The Jennie M. Melham Memorial Medical Center, Inc.

Annual Report to the Corporation

January 10, 2017

7:00 pm
AGENDA

JMMMC Annual Corporate Meeting

January 10, 2017
7:00 pm

I. Call to Order by Chairman

II. Minutes of the January 12, 2016 Annual Meeting


IV. Administrator’s Report to the Corporation

V. New Business:
   A. Election of Two Director(s)

VI. Other Business or Announcements

VII. Adjournment
2015/2016 Financial Report to the Corporation
(per Audited Financial Reports FYE 9/30/2016)

2015/2016 Balance Sheet Comparisons and Highlights:

Total Assets - Balance increased by $516,488 from $41,944,329
in FY14/15 to $42,460,817 in FY15/16.

Property & Equipment - Balance decreased by $1,494,170 from $18,417,913 in
FY14/15 to $16,923,743 in FY15/16. (less Depreciation)

Current Liabilities - Balance decreased by $1,640,694 from $3,100,420 in
FY14/15 to $1,459,726 in FY15/16.

2015/2016 Revenue and Expense Comparison:

Gross Patient Charges decreased $1,673,911 from $24,783,417 in FY14/15 to
$23,109,506 in FY15/16. This 7.24% decrease in Gross Patient Charges was the
result of decreases in the utilization of both outpatient services and inpatient services
at JMMMC. There was an increase in revenue in the nursing home due to slight
increase in the average daily census in the past year. The closure of the Broken Bow
Medical Clinic in July 2016 had a negative effect on utilization of services in the
hospital.

Deductions from Patient Service Revenue of $4,854,373 in FY15/16 were
$1,470,513 less than last year’s deduction amount of $6,324,886 in FY14/15.
This deduction amount reflects the difference between the charges made by JMMMC
to all patients and the amount actually reimbursed to JMMMC by the Medicare,
Medicaid, and other contracted third party payors for services provided to patients.
JMMMC receives cost reimbursement for the majority of patients it serves.

JMMMC provides Financial Assistance to patients during the year. The Financial
Assistance Program is available for patients who are unable to pay for medical
services and whose income qualifies them for discounted or free health care services
at JMMMC. The Financial Assistance Program write off amount was $38,403 in
FY15/16. This amount is $34,823 less than last year’s financial assistance write off
amount of $73,226 in FY14/15.

Bad Debt’s Expense was $608,831 in FY15/16 which was $76,884 more than the
FY14/15 expense of $531,947. This was a 14.4% increase in bad debts expense for
the year. Changes in the U.S. and local economy, the number of patients without
insurance, higher deductibles and co-insurance are all factors that affect the bad debt
amount at JMMMC. We continue to see patients coming to the emergency room for
services rather than face collection efforts from the local and regional clinics. The emergency room continues to be the greatest source of bad debt for our hospital. This is a national trend and we do not see this getting better in the future.

**Net Patient Service Revenue (after provision for bad debt) decreased $280,282 from $17,926,584 in FY14/15 to $17,646,302 in FY15/16.** This was a **1.6% increase** in Net Patient Service Revenue. JMMMC maintains its status as a Critical Access Hospital which allows cost reimbursement for the allowable operating expenses for Medicare and Medicaid patients. Cost reimbursement continues to have positive effect on JMMMC’s finances. However, because of the continued federal sequester of funds JMMMC was only reimbursed 98% of the allowable costs for providing services to Medicare patients in the past year. The Medicaid program currently reimburses 100% of allowable operating costs for services provided to Medicaid beneficiaries. Medicare and Medicaid reimbursement continues to make up nearly 70% of JMMMC patient service revenue.

**Total Operating Expenses decreased $189,665 from $16,747,153 in FY14/15 to $16,557,488 in FY15/16.** This was a **1.12% decrease.** The operating expenses per discharge at JMMMC continue to be well below the state and national industry averages. JMMMC’s efficient operations and the lack of any debt service expense continue to be the major contributors to JMMMC’s ability to keep operating costs lower than industry averages. A recent report our auditors shared with our Board indicate that JMMMC continues to be one of the lowest cost per day hospitals in NE.

**Salary & Wage Expenses decreased $75,716 from $6,896,438 in FY14/15 to $6,820,722 in FY15/16.** This **1.1% decrease in salary & wage expense** was the result of right sizing the organization to meet current inpatient and outpatient utilization in the hospital. JMMMC continues to provide performance based merit increases to staff members.

**There were 136.2 FTEs on staff in FY14/15 compared to 134.5 FTEs on staff in FY15/16.** Our managers continue to utilize low census and flexible staffing plans to reduce hours during periods of low census and low service utilization. Every hospital in the United States is going through this same process of right sizing operations to match reduced utilization and revenue. In the past year there were a number of hospital closures in the U.S. A number of these were small rural Critical Access Hospitals. Throughout the U.S. many hospitals have either made or are considering arrangements to become members or affiliates of larger hospital organizations. This trend of consolidation is expected to continue in the next decade as the nation struggles to reduce healthcare costs and utilization.

**Employee Benefit Expenses increased $237,772 from $1,711,241 in FY14/15 to $1,949,013 in FY15/16.** This **13.9% increase in benefit expenses** was the result of an increase in health insurance premium expense during the past year.
I would like to take a moment to look back and share highlights of the 2015/2016 fiscal year. This was a year that saw great changes to healthcare in our community. There were many accomplishments and there were some disappointments. Throughout all of the changes, good or bad, JMMMC continues to position itself to succeed through planning and implementation of important strategies to meet the many challenges in the healthcare industry.

When looking at the future JMMMC has to look at the big picture of what is best for the health needs of our area residents. This mindset is what drove the collaboration with the Vetter Health Services Company to develop a new 60 bed nursing home. There was a great need to replace our forty four year old nursing home facility, which was no longer able to meet the needs of our residents now and into the future. The new facility, Brookestone View, provides skilled nursing and rehab services in addition to the basic nursing level of care in a modern building designed to meet the future needs of the elderly in our community. This is the kind of facility that our community deserves. The Vetter Health Services Company was selected for this project because of their excellent reputation for providing a tradition of high quality nursing home services in the region. Construction was completed and the new facility began operations on November 1, 2016. On that day, forty residents were swiftly and successfully moved into this new facility. JMMMC’s Independence Hall Assisted Living unit was also closed on November 1, 2016. The majority of these assisted living residents moved into the new Brookestone View nursing home.

Planning is now underway to convert the old Heritage Hall Nursing Home into a new medical clinic building. It is expected that this new area will be leased to the Central Nebraska Medical Clinic. This new clinic will provide the space that CNMC needs to house their current and future medical providers. It is hoped that this project will help in the recruitment of new providers and will better meet the needs of the community when they visit the clinic. The remodel project is expected to start this winter and be completed by December 2017.

We are grateful to all our patients for their continued support and selection of JMMMC as a site for their healthcare. We also want to recognize our great employees, medical staff, dedicated board of directors and energized volunteers who all worked so hard throughout the year to ensure the on-going success of our medical center. We appreciate the dedicated support of these and many others who have the common goal of ensuring that there is a strong rural medical center available to meet the healthcare needs of our community.

I hope that the information presented in this report will help to update you on the many activities and changes that occurred at JMMMC in fiscal year 2015/2016. The following report provides a summary of the many accomplishments at JMMMC in the past year.
A quick look at our operating statistics can provide a snapshot of the changes that were experienced at JMMMC in the past year. Some of the trends are local and are related to the reduction in the size of our medical staff. While other trends are being seen both regionally and nationally. Healthcare as we all know it is changing. The move to more outpatient or home based services has an effect on the utilization of services in small rural hospitals. New medicines, new surgery techniques and new medical technologies continue to reduce length of stays and allow more services to be done as an outpatient outside the hospital. 2015/2016 fiscal year statistics are reported in the comparison data shown below.

**Comparative Ratios and Statistics (FY15/16 through FY12/13):**

<table>
<thead>
<tr>
<th>JMMMC Statistics</th>
<th>FY15/16</th>
<th>FY14/15</th>
<th>FY13/14</th>
<th>FY12/13</th>
<th>FY11/12</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Patient Days:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Acute Care</td>
<td>1397</td>
<td>1746</td>
<td>1,550</td>
<td>1,501</td>
<td>1,888</td>
</tr>
<tr>
<td>Nursery</td>
<td>149</td>
<td>168</td>
<td>149</td>
<td>163</td>
<td>155</td>
</tr>
<tr>
<td>Skilled Swing Bed</td>
<td>344</td>
<td>547</td>
<td>592</td>
<td>676</td>
<td>467</td>
</tr>
<tr>
<td>Nursing Home</td>
<td>14191</td>
<td>12,346</td>
<td>12,222</td>
<td>13,243</td>
<td>15,167</td>
</tr>
<tr>
<td>Total Days of Care</td>
<td>16081</td>
<td>14,807</td>
<td>14,513</td>
<td>15,583</td>
<td>17,677</td>
</tr>
<tr>
<td>ADC - Swing Bed</td>
<td>0.93</td>
<td>3</td>
<td>1.6</td>
<td>1.85</td>
<td>1.28</td>
</tr>
<tr>
<td>ADC - Inpt</td>
<td>3.8</td>
<td>5.3</td>
<td>4.6</td>
<td>4.11</td>
<td>5.16</td>
</tr>
<tr>
<td>ADC - Nursing Home</td>
<td>38.9</td>
<td>33.82</td>
<td>33.48</td>
<td>36.28</td>
<td>41.55</td>
</tr>
<tr>
<td>Full Time Equivalents</td>
<td>134.5</td>
<td>136.2</td>
<td>142.62</td>
<td>148.63</td>
<td>150.28</td>
</tr>
<tr>
<td>ALOS - Medicare</td>
<td>3.6</td>
<td>3.4</td>
<td>3.5</td>
<td>3.8</td>
<td>4</td>
</tr>
<tr>
<td>Births</td>
<td>78</td>
<td>95</td>
<td>77</td>
<td>84</td>
<td>76</td>
</tr>
<tr>
<td>Total Surgeries</td>
<td>810</td>
<td>895</td>
<td>751</td>
<td>806</td>
<td>833</td>
</tr>
<tr>
<td>Admissions</td>
<td>530</td>
<td>576</td>
<td>498</td>
<td>455</td>
<td>557</td>
</tr>
<tr>
<td>Observation Patients</td>
<td>567</td>
<td>633</td>
<td>612</td>
<td>171</td>
<td>229</td>
</tr>
<tr>
<td><strong>Patient &amp; Payor Mix:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Medicare In Pt Cost per Day</td>
<td>$2,340</td>
<td>$1,967</td>
<td>$1,985</td>
<td>$1,755</td>
<td>$1,617</td>
</tr>
<tr>
<td>Medicare Inpatient Mix</td>
<td>73%</td>
<td>76%</td>
<td>77%</td>
<td>71.10%</td>
<td>68.15%</td>
</tr>
<tr>
<td>Medicare Outpatient Mix</td>
<td>51%</td>
<td>52%</td>
<td>53%</td>
<td>53.92%</td>
<td>54.05%</td>
</tr>
</tbody>
</table>
Medical Provider Changes in 2015/2016:

There were a number of very dramatic changes in the composition of the medical staff at JMMMC in the past year. The following is a summary of the changes among the local physicians, physician assistants and visiting medical consultants serving patients at JMMMC in the past year. These changes are as follows;

Unfortunately for both JMMMC and for the community, all three physicians practicing in the Broken Bow Medical Clinic made career defining decisions in the past year. Their actions lead to the closure of the local medical clinic in July. The medical staff changes were as follows;

**Dr. Angela Pruden, MD** decided to close her practice at the Broken Bow Clinic so that she could move her practice to Norfolk, NE. She made this decision to be closer to family.

**Dr. Melinda Barratt, DO** decided to close her practice in Loup City, NE to concentrate her practice in a new clinic in Kearney, NE.

**Dr. Shawn Lawrence, MD** made the decision not to practice alone in the Broken Bow Clinic. She closed the practice and has taken a job working as a physician with the VA Medical Center in Grand Island, NE. Dr. Lawrence continues to help the community by working some weekends and holidays in the emergency room at JMMMC.

**Angie Baumert PA-C** moved her practice to the Central Nebraska Medical Clinic so that she could continue to live in and serve the Broken Bow community as a staff member at the Central Nebraska Medical Clinic.

**Katrina White PA-C** moved her practice to the Central Nebraska Medical Clinic so that she could continue to live in and serve the Broken Bow community as a part of the other local clinic.

**Dr. Ahmad Bader MD**, a neurosurgeon from Kearny, NE began serving patients in the Specialty clinic on a monthly basis.

**Dr. Henrik Mike-Mayer MD**, a spine surgeon from North Platte, NE began serving patients in the Specialty clinic on a monthly basis. He is filling the opening created when Dr. Dan Noble moved to Phoenix, AZ.

**Lena Biel MS,CCC –SLP**, a speech language pathologist from Callaway, NE began providing services on an as needed basis to patients in the hospital who require speech therapy.

**Jeff Brezina, PharmD**, left his position as Director of the Pharmacy and **Rebecca Schainost, PharmD** was hired as his replacement to manage our hospital based pharmacy.
Major Capital Expenditures in 2015/2016:

JMMMC made major capital investments in the past year to ensure local access to the most modern in medical facilities and healthcare technology. The following is a list showing the cost of these projects along with the other new technology that JMMMC invested in during the past year.

Capital Expenditures FY 2015/2016:

<table>
<thead>
<tr>
<th>Description</th>
<th>Department</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Liberty Square Shake Shingle Roof</td>
<td>Apartments</td>
<td>$95,689</td>
</tr>
<tr>
<td>CNMC Lighted Sign</td>
<td>Clinic Bldg.</td>
<td>$9,587</td>
</tr>
<tr>
<td>Rooftop HVAC Unit</td>
<td>Clinic Bldg.</td>
<td>$5,231</td>
</tr>
<tr>
<td>Water Softener</td>
<td>Hospital</td>
<td>$11,630</td>
</tr>
<tr>
<td>John Deere Diesel Lawnmower</td>
<td>Hospital</td>
<td>$7,300</td>
</tr>
<tr>
<td>McKesson Picture Archive System</td>
<td>Radiology</td>
<td>$90,714</td>
</tr>
<tr>
<td>Space Saver Shelving system</td>
<td>Obstetrics Dept.</td>
<td>$6,571</td>
</tr>
<tr>
<td>Sonic Wall Firewall Software</td>
<td>IT Department</td>
<td>$5,772</td>
</tr>
<tr>
<td>Arjo Patient Lift Unit</td>
<td>Heritage Hall</td>
<td>$6,472</td>
</tr>
<tr>
<td><strong>Total Cost</strong></td>
<td></td>
<td><strong>$238,966</strong></td>
</tr>
</tbody>
</table>

Special Projects, Events and Changes in 2015/2016:

**New Year’s Baby** - The first baby at JMMMC in 2016 was Annie Tucker. She was born on January 4, 2016. Her parents are Megan and Derrick Tucker of Merna, NE.

**Information Technology and Electronic Health Record System** – JMMMC’s Information Technology team continued to work on the implementation of the software modules and upgrades needed to complete the development of an electronic health record system. Planning began on the move of JMMMC’s in-house data center to a McKesson managed remote data center located in California. The move of all of JMMMC’s data to the new remote data center was approved by the Board and this change was made last summer. This new remote data center will over time save substantial dollars and creates an extremely secure repository for all of JMMMC’s electronic data files.

**JMMMC Auxiliary Sales** - The Auxiliary was successful in carrying out their spring rummage sale. A total of around $4,000 was raised in the past year through this sale. The fall rummage sale was not held due to the major construction that was happening in front of the Broken Bow Municipal Building. The Auxiliary invested in the youth of the community through the many scholarships they offer to area high school graduates and college students who are interested in healthcare careers.
**Governance Education Programs** - The JMMMC Board of Directors continues to challenge themselves to grow and learn more about their roles as the governing body for the medical center. To that end the board members attended outside governance training programs sponsored by the Nebraska Hospital Association, American Hospital Association and Heartland Health Alliance. These professionally developed training programs will increase the Board’s knowledge so that they can continue to successfully lead JMMMC in the future.

**LUCAS Device Grant** - JMMMC was the recipient of $14,000 grant from the Leona and Harry Helmsley Foundation with the proceeds to be used to purchase a new LUCAS automated chest compression device. This device has been purchased and put into service at JMMMC.

**Emergency Room Services Contract** - The Board of Directors re-negotiated the contract for emergency room coverage with the providers at the Central Nebraska Medical Clinic. Under this arrangement the local providers are paid to cover call for emergencies 24/7/365 at the hospital. A provider is always available to see patients in the new ER. To help with this coverage JMMMC has engaged Dr. Shawn Lawrence and Docs Who Care to provide some weekend and holiday coverage to help the local providers get time off. Under this arrangement the hospital now bills for both the physician and hospital services provided in the emergency department.

**Community Support Activities -**

**Community Health Fair** - JMMMC once again sponsored a community health fair. This year’s health fair was held on October 5, 2016 at the One Box Convention Center. There were thirty three booths occupied by local health care providers and healthcare related vendors. There were around 300 people that attended this event. Information was handed out by JMMMC staff on topics related to health/safety, breast feeding, diabetes, and wellness. There were a number of presenters who provided health related programs or demonstrations. Over twenty five JMMMC employees were involved in planning and implementing this important event. JMMMC provided in excess of $10,000 for supplies, advertising and staffing for this event. The staff members kicked off a yearlong wellness challenge at the event. Attendees at this year’s event were able to sign up for the Tour de Health Wellness Challenge. This is a yearlong program of health education where those persons who signed up could get points for attending seminars, wellness center open houses, yoga class, better diet programs, etc. JMMMC is providing special raffle prizes that will be drawn from among the names of the participants in Tour de Health Wellness Challenge at the 2017 Community Health Fair event.

**High School Medical Career Program** – JMMMC once again helped with a program to expose local high school students to health care careers in the community. JMMMC hosted a tour of the hospital for 50 area high school students who had expressed an interest in healthcare careers. Many of these students made arrangements to come back later in the year to shadow healthcare professionals at JMMMC to learn more about a career in healthcare.
Red Cross Blood Drive 2016 - JMMMC employees and family members once again participated in a Red Cross Blood Drive held on the JMMMC campus in the Heritage Hall Multi-Purpose Room. Twenty five units of blood were collected at this event. JMMMC is planning to participate in another blood drive for 2017.

Mid-Plains Community College LPN Program - JMMMC continued working closely with the Mid-Plains Community College to provide a clinical site for their satellite LPN school. This class is available to LPN students who are working to complete their LPN nursing program locally through Mid-Plains Community College. The students work with our nursing professionals in the hospital and the nursing home to gain valuable clinical experience.

UNMC Student Clinical Site - JMMMC continued its tradition of providing a clinical rotation site for University of NE Medical Center students. Numerous medical students, physician assistant, pharmacy, physical therapy, dental and nursing students came out to obtain clinical training at JMMMC in the past year. JMMMC provides these students with housing at the Melham House, free access to the Wellness Center, Wi-Fi internet access and two meals per day during their 1 – 3 month long stays in Broken Bow. JMMMC has participated in student training programs with UNMC and many other regional professional training programs for the past 40 years. In the past year registered nursing students with the UNMC-Kearney training program came to JMMMC for their rural nursing rotation.

Community Health Needs Assessment - JMMMC reviewed and updated the Community Health Needs assessment (CHNA) which had been completed three years ago. It was reported that JMMMC has provided leadership and assistance in meeting a number of the community’s health needs through the health fair, provider recruitment and investment in programs and equipment at the hospital.

Long Range Planning Process - The Board of Directors engaged a planning specialist from Bryan Health Systems to lead a planning process to help update the long range strategic plan for JMMMC. The board members, physicians and management staff all participated in surveys and meetings with the goal of identifying opportunities for future programs and improvements at JMMMC. This plan is now being used to direct activities and operations at JMMMC.

Quality Improvement/Compliance Activities –

HCAPS Survey Process - JMMMC continued to utilize the Rural Comprehensive Care Network as a vendor to provide patient satisfaction surveys to hospital inpatients. Information received from these surveys has indicated that our patients have favorable perceptions about the care and services provided at JMMMC. We are getting some useful feedback that is being used to improve our care delivery at JMMMC. This information helps us to focus on any areas where we are not getting the highest possible outcomes and ratings.
2016 NE Fire Marshall’s Annual Surveys - The NE State Fire Marshall came through the medical center numerous times during the past year. He provided the annual life safety compliance inspections for the hospital, nursing home and assisted living unit in the past year. There were two minor paperwork deficiencies in the hospital, one minor deficiency found in the Heritage Hall nursing home and there were no life safety deficiencies found in the licensed assisted living unit during the most recent inspection. All deficiencies were corrected within thirty days after the fire marshal’s survey.

CLIA Laboratory Survey – The Nebraska Department of Health and Human Services inspector came to the JMMMC laboratory to do our biennial survey our laboratory operations. It was noted that our laboratory operations passed the inspection with two minor deficiencies.

2016 Heritage Hall Inspection Survey - The State of Nebraska Department of Health survey team came to Heritage Hall for a four day inspection. There were four minor deficiencies noted by the surveyors. These deficiencies were all corrected within thirty days following the survey. On average there was around twelve deficiencies cited in Nebraska nursing homes in 2015. It should be noted that this was Heritage Hall last survey as a nursing home in NE.

Grant Related Activities -

2016 SHIP Grant Funds - JMMMC received another $9,000 grant from the Federal Government’s Small Hospital Improvement Program (SHIP). These dollars were used to purchase software and for training of our information management staff related to ICD-10 conversion and HCAPS programs at JMMMC. This was the thirteenth SHIP grant received by JMMMC.

USAC Grant Funding - JMMMC once again received USAC $12,000 to cover the costs related to the bandwidth required to operate the Televideo system at JMMMC. In addition JMMMC received a separate grant in the amount of $2,200 to assist in payment for the bandwidth used by the hospital internet service.

Foundation Activities –

Jim and Mary Atkinson Nursing Scholarship - The Melham Medical Center Foundation selected, Miss MaChelle Huffman, a graduating senior from the Broken Bow High School as the 2016 recipient of the $500 Jim and Mary Atkinson Memorial Nursing Scholarship.
Plans for the Coming Year:

JMMMC has completed the majority of those important projects listed in the previous long range plan. In the past year JMMMC engaged a consultant to assist the Board and Management team in a project to complete a formal strategic plan. This plan now becomes the roadmap for the future of healthcare in the community. There were many important issues addressed by this planning process. The biggest challenge to planning in healthcare at this time is the very unsettled political climate. The surprising results of our recent presidential election will have many unknown impacts on healthcare. New leaders in the White House, Senate and House of Representatives has the potential to create a huge impact on the future of healthcare. It is expected that there will be dramatic changes to the Accountable Care Act (Obamacare) in the next year. Any action taken on the Accountable Care Act will create challenges to healthcare. General speculation in the industry projects that many regulations that affect healthcare will be eliminated or substantially modified. Some of this might be good and some might be detrimental. There is potential that some of these changes will impact the way healthcare services are financed and provided in the near future. It will be great challenge to determine how JMMMC should position itself to react all of these changes. Through our planning process we have identified a number of major issues that we know will need to be addressed in the next few years. We will focus on these issues until we know more about the future leaders and their plans for healthcare in our country. Below is a statement of the major issues we will try to address in the future at JMMMC:

- JMMMC will continue to address the information technology needs of the medical center. There will be continued improvements made to the current electronic medical record and management information systems at JMMMC to ensure that our systems meet the future needs of the medical center.

- JMMMC will continue to develop needed facilities and explore the use of new medical technologies that become available in the industry. We do this to ensure that JMMMC is making the best possible medical technology available to our physicians and our staff to help them in their efforts to provide the best care possible to our community.

- JMMMC will continue to develop our relationships with new healthcare provider networks and insurance companies in the region. These new networks will affect how hospitals, clinics, physicians, insurance companies position themselves to achieve financial success in a new healthcare environment. JMMMC will cautiously analyze all the network options that present themselves in the future. In the future payment to hospitals will be based on value rather than volume. Healthcare providers will be paid for quality outcomes rather than the volume of services they create. This will reduce utilization and help to lower costs while creating challenges and risk to all healthcare providers. This will be a big challenge for small rural hospitals who do not have the economies of scale needed to deal successfully with all of these changes.
• JMMMC will continue to work closely with our local physicians and visiting physician specialists to strengthen existing services, develop new specialty clinics and increase the utilization of surgical and diagnostic services at JMMMC.

• JMMMC will continue to take a conservative approach to the provision of care in our community. We know that our community wants to keep local access to the highest quality healthcare services possible while keeping costs affordable. JMMMC will continue to seek out appropriate opportunities that will enhance and strengthen those healthcare services that are financially feasible and which can be provided locally in a safe and high quality manner in our community.

• JMMMC will do its best to work with the local physicians to ensure that there is an adequate number of healthcare providers available to ensure timely access to healthcare in our community. JMMMC has always been supportive of the recruitment efforts of our local physicians and this will continue in the future.

• JMMMC will work to ensure the most efficient and effective operating model is being utilized in the provision of medical services to the community. Our facility will need to undergo many changes to account for the closure of the nursing home and assisted living facilities. There will be changes in staffing patterns along with many other operational changes that will need to be made in the coming year.

As you can see, there has been much accomplished at JMMMC in the past year and there is much more to be done in the coming year. Thank you for your on-going interest and support of the Jennie M. Melham Memorial Medical Center. Please know that we will continue to do our best to ensure that JMMMC continues to meet its mission of service to the community.

Best Regards,

Michael J. Steckler, MHA
President/CEO