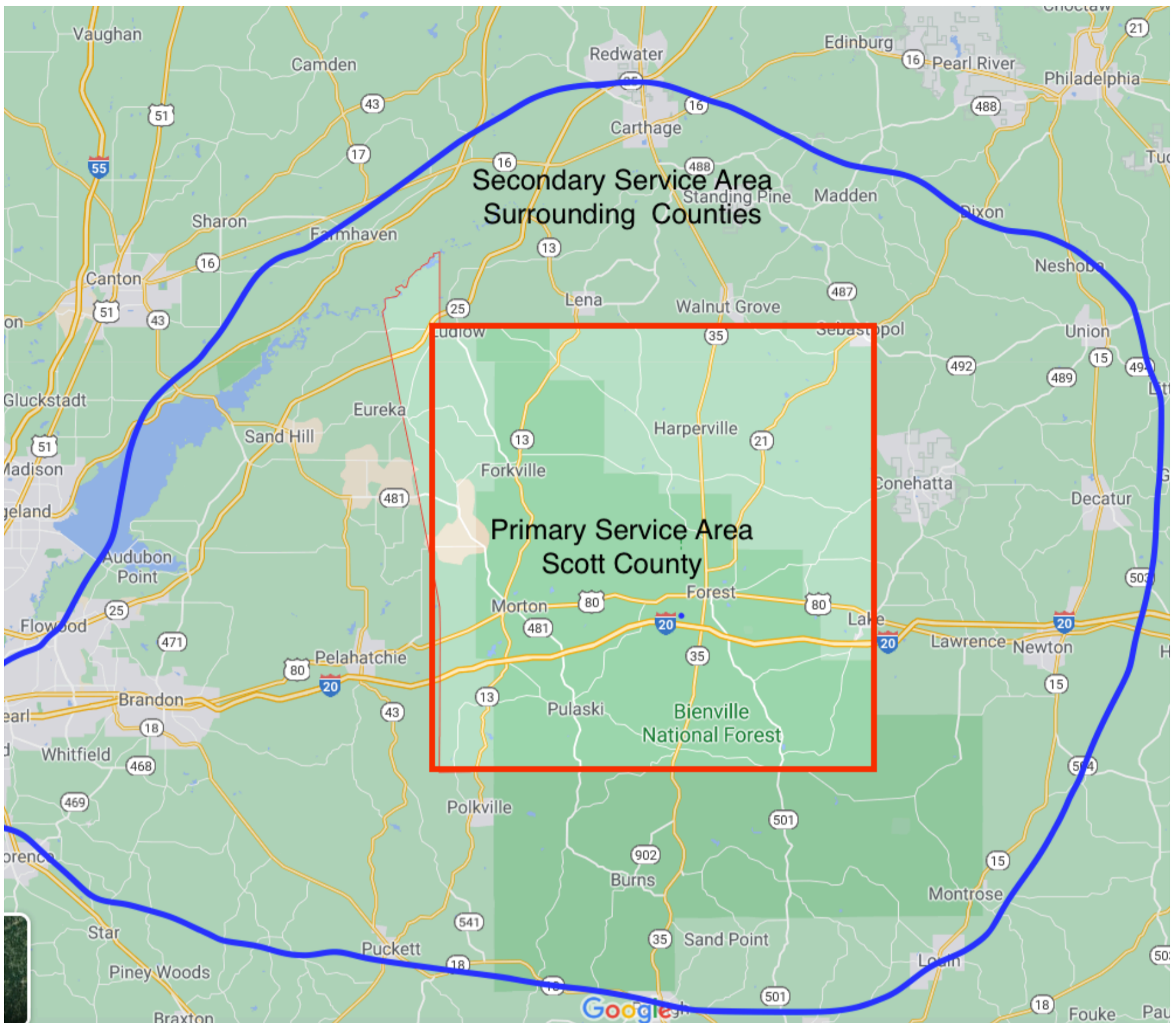
## SERVICE AREA

The Primary Service Area for Lackey Memorial Hospital 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	16,730
Lake, MS	39092	2,934
Morton, MS	39117	10,697
Pulaski, MS	39152	1,284
Sebastopol, MS	39359	273
Carthage, MS	39051	16,751
Newton, MS	39345	6,488
Pelahatchie, MS	39145	5,211
Union, MS	39365	7,992
Brandon, MS	39042	38,753
Lena, MS	39094	4,110
Decatur, MS	39327	3,625
Louin, MS	39338	3,109
Richfield, MS	39218	7,306
Estimated Potential For Total Service Area Population		125,263

The population of Scott County, MS is hovering around 28,000 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 an approximately 95,000 additional people to the population served to bring the total to 125,263.





Lackey Memorial Hospital Total Service Area

## PROCESSES AND METHODOLOGY

Completion of the LMH Community Health Needs Assessment (CHNA) followed a modified outline designed by the Center for Rural Health at the University of North Dakota for the North Dakota Critical Access Hospitals. The sections of this CHNA generally follow their suggested methodology but were slightly modified to meet the needs of LMH and requirements of COVID-19 safety restrictions.



Due to the timing of the CHNA, some modifications in COB's standard process needed to be made in order to accommodate challenges with COVID-19. Because of the highly contagious nature of the virus, Lackey Memorial Hospital and Cycle of Business decided to take extra precautions to reduce the risk of infection with the people of the community. A first meeting was held initially in person, however, a follow-up meeting was changed to a video meeting with a small team from LMH as well as individual calls to members of the community team. The survey was conducted in between meetings to gather appropriate data to make final decisions on which health needs were appropriate to address in this fiscal year.

The first meeting was a general review of health information on a county level. After that meeting, Lackey Memorial Hospital reviewed and refined an electronic survey that would be distributed throughout the service area and in local businesses. The survey was further revised by Cycle of Business and Lackey Memorial Hospital to ensure the questions asked would help Senior Leadership and the 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 and the survey was translated into Spanish to reach out to the hispanic community.

Due to concerns over infection, instead of second meeting with the focus group, an initial virtual meeting with the hospital was held, then the information was shared with the focus group over a series of individual phone calls. This interaction with a selected group from the hospital, allowed for the review of the information collected in the survey and prioritize the most important health issues that could and should be addressed given the resources of Lackey Memorial Hospital. Key findings from the survey were looked at to see what needed to be addressed by the hospital and what needed to be given priority.

As the survey was reviewed by the focus group from the hospital, areas of focus and clarification were outlined. The Senior Leadership Team wanted to ensure the CHNA was not only dealing with the opinions of the community, they wanted to make sure they had the data to make appropriate decisions. Members of the community had a chance to review the data over the phone with COB and their input was passed along to LMH. Finally, a revised CHNA was prepared 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 2016.

**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 2015.

**Survey Conducted Through the Hospital and Community.** A survey was designed in conjunction with Cycle of Business and Lackey Memorial Hospital 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.



Lackey Memorial Hospital is proud to announce they are the first medical facility in the greater Jackson area to deploy Samsung's fully digital radiographic portable. This innovative equipment provides our physicians rapid access to their patient's images resulting in a faster turnaround on patient diagnosis and treatment.

*Michea McLemore – Director of Radiology*

# 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 good 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. Unfortunately, the latest data was only as recent as the 2015 census. 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 2016. Due to the fact that additional zip codes from the secondary service area we incorporated into this analysis only make up a small portion of people who actually use Lackey Memorial Hospital, we will use the demographic data from Scott County to represent the secondary service areas. Therefore, based on what we know from Scott County:

- 58.2% of the population are between the ages of 18 and 64
- 21% are 60 or older

Age

# 36.5

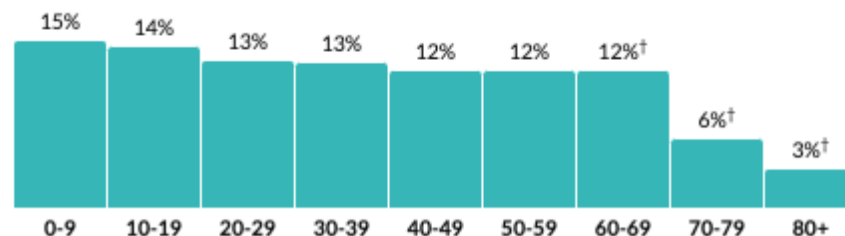
Median age

about the same as the figure in Mississippi: 37.2

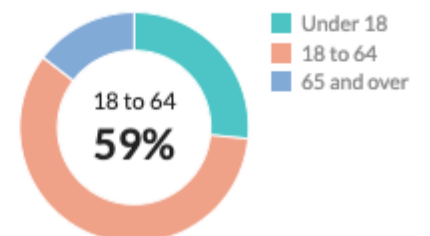
a little less than the figure in United States: 37.9

[censusreporter.org](http://censusreporter.org)

Population by age range

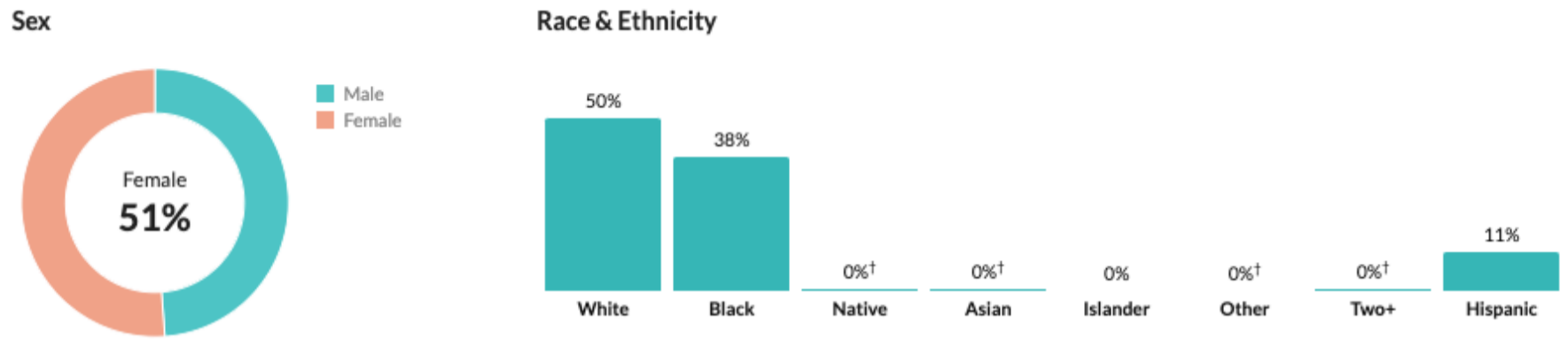


Population by age category





- 51% of the population identify as women
- 50% are white and 38% are Black or African American, while 11% regard themselves as Hispanic



[censusreporter.org](https://censusreporter.org)

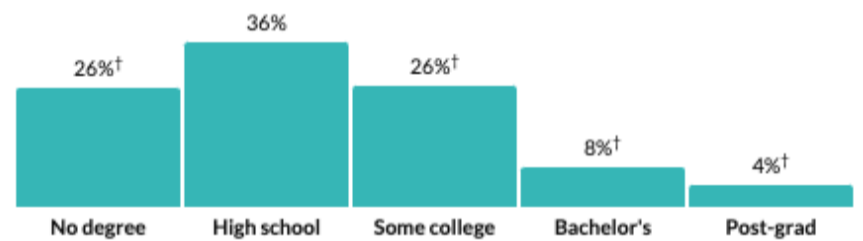
- 74% of Scott County residents have graduated from high school compared to the Mississippi average of 83%
- 12% of Scott County residents have a Bachelor’s degree or higher
- This is 3/5ths the rate of the State of Mississippi which is around 21.8%

**Educational attainment**

**74.3%**  
High school grad or higher  
about 90 percent of the rate in Mississippi: 83.9%  
about 80 percent of the rate in United States: 87.7%

**12.7%**  
Bachelor's degree or higher  
about three-fifths of the rate in Mississippi: 21.8%  
about two-fifths of the rate in United States: 31.5%

Population by minimum level of education



[censusreporter.org](https://censusreporter.org)

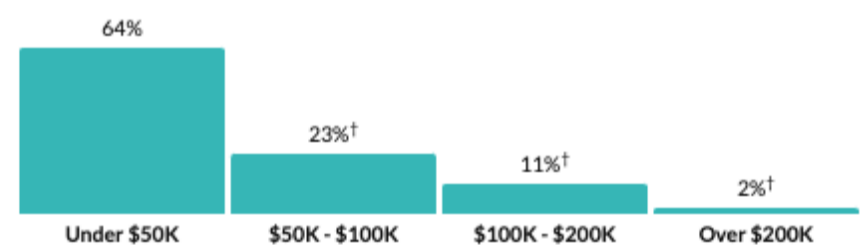
- The median household income in Scott County is \$33,735 with a per capita income of \$21,640

**Income**

**\$21,640**  
Per capita income  
about 90 percent of the amount in Mississippi: \$23,434  
about two-thirds of the amount in United States: \$32,621

**\$33,735 ±\$3,749**  
Median household income  
about three-quarters of the amount in Mississippi: \$43,567 ±\$395  
about three-fifths of the amount in United States: \$60,293 ±\$140

Household income



[censusreporter.org](https://censusreporter.org)

- 29% of the population live in poverty as opposed to 20.8% in the State of Mississippi
- 41% of children live in poverty

Poverty

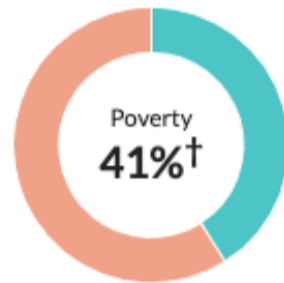
**29%**

Persons below poverty line

about 1.4 times the rate in Mississippi: 20.8%

more than double the rate in United States: 14.1%

Children (Under 18)



■ Poverty  
■ Non-poverty

Seniors (65 and over)



■ Poverty  
■ Non-poverty

[censusreporter.org](http://censusreporter.org)

In looking into the health factors of the community, data was utilized from [countyhealthrankings.org](http://countyhealthrankings.org). One of the challenges with this site is how it is extrapolated to smaller communities. In order for all counties to be brought to a similar playing field some information has to be extrapolated to a larger population. This means that since Scott County has a population of between 28,000 and 30,000 some numbers may appear to be 3-4 times higher than actual cases.

For example, the number of HIV positive cases show at 302 per 100,000. This means actual cases in the county are between 84 and 91 infections. 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 and Medical Assistants to meet those numbers. When asked if that was something LMH was concerned about, they felt they were in alignment with the best counties once PAs and MAs were taken into consideration.

	Scott County	Top Performers	Mississippi
Access to Exercise	69%	91%	54%
Excessive Drinking	13%	13%	14%
Alcohol-Impaired Driving Deaths	9%	11%	20%
Unemployment	3.9%	2.6%	4.8%
Driving Alone to Work	77%	72%	85%

[countyhealthrankings.org](http://countyhealthrankings.org)

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

- 69% of the people report having access to exercise as opposed to 54% for the state of Mississippi.
- Excessive drinking was reported to be 13% 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 9% ranking better than Top Performing Counties and less than half of the State of Mississippi.

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	21%	14%	22%
Adult Obesity	49%	26%	37%
Physical Inactivity	38%	20%	32%
Food Insecurity	19%	9%	19%

countyhealthrankings.org

Another area of great concern for the county is sexuality:

- STDs are extremely high when extrapolated to populations of 100,000. However, in reality actual cases are 3-4 times lower than reported
- HIV is not as prevalent, but still over 7 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 5 times the national average



	Scott County	Top Performers	Mississippi
HIV per 100,000	302	41	383
Sexually Transmitted Infections per 100,000	1,016.9	161.4	708.7
Teen Births per 1000	66	13	36

countyhealthrankings.org

Other areas deserving review are:

- 20% of the population of Scott County live without health insurance. This is 6% more than the state of Mississippi which is 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	20%	6%	14%
Primary Care Physicians	5,680:1	1,240:1	1,890:1
Preventable Hospital Stays	7,670	2,761	6,085
Flu Vaccinations	32%	53%	41%
Drug Overdose	?	9	23

countyhealthrankings.org

Although preventable hospital stays ranked high, consideration should be taken in the fact that 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 determine what if anything should be done.

# THE PROCESS

## MEETINGS WITH COMMUNITY MEMBERS AND FOCUS GROUPS

### Initial meeting:

On July 9, 2020 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.

Due to the coronavirus pandemic, we were unable to get many people from the community in the initial meeting. Many people were excited to contribute to the survey, but unable to attend the initial meeting. Cycle of Business and Lackey Memorial were able to reach out to those not in the initial meeting and incorporate many of them in subsequent conversations. As part of the modified process, COB and Lackey Memorial Hospital reviewed the initial information and created a summary to verify with the community and especially with 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 three weeks to respond to the survey, our sample size included enough people to ensure that the population was represented with a confidence level of 95% and a margin of error of 7%. The responses were gathered and analyzed to be presented to the Senior Leadership and then taken to the community to ensure the needs of the population were met.

## **COMMUNITY ENGAGEMENT**

Representatives from the community were involved in the process and their assistance was used to ensure the survey met the needs of the community they represented. Lackey



Sydney Sawyer, Hospital Administrator/CEO, Lesa Davis, Rotary Secretary/Treasurer, Dr. Matthew Bentley, Hospitalist/Program Director, and Chris Strebeck, Rotary President are pictured after sharing information regarding our Opioid Dependency Treatment Program with the men and women of our local Rotary Club. Lackey Memorial Hospital is grateful for the support of local business and community leaders as we strive to improve the quality of life and offer a healthier tomorrow for the people of our community.

Memorial Hospital staff wanted to ensure any hospital needs were also included with the results of the survey when the results were shared with the community representatives. Therefore the results were shared with the community once the Hospital had a chance to review and add their perspective.

201 members of the community responded to the survey. Respondents covered all demographics of the community. Their feedback was enlisted to articulate the health needs of the community. They were candid in their responses and gave the hospital information that will assist LMH to improve on their service to the

community. Although there was great effort to reach out to the Hispanic and African American communities participation from people in those demographical groups was not proportionate to their percentage of the community. Representatives of the under-



represented communities were contacted personally by COB to review the information and ask if the results were representative of their needs. Also what, if anything, was missed.

The feedback from this survey was then utilized to create a Community Implementation Plan as well as incorporated into the Strategic Plan for the year 2020 and beyond.

## **THE RESULTS**

### **SURVEY RESULTS**

Results of the survey centered around a few key areas.

#### **Understanding of the Quality of Healthcare at Lackey Memorial Hospital:**

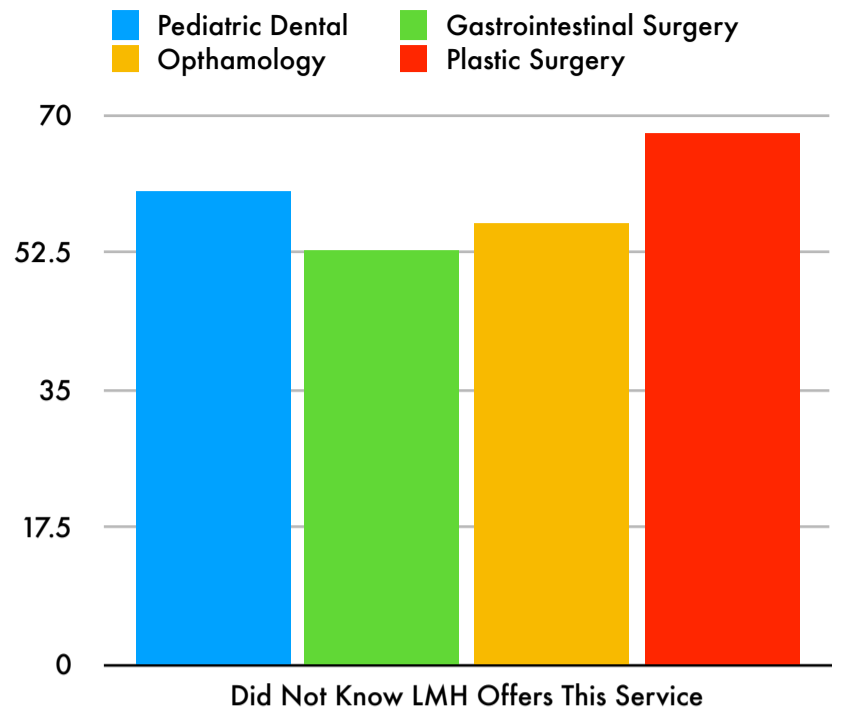
Some people in the community survey thought that because of the age of the Hospital itself, other facilities would offer better service. This is an unfortunate perception by a small number of people in the community. In reality LMH has some of the finest equipment, as well as some of the best Physicians in the area. They also have specialties many other rural hospitals would love to have. They boast a 0% infection rate in the Operating Room. That one statistic alone, should be a huge consideration for anyone seeking an operation in the area.

Although 66% of the respondents live in Scott County, the Primary Service Area, Only 57% of the respondents said they used Lackey Memorial or one of its family locations for their primary healthcare needs. When taking into consideration the fact that there is another hospital in the county, Lackey Memorial Hospital has earned the loyalty of over half the county.

**Specialties:** Lackey Memorial Hospital has been able to provide specialties many rural hospitals would love to have. Some of the specialties could use more awareness. For example 44% of the survey participants were unaware that LMH offers Cardiology and 50% were unaware of their Orthopedic services.

However, there were other specialties LMH offers that were not as well known. The following specialties were less known to survey participants:

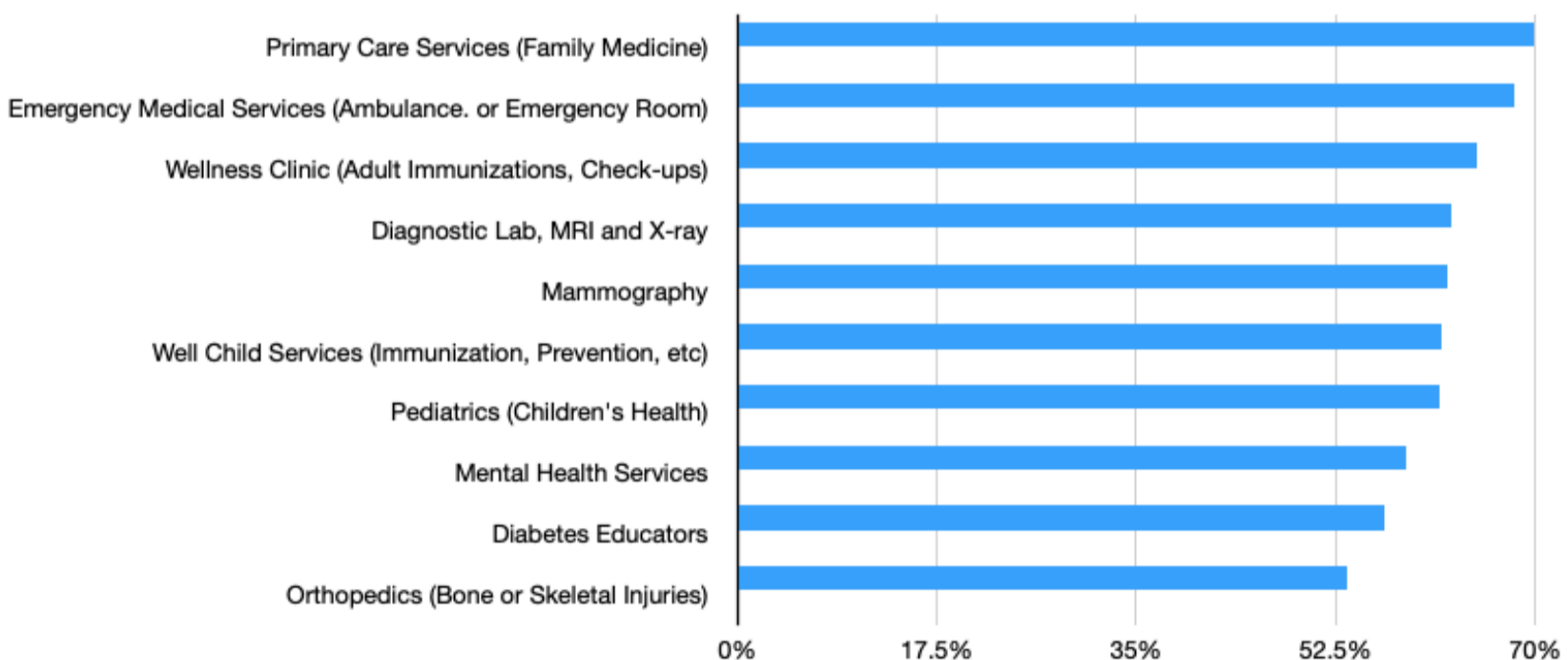
- Pediatric Dental Surgery
- Gastrointestinal Surgery
- Ophthalmology
- Plastic Surgery



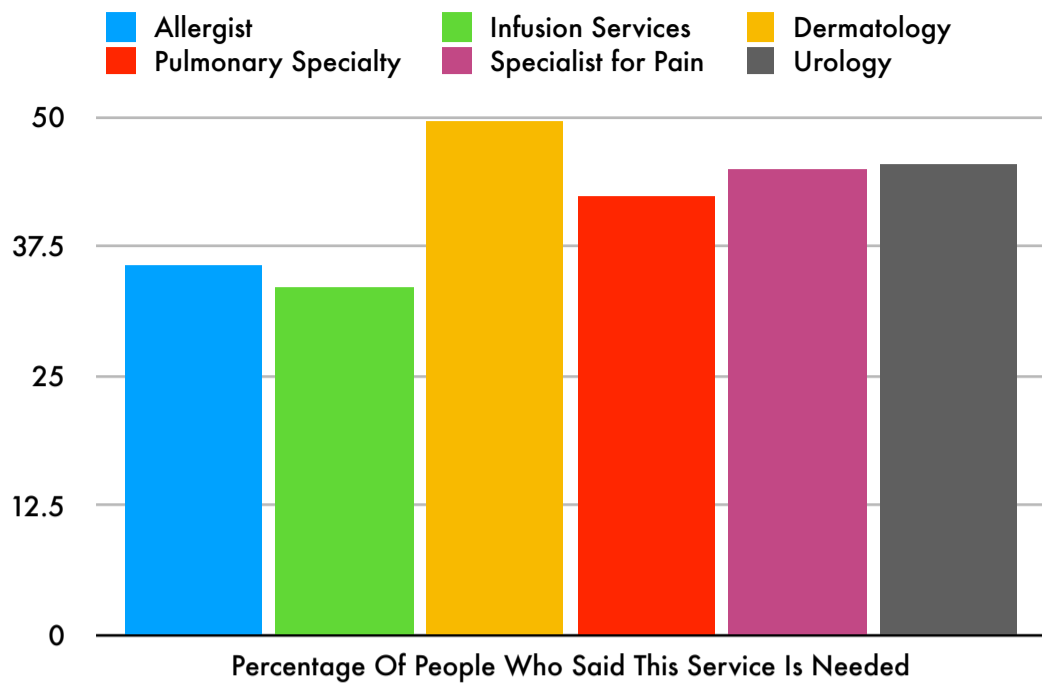
We also asked respondents to tell us what services they, or a member of their family living in the area, are in need of whether or not Lackey Memorial carried that service. By identifying potential services that Lackey may not currently offer, but would serve the needs of the community, LMH hoped to refine their services to better meet the needs of the community.

## 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. Many of these are already provided by LMH.



Other Specialties that ranked high on the list, were not already provided by Lackey Memorial Hospital and merited looking into are:



- Allergist
- Infusion Services
- Dermatology
- Pulmonary Specialty
- Specialist for Pain
- Urology

These areas will be reviewed by the hospital and the physicians, to see how they will ultimately help the

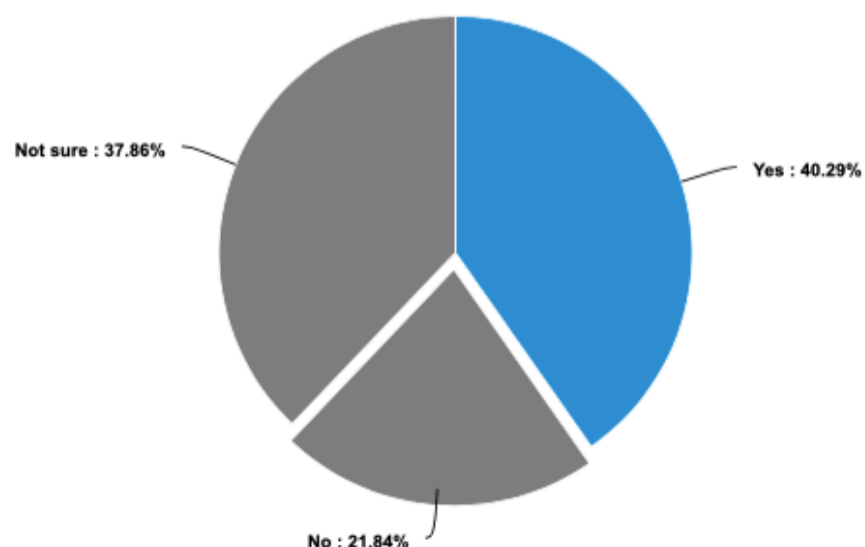
hospital and local patients.

### Robotic Surgery:

Robotic surgery is becoming more prevalent in the industry and 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 and rely on these machines. There are concerns about how patients, as well as physicians, would feel about bringing these services to Lackey Memorial Hospital.

When asked, “Would you be open to having a robot used for a surgery performed on you or a loved one?” 40.29% of the respondents said yes, 37.86% were unsure, and 21.84% said no.

Robotic Surgery is a process by which a surgeon uses a machine to perform a surgery. Would you be open to having a robot used for a surgery performed on you or a loved one?



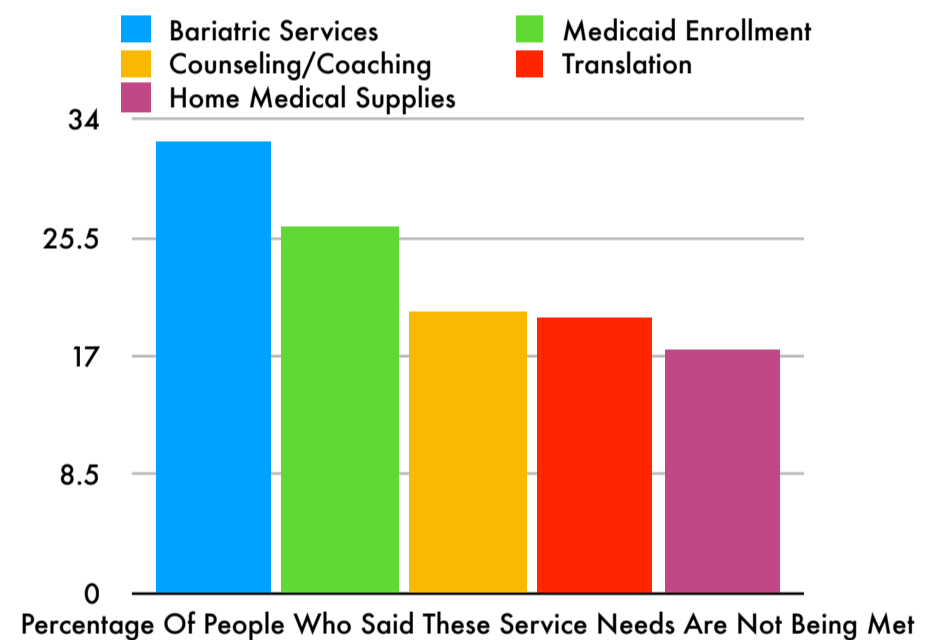
## Supportive Services:

When asked how people felt about the supportive services LMH provides to their patients, the top five services where LMH was 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, there were areas where LMH could improve. These areas include:

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



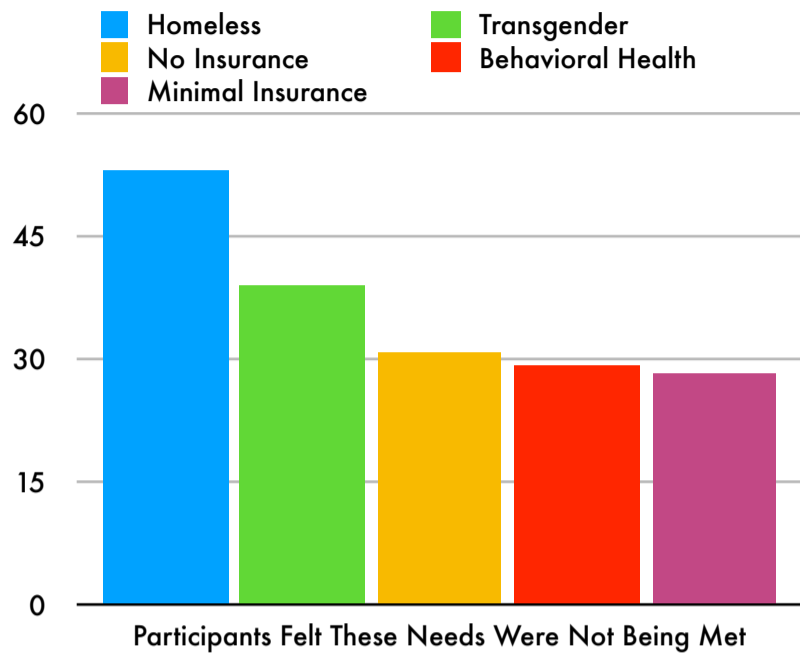
## Demographic Services:

When looking at areas LMH does well in servicing the health needs of the community, positive results were seen in the following categories:

1. Adults
2. Children
3. Seniors
4. People eligible for Medicare
5. Schools



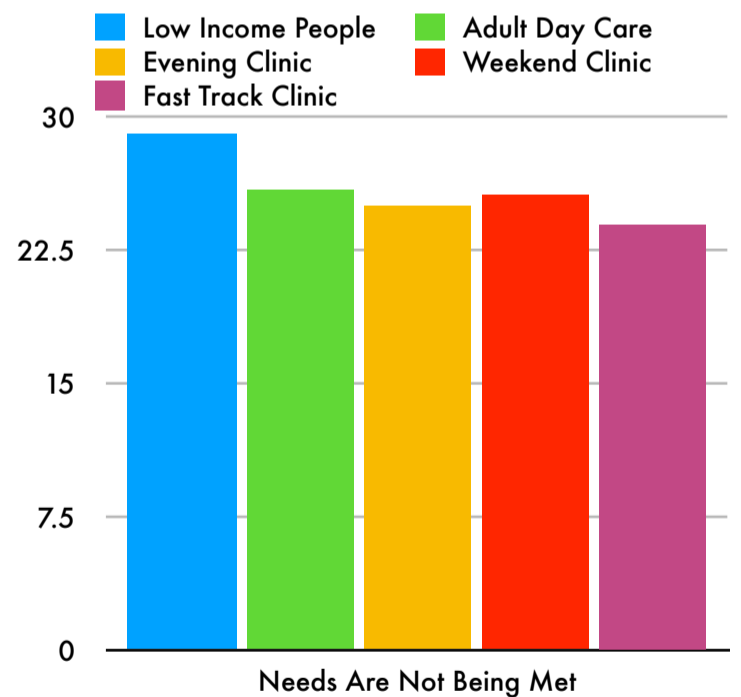
However, there are a few groups where the community felt needs were not being met. Those groups included:



- 1.The Homeless
- 2.Transgender Community
- 3.People with no insurance
- 4.People with Behavioral Health Needs and Substance Abuse Issues
- 5.People who are “under served” with minimal insurance

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 quickly were top of mind:

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



To Lackey Memorial Hospital’s credit most of these are areas LMH was already working on based on the feedback from the systems they currently have in place. They have been creating systems to help people get through faster, evidenced by the ER wait times. In addition, Community Health Clinic in Forest is open until 7:00pm each weekday while 3 of their primary care clinics are open on Saturday.

### Barriers to Using LMH:

When asked if there were barriers to using LMH only 13.5% of the respondents said there were. However, when asked where people had actually received care other than the hospital,

Lackey's Clinics were all in the top 10 places to receive healthcare. The top reason they gave was due to the perception of age of the building and equipment. The second being issues with staff.

Lackey Memorial Hospital realizes upgrading the building is important to helping the population understand the quality of care they receive inside the doors of the hospital. In their efforts to ensure sustainability and quality of care, they have a plan for new facilities and beautification projects. However, the patient will always come first which is why it has taken longer to have the outside of the hospital reflect the quality you find inside.



Lackey Memorial Hospital took part in the National Pediatric Readiness Project, a multi-phase quality improvement initiative to ensure that all U.S. emergency departments have the essential guidelines and resources in place to provide effective emergency care to children. The majority of ill and injured children seek care at the closest emergency department (ED) in their community. Therefore, it is critical that all EDs have the appropriate resources and staff to provide effective emergency care for children. Emergency Department Manager, Ginger Cruz, RN, and many emergency room staff members took part in this hands-on education and simulation event in an effort to advance education to rural hospital emergency department personnel and pre-hospital emergency providers on the care of pediatric and neonatal patients.

# **IMPLEMENTATION PLAN**

Lackey Memorial Hospital's CHNA committee and Cycle of Business had to modify the approach to gather input from the community and review the results, while still following Social Distancing guidelines during the 2020 COVID-19 Pandemic. Fortunately for LMH they have, not only a great relationship with the community, they also have a great awareness of the Community's needs through the constant evaluation and feedback process. LMH should be recognized for many of the areas they are already addressing. However, understanding the community needs has helped to create a more robust plan and prioritize the areas of importance.

## **EXISTING PROGRAMS**

First, acknowledgement should be given to the things Lackey Memorial Hospital is already doing for their community. For example, LMH has a strong outreach program designed to address the health needs of Women, Children/Youth, and the Elderly.

Women's health offers a unique challenge in rural communities. Due to the proximity to large neighboring hospitals, and the high cost to hospitals just to have a labor and delivery program, Lackey Memorial Hospital has decided to create a different kind of women's health program. They are promoting breast cancer awareness to the community. They also have a strong outreach to women's organizations in the community to remind women they are here to help with their health care needs. They are also looking into buying a new State of the Art 3D Mammography Machine. This will help catch cancer earlier. It will also bring a new level of quality to LMH's women's health program.

Lackey Memorial Hospital takes its responsibility to the community seriously especially when it comes to the youth. Immunizations for a healthy school environment is top of mind as we see the impact COVID-19 has had. LMH is focused on making sure everyone is educated on all health issues, and is given the opportunity to get vaccinated and have their immunizations.

LMH is also committed to sports as a way to develop a love for exercise and health. They have created a program to ensure free sports physicals are available for those who want to participate in school sports, allowing them to do so safely. Due to social distancing restrictions, this year's physicals were moved from the hospital to the schools and conducted there for all athletes wanting to participate in school sports.

Teaching the youth how to keep their bodies and minds healthy is also a priority. LMH participates in local school health fairs to ensure the youth understand the impact good health has on their lives.

Elderly care has become an area of focus for many healthcare organizations. We see the average lifespan expanding, and with it, we see new health challenges for the elderly. Seniors face not only physical health issues, they also face mental health issues. Lackey Memorial Hospital is working with Seniors to help them through these later stages in life through health fairs and their convalescent home.

LMH is helping seniors with their mental health through a Geriatric Psychology Program. In addition, they help seniors through giving them a chance to stay busy and involved in the community through service opportunities. This not only gets them active, it gives them a sense of purpose and belonging.

In reviewing information from the community and in feedback from medical staff, several areas of focus rose to the top. The areas of focus that arose fit well within what LMH is striving to do to bring the best quality care to the area. They consist of expanding and promoting the specialty programs, looking into adding services to existing focus areas, and better understanding of how to help the less fortunate.

## EXPAND AND PROMOTE SPECIALTIES

Lackey Memorial Hospital reviewed the feedback from the community on the specialties they would like to see the hospital provide. LMH was already providing many of the most needed and desired services and will be promoting the availability of those services. There were, however, specialties that LMH does not currently provide which warrant a look. As a result LMH is looking into the following specialties in an effort to best serve the people in their community:

- Allergist
- Infusion Services
- Dermatology
- Pulmonary Specialty
- Pain Specialist
- Urology

<b>6.1</b> ◆	<b>Conduct a feasibility study of Specialties recommended in the Community Health Needs Assessment</b>
6.1.1 ◆	Identify the specific needs for the following: <ul style="list-style-type: none"> <li>• Allergist</li> <li>• Infusion Services</li> <li>• Dermatology</li> <li>• Pulmonary Specialty</li> <li>• Specialist for Pain</li> <li>• Urology</li> </ul>
6.1.2 ◆	Decide which specialties would be feasible at LMH
6.1.3 ◆	Create a plan to bring in the feasible services
6.1.4 ◆	Market Specialties to ensure public awareness and benefits.



## EXPAND EXISTING PROGRAMS

Although Lackey Memorial Hospital is already doing much in the way of supporting

<p><b>6.2</b></p>	<p><b>Expand existing areas of focus including Women's Health and Child/Youth Health</b></p>
<p>6.2.1</p>	<p>Update current Mammography to include 3D Mammography.</p>
<p>6.2.2</p>	<p>Expand Mental Health Program to include behavioral health for Youth and Children.</p>

Women, Children and Youth, there were still areas where more could be done. As a result LMH has decided to expand their services in these focus areas in a couple of ways. First, they have decided to improve breast cancer diagnostics by bringing in 3D mammography. This will increase early detection and improve outcomes. Second, LMH has decided to expand their behavioral health department to help with Youth and Adolescents. By

strengthening these programs Lackey Memorial Hospital will reinforce their commitment to the community they serve.



Lackey Memorial Hospital staff bringing awareness to breast cancer by 'painting the hospital pink' throughout the month of October and providing access to state-of-the-art technology to our community with digital mammography.

## HELPING THE LESS FORTUNATE

Finally, one of the areas of concern for the community was the number of people living in poverty and that do not have health insurance. According to a recent article from the Kaiser Family Foundation, people without health insurance are less likely to get care even when needed. This can lead to exacerbating the problem.

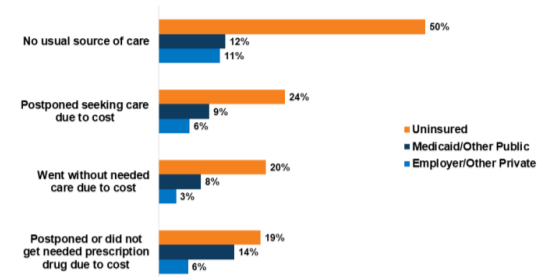
Lackey Memorial Hospital understands that in order to provide quality care to the community something has to be done to assist people in having the peace of mind and the confidence they need in order to go to the hospital and ask for help. For this reason they

6.3	<b>Develop programs to help underserved population in the community</b>
6.3.1	Increase Medicaid enrollment
6.3.2	Work with community to improve foodbank services

One last area of note is the commitment and dedication LMH has to the community and especially the health of the community. During the pandemic and associated restrictions in early 2020, Lackey Memorial Hospital created the only drive through clinic in the county. They also established a unit specifically for COVID-19 with special equipment and negative pressure rooms. This allowed them to test and treat people in the county who were concerned they had been exposed to the COVID-19 virus.

They also launched a tele-health program within their family of clinics. Pairing this technology with their commitment to the health of the youth in the community, LMH has been able to reach out to the schools, and through the school nurses, offer the same tele-health opportunities to the youth in need.

Figure 8  
Barriers to Health Care Among Nonelderly Adults by Insurance Status, 2017



NOTE: Includes nonelderly individuals ages 18 to 64. Includes barriers experienced in past 12 months. Respondents who said usual source of care was the emergency room were included among those not having a usual source of care. All differences between uninsured and insurance groups are statistically significant (p<0.05).  
SOURCE: Kaiser Family Foundation analysis of the 2017 National Health Interview Survey.

KFF

KFF.org

have chosen to work with the community to help make sure those who qualify for Medicaid can get help for their families. In addition, LMH will be working with the community to help food bank services for those in need. By doing so LMH hopes to increase the health and well-being of those in the community who are in need.

**Lackey Memorial Hospital**

**COUGH & FEVER  
(COVID-19 TESTING)  
DRIVE THRU CLINIC**

In order to safeguard our community, patients with cough and fever symptoms will be directed to our drive thru clinic. Call 601-697-8859 for appointments.

Located at the corner of Airport Drive & Highway 35.

Coronavirus



Lackey Memorial Hospital's commitment to quality and the programs they already have in place to listen to the patient and provide for their needs has made LMH a leader in rural health. As a result there are services Scott County has brought in that go far beyond what you would find in Rural America. One of the reasons LMH is able to bring these services is their leadership's ability to partner with the physicians to understand what is viable and will help the most people.

As mentioned earlier, some of the community felt the hospital was dated and would not be able to offer quality services. Lackey Memorial Hospital has done the opposite. Even though LMH is a 501c3 hospital and does not receive government funding, LMH has been able to expand services, as well as save to expand their facilities to provide healthcare to the community for years to come.



# APPENDIX

## CHNA TEAM

Name	Company	Representing
Sydney Sawyer	Lackey Memorial Hospital	General Healthcare, The Hospital
Melissa Sawyer	Lackey Memorial Hospital	General Healthcare, The Hospital
Jordan Sawyer	Lackey Memorial Hospital	General Healthcare, The Hospital
Nicole Kennedy	Lackey Memorial Hospital	General Healthcare, The Hospital
Mayor Nancy Chambers	City of Forest	The Residents in General, Government
Tony McGee	Scott County School District	Youth
Chief JT Tillman	Forest Fire Department County Safety Officer	First Responders
Luis Cartagena	Morton Church of God Hispanic Ministry	Latin Community
Constance Slaughter-Harvey	Legacy Education and Community Empowerment Foundation	African American/Latin/Vietnamese/ Youth



# **LACKEY MEMORIAL HOSPITAL FACILITIES**

## **Lackey Memorial Hospital**

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

## **Community Health Clinic – Forest**

1123 Highway 35 South  
Forest, MS 39074  
601-469-4771

## **Forest Family Practice – Forest**

1 Medical Lane, Ste. B  
Forest, MS 39074  
601-469-4861

## **Lackey Pediatric Clinic – Forest**

1129 Highway 35 South, Suite 1  
Forest, MS 39074  
601-469-3320

## **149 Pediatric and Family**

376 Simpson Hwy 149, Suite 600  
Magee, MS 39111  
601-721-8985

## **Main Street Medical Clinic - Morton**

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

## **Newton Family and Pediatric Clinic – Newton**

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

## **Lackey Outpatient Behavioral Health of Carthage**

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

## **Lackey Outpatient Behavioral Health of Philadelphia**

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

## **Main Street Medical Clinic – Opioid Dependency Clinic**

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

## **Lackey Outpatient Behavioral Health of Forest**

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



**CONDUCTED BY  
CYCLE OF BUSINESS  
2020**