

TECHNOLOGY • GROWTH • QUALITY

HEALTH IMPROVEMENT • MANPOWER

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Responding to the Challenge  
together

Report to Our Communities | 2023



TECHNOLOGY • GROWTH • QUALITY



## *Responding to the challenge* **TOGETHER**



**Jeff Samz**

Huntsville Hospital Health System's 2023 Report to our Communities can be summed up in one word...TOGETHER. From Red Bay to Decatur to Scottsboro, all across the region, including into Tennessee, our Health System hospitals are responding together to the meet the challenges of serving our communities.

With this in mind, we developed a comprehensive Strategic Plan for 2022-27. Our plan clarifies our mission, vision and values; and reinforces our commitment to our communities. The plan is organized along five major areas which encompass the challenges ahead of us:

- Ensuring excellence in quality and outcomes
- Improving access and convenience
- Aligning with physicians and providers
- Developing our workforce
- Enhancing system integration



**Philip W. Bentley, Jr.**

As we address these challenges, we will not lose sight of our mission to provide high quality care and coordinated services that improve the health of our communities. We exist for the purpose of serving our patients while filling the gap as the health care safety nets for our respective communities.

In this report you will find a review of the past year, as well as a report on the efforts we made to provide quality, safe care to our patients. We are proud of the hard work that is done by our 18,000 employees and we thank them for their dedication.

We thank you for choosing Huntsville Hospital Health System for your care and for supporting your local hospital. Working together, we are making a difference in the lives of hundreds of thousands of people across the region.



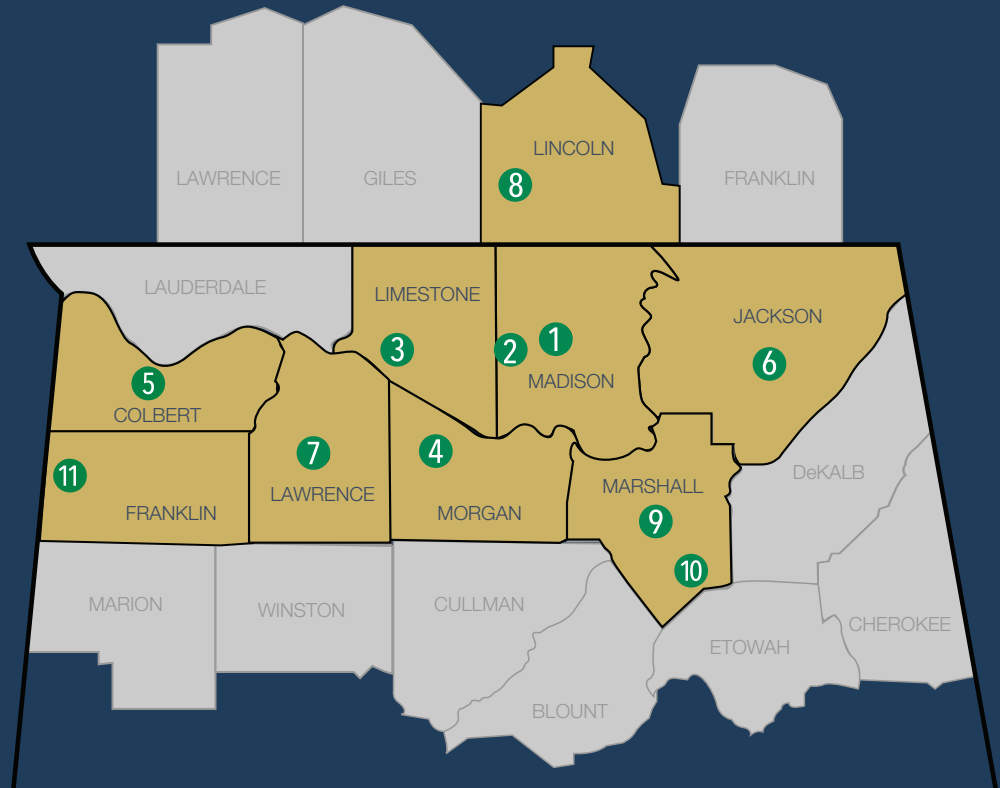
**Jeff Samz**  
*Chief Executive Officer*



**Philip W. Bentley, Jr.**  
*Chairman, Health Care Authority*

## Health System Hospitals

1. Huntsville Hospital  
Huntsville Hospital for Women & Children
2. Madison Hospital
3. Athens-Limestone Hospital
4. Decatur Morgan Hospital (Decatur Campus)  
Decatur Morgan Hospital (Parkway Campus)  
Decatur West Hospital
5. Helen Keller Hospital
6. Highlands Medical Center
7. Lawrence Medical Center
8. Lincoln Health
9. Marshall Medical Center North
10. Marshall Medical Center South
11. Red Bay Hospital



## Entities and Relationships

### Obligated Entities

- Huntsville Hospital
- Huntsville Hospital for Women & Children
- Madison Hospital
- Huntsville Hospital Foundation
- Caring for Life (Hospice Family Care)
- Athens-Limestone Hospital
- Decatur Morgan Hospital
  - Decatur campus
  - Parkway campus
  - Decatur West
- Helen Keller Hospital
- Highlands Medical Center
  - Cumberland Health & Rehab
  - Highlands Health & Rehab
- Lincoln Health System
  - Donalson Care Center
- Marshall Medical Centers
  - North and South
- Red Bay Hospital

### Other Ownership Relationships

- Continuum RX (Home Infusion)
- North Alabama Community Care
- The Surgery Center of Huntsville
- Alliance Cancer Care
- North Alabama Managed Care Inc.
- CompOne
- Health Group of Alabama (HGA)
  - Occupational Health Group
  - Laundry
  - Medicaid Maternity Care
  - Home Medical Equipment
- LHC Home Care
- HH Urgent Care
- HH Wound Care

### Management Agreement

- Lawrence Medical Center

### Affiliate Relationships

- St. Jude Hospital Affiliate Clinic

### Emergency Medical Services

- City of Decatur
- Colbert County
- Franklin County
- Limestone County
- Lincoln County, TN
- Jackson County
- Marshall County

### Partnership

- Viva Medicare

# The Health Care Authority of the City of Huntsville

Governing body of Huntsville Hospital Health System



- Philip W. Bentley, Jr.**  
*Chairman*
- Mike Goodman**  
*Vice-Chairman*
- Frank Caprio**  
*Secretary-Treasurer*
- Amit Arora, M.D.**
- Jim Bolte**
- Kerry Fehrenbach**
- Tharon Honeycutt**
- Janice Johnson**
- Macon Phillips, M.D.**
- Beth B. Richardson**
- Roy Rollings**

Seated: Beth Richardson and Janice Johnson. Standing (l-r): Mike Goodman, Roy Rollings, Macon Phillips, Phil Bentley, Kerry Fehrenbach, Frank Caprio, Tharon Honeycutt, Jim Bolte, and Amit Arora



## Mission

To provide high quality care and coordinated services that improve the health of our communities



## Vision

To be the choice for care and careers in the communities we serve

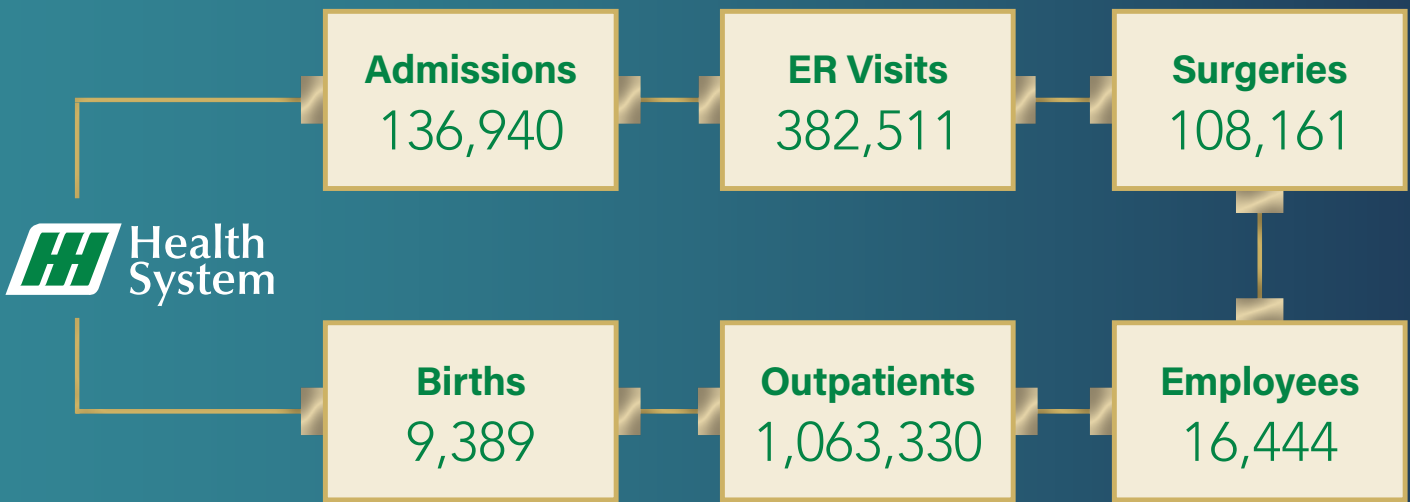


## Values

Safety, Compassion, Integrity, Excellence, Innovation, Accountability, Diversity, Equity, and Inclusion



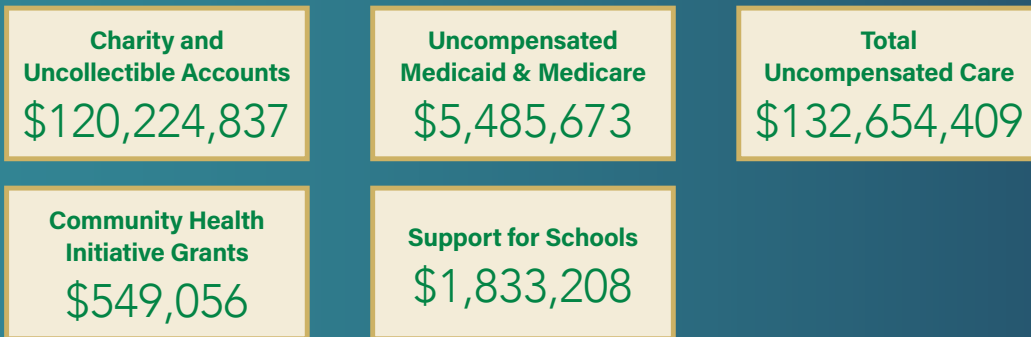
# 2022 Health System Statistics\*



\*For the fiscal year ending June 30, 2022

## A safety net for our region

Huntsville Hospital Health System serves as the health care safety net for communities throughout the Tennessee Valley. Caring for all patients, regardless of their ability to pay, is part of the mission of community-owned hospitals. Charity care for children and infants, as well as adults, is rendered every day in our facilities. In fiscal 2022, the Health System provided \$132,654,409 in uncompensated care. The value of this care is calculated on the actual cost of providing the care, not on the charges.





Responding  
together  
in the new  
environment of healthcare

With the worst of the COVID-19 pandemic now thankfully passed, hospitals across the nation, and in Alabama, are left with challenges that could linger much longer than the virus. Some of these challenges are unprecedented, and others were expected. In both cases, the delivery of quality healthcare is impacted by how hospitals respond in the new and changed environment.

Huntsville Hospital Health System is taking a collaborative approach that is built on the strength of our local facilities. As like-minded, community-focused hospitals, we are clearly stronger when we work together. In 2022, we finalized a Strategic Plan with this in mind. We must remain aligned and intentional in our efforts to address these issues.

Our plan for the post-pandemic era focuses on major areas of our relationship with our patients and our healthcare team. Underlying our efforts is the need to remain financially

viable so that we can fulfill our mission as the healthcare safety net for north Alabama and southern Tennessee. Our strategic priorities include workforce development; ensuring excellence in quality, safety and outcomes; improving access and convenience; aligning with our physicians and providers; and enhancing system integration.

**Workforce Development**

Staffing shortages continue to plague all hospitals. We are a “people business” and our top priority is recruiting and retaining employees — especially nurses. The International Council of Nurses estimates a global shortage of 13 million nurses by 2030. Burnout plays a major role, especially following the pandemic, but an aging workforce is also a major factor. Our efforts to retain staff include more opportunities through professional development, recognition, and wellness support.

Here are some of the steps that we are taking to address workforce challenges in our hospitals:

1. Partnering with training programs, such as Drake State, UAH School of Nursing, and Calhoun Community College to help produce the nurses and other professionals that we need.
2. Training our own workforce has long been a priority. Huntsville Hospital operates several schools to help build our own team: School of Radiologic Technology, Pharmacy Technician, Surgical Technology, Perioperative Nursing, and Patient Care Aide training. All of these programs offer excellent career opportunities in our Health System and beyond.
3. Telling our story all over the southeast. Huntsville is the #1 place to live in America, according to multiple sources. Huntsville Hospital Health System is one of the Best Employers in Alabama, according to Forbes Magazine. Opportunities abound here.

**Ensuring Excellence in Quality, Safety, and Outcomes**

Nothing is more important in healthcare than consistently delivering excellence in the services that we provide. Excellence in healthcare is built on safety and quality that is intentional, measureable, and focused on positive outcomes. We are committed to improving safety at all of our hospitals and we want our performance reflected in the major publicly available rating systems.

Every employee in our Health System is being trained in a high reliability program to standardize behaviors for safe care to our patients. “Cross check” and “repeat back” are

some of the familiar techniques that we have adopted from other highly reliable industries. Our intent is to Be Safe. Be Caring. Be Kind.

No doubt, if we are to provide an excellent patient experience in our facilities, we must be transparent on how we are doing. Included in this publication is a quality report that provides hospital-specific data on how we are performing in key clinical measurements.

**Improving Access and Convenience**

Access and convenience are important factors in consumer selection today, including in healthcare. Huntsville Hospital Health System is committed to offering appropriate and accessible services in the communities that we serve. We employ more than 600 primary and specialty care physicians, physician assistants, and certified registered nurse practitioners throughout the region. Our Urgent Care clinics also provide a convenient option for thousands of patients in the area.

While locations are important to consumers, so is the ease of use in digital services. We are working hard to improve online capabilities, such as telemedicine, enhanced registration, scheduling and payment methods. Connecting our hospitals through common information systems will enable more timely and efficient transfers and will allow patients to stay close to home for care as much as possible.

**Aligning with Physicians and Providers**

More than 2,000 physicians and other providers serve the patients in our hospitals. Aligning with them is essential to the fulfillment of our mission. Our communities are best served through a well-coordinated approach to bring more advanced services and medical specialties to our communities.



The members of our hospital medical staffs serve as the captains of the healthcare team in our facilities. Bringing the necessary care to areas of low access is critical as we integrate our efforts to improve health. Working together, we are focused on providing better care throughout the various patient care settings in our system.

**Enhancing System Integration**

Across the board, our goal is to use the strength and size of our organization to provide more and better services and experience for patients, physicians, and employees. Our desire is that your experience with us will be seamless and convenient with information technology systems that are connected. We are working hard to optimize our clinical workflows for improved quality and outcomes. System-wide we are taking intentional steps to improve emergency and transportation services in our communities.

Through collaborative efforts and with consistent processes, our hospitals can address common challenges, and ones that are unique to each market.

**Other Priorities**

While these major focuses take center stage in our strategic plan, our Health System will not lose sight of the need to advance health equity throughout the communities that we serve. Our hospitals exist to serve all residents. Our Better Together initiative reinforces our commitment to diversity, equity and inclusion.

A hallmark of Huntsville Hospital has always been the availability of the latest medical technologies and methods. Technology and equipment is very expensive, and even more so in the inflationary period we face today. We remain committed to offering the most advanced capabilities in diagnostic, medical and surgical treatment.





# Huntsville HOSPITAL

Huntsville Hospital Health System is everywhere you need us throughout north Alabama and southern Tennessee. We are proud of our heritage as a community-owned, not-for-profit health system and we have maintained a rich history of service while providing the most advanced health care available between Birmingham and Nashville. Established in 1895, Huntsville Hospital is the second largest hospital in Alabama and the flagship of the Health System. Today, our system provides tertiary care for more than a million residents in the region.

Among the advanced services which are provided in the Health System are:

- Level I Trauma and Emergency services
- Comprehensive Cardiothoracic Care, led by the Heart Center
- Major surgical services, including neurosurgery
- North Alabama Neuro Stroke Network
- Orthopedic care in a dedicated facility
- Full oncology services
- Pediatric services: Pediatric ER, nursing unit, Pediatric ICU, and Kids Care transport
- Advanced maternity services: high risk antepartum unit, Obstetrical Emergency Department and the Regional Neonatal Intensive Care unit
- Advanced outpatient and imaging services
- Physician network of primary care and specialty providers throughout the region
- Post-acute care facilities, including inpatient hospice unit




**Tracy Doughty**  
*President and Chief Operating Officer*

 **Admissions**  
41,513

 **ER Visits**  
77,021

 **Surgeries**  
36,861

 **Outpatients**  
354,657

July 1, 2021- June 30, 2022



# Huntsville Hospital for WOMEN & CHILDREN

 **Admissions**  
11,801

 **ER Visits**  
34,969

 **OB ER Visits**  
9,518

 **Births**  
4,552

 **Neonatal Days**  
23,664

July 1, 2021- June 30, 2022



# Madison HOSPITAL




Mary Lynne Wright  
*President*

 **Admissions**  
6,257

 **ER Visits**  
49,008

 **Surgeries**  
4,473

 **Births**  
1,297

 **Outpatients**  
36,995

July 1, 2021- June 30, 2022

## Hospital Board

Mike Goodman  
*Chairman*

Philip W. Bentley, Jr.

Jim Bolte

Angie Brooks

Gerald Dupree

Paul Finley

Matthew Hunt, M.D.

Jeff Johnson, M.D.

Mac McCutcheon

Beth B. Richardson

Krishna Srikakolapu

Taron Thorpe

Hodges Washington



# Athens-Limestone HOSPITAL



Traci Collins  
President

## Hospital Board

Kyle Bridgeforth  
*Vice Chairman*

Russ Mitchell  
John Curtis

Pat King

Paul Fry, M.D.

Patrick Boyett, D.O.

Crystal Walker, M.D.

Jim Moffatt

William C. Ming, Jr

Bethany Shockney

Tom Norton

Sheila Smith

Tony McCormack

Joseph A. Cannon

Pauline A. Lett-

Anderson, MD

 **Admissions**  
3,316

 **ER Visits**  
27,717

 **Surgeries**  
8,790

 **Births**  
414

 **Outpatients**  
114,989

July 1, 2021– June 30, 2022



# Decatur Morgan HOSPITAL



Kelli S. Powers  
President

## Hospital Board

David Breland  
*Chairman*

Melissa Craig

Philip W. Bentley, Jr.

Scott Matthews, M.D.

Ken Schuppert

Claude Wally Terry

Crystal Brown


Punura J. Reddy, M.D.

 **Admissions**  
9,548

 **ER Visits**  
52,298

 **Surgeries**  
5,426

 **Births**  
408

 **Outpatients**  
138,205

July 1, 2021– June 30, 2022





# Helen Keller & Red Bay HOSPITALS



**Kyle Buchanan**  
President

## Hospital Board

 **Admissions**  
6,242

 **ER Visits**  
38,506

 **Surgeries**  
5,748

 **Births**  
752

 **Outpatients**  
66,939

July 1, 2021– June 30, 2022


- Steve Hargrove  
*Chairman*
- Al Boyd
- Belinda Carmichael
- Larry Collum
- Larry Holcomb, M.D.
- Aaron Karr, D.O.
- Andy Mann
- Mark McIlwain, M.D.
- David Ruggles
- Keller Thompson
- Josh Vacik, M.D.
- Ryan Connor, M.D.
- Mark Smith, M.D.

# Highlands MEDICAL CENTER



**Ashley Pool**  
President


## Hospital Board

 **Admissions**  
1,222

 **ER Visits**  
16,081

 **Surgeries**  
3,330

 **Births**  
260

 **Outpatients**  
48,823

July 1, 2021– June 30, 2022

- Dawn Pettengill  
*Chair*
- Vito Russo
- Sen. Steve Livingston
- Phil W. Bentley, Jr.
- Mayor Jim McCamy
- Hal Nash
- Stacy Ledwell
- Michael Counts
- Nancy Hodges
- Bob Matthews
- H. Hardin Coleman, M.D.
- David Spillers





# Lincoln MEDICAL CENTER



Mary Beth Seals  
President

## Hospital Board

 **Admissions**  
1,068

 **ER Visits**  
15,482

 **Surgeries**  
586

 **Births**  
232

 **Outpatients**  
39,968

July 1, 2021– June 30, 2022

David Spillers  
*Chairman*

Russ Spray

Anthony Taylor

Jacky Atchley

John Thorpe

David Sanders

Donnie Ogle

Bill Edwards, M.D.

Theresa Morrison, M.D.

Brian Carter

Elaine Middleton

Laura Monks

Charles Kidd, M.D.

Pat Marsh

Gwen Shelton

# Marshall MEDICAL CENTERS




Chris Rush  
President


## Hospital Board

 **Admissions**  
8,331

 **ER Visits**  
55,322

 **Surgeries**  
7,224

 **Births**  
1,474

 **Outpatients**  
198,884

July 1, 2021– June 30, 2022

Roy Rollings  
*Chairman*

Pat Allen

Liles Burke

Stan Chaffin

Wayne Crews

David Walker

Mike Alred

Andrea Elrod

Jenna Boyd Carpenter, M.D.

Winter Wilson, M.D.

Tim McRae

Jeff Samz

Philip W. Bentley, Jr.



# Responding with **ADVANCED SERVICES**

Providing quality, locally-delivered healthcare services to patients in our communities is inherent in the mission of Huntsville Hospital Health System. On occasion, however, more advanced, specialty care may be required. Our Health System is prepared with a variety of subspecialties and facilities for those occasions.



## 1. Decatur Morgan Hospital West

Decatur Morgan Hospital West is north Alabama's only behavioral health hospital, offering 64 licensed beds for inpatient and outpatient psychiatric programs primarily for children and adolescents.

## 2. Heart Center

Huntsville Hospital's Heart Center is the most experienced cardiovascular program in the region. With more than 70 board-certified cardiologists, cardiothoracic surgeons, cardiac anesthesiologists, and other advanced cardiac practitioners, the Heart Center and Huntsville Hospital's cardiac services team work together to deliver quality heart care using the latest technologies and techniques.

## 3. Hospice Family Care

Located on the campus of Redstone Village, Huntsville Hospital's Hospice Family Care inpatient facility provides special care for patients who are nearing the end of life. The beautiful facility includes 15 private rooms in a home-like setting.

## 4. Nursing and Rehab

For patients needing skilled nursing and rehabilitation care, Huntsville Hospital Health System provides three facilities — Highlands Health & Rehab in Scottsboro, Cumberland Health & Rehab in Bridgeport, and Donalson Care Center in Fayetteville, TN.

## 5. Marshall Cancer Care Center

The Marshall Cancer Care Center, a joint effort of Marshall Medical Centers and UAB, offers the latest oncology treatments — both radiation and medical oncology — for area residents.

## 6. Level One Trauma Center

There are only three Level One trauma centers in Alabama and one of them is at Huntsville Hospital. Board-certified trauma and emergency physicians are available 24/7 along with other specialty surgeons, physicians, and highly trained nurses.

# Safety & Quality REPORT

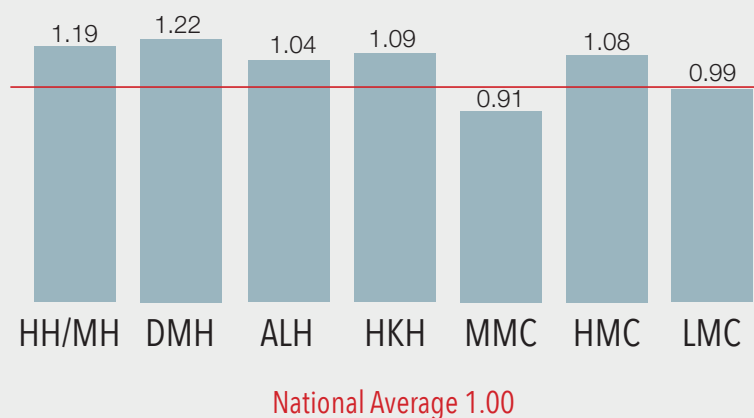
Patient safety is the highest priority in Huntsville Hospital Health System. As we continue our journey to being a highly reliable organization, we are committed to developing a culture that delivers safe care in every patient interaction. By incorporating best practices from health care and other highly reliable industries, we believe that we are taking the right steps in our efforts to provide the quality care that you seek when you are in our facilities. Our pledge remains to Be Safe, Be Caring, Be Kind. The measures below reflect the progress and the challenges that we are making in this journey.

**Patient Safety Indicators (PSIs)** are a set of measures that provide information on potential hospital complications and adverse events following procedures. The measure shown to the right includes the following PSIs: decubitus ulcer, iatrogenic pneumothorax, postoperative hip fracture, perioperative hemorrhage or hematoma, postoperative acute kidney injury, postoperative respiratory failure rate, perioperative pulmonary embolism or deep vein thrombosis, postoperative sepsis, postoperative wound dehiscence and accidental puncture or laceration. This index value is a ratio of observed to expected events. The goal is to remain below a score of 1.0.

Data source: Hospital Compare  
[www.medicare.gov/hospitalcompare](http://www.medicare.gov/hospitalcompare)

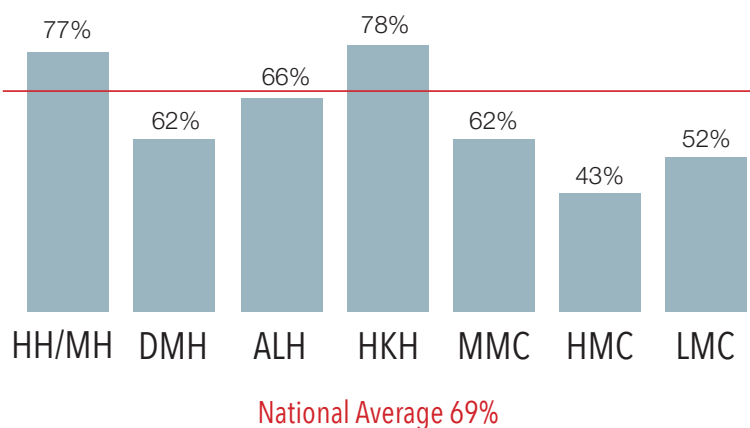
## Patient Safety Composite Index

July 2019 - June 2021



## Inpatient – Willingness to Recommend

July 2021 - June 2022



**HCAHPS (Hospital Consumer Assessment of Healthcare Providers and Systems)** is a national survey instrument and data collection methodology for measuring patients' perceptions of their hospital experience. The survey is conducted on behalf of CMS, which oversees Medicare and Medicaid. The "Willingness to Recommend" question measures the percentage of patients who answered "always."

Data source: Hospital Compare  
[www.medicare.gov/hospitalcompare](http://www.medicare.gov/hospitalcompare)

### CHART KEY

HH - Huntsville Hospital  
 MH - Madison Hospital  
 DMH - Decatur Morgan Hospital  
 ALH - Athens-Limestone Hospital

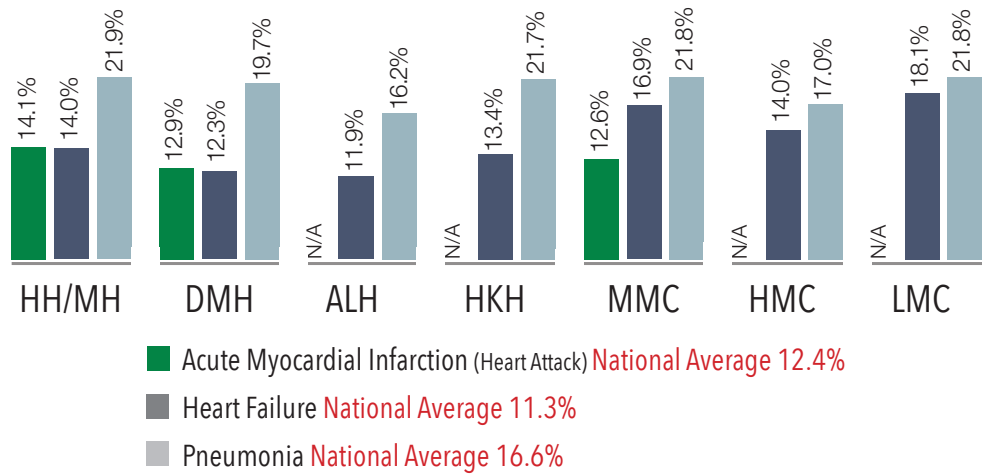
HKH - Helen Keller Hospital  
 MMC - Marshall Medical Centers  
 HMC - Highlands Medical Center  
 LMC - Lincoln Medical Center

\*Huntsville Hospital data includes Huntsville Hospital and Huntsville Hospital for Women & Children. Decatur Morgan data includes Decatur and Parkway campuses. Helen Keller data does not include Red Bay Hospital.

**30-day mortality rates** are the percent of patients who expire within 30 days of being hospitalized. Mortality rates are considered an "outcome of care" measure and show what happened after patients with certain conditions receive care. The rates are "risk-adjusted," meaning the calculations take into consideration the patients' severity of illness upon admission.

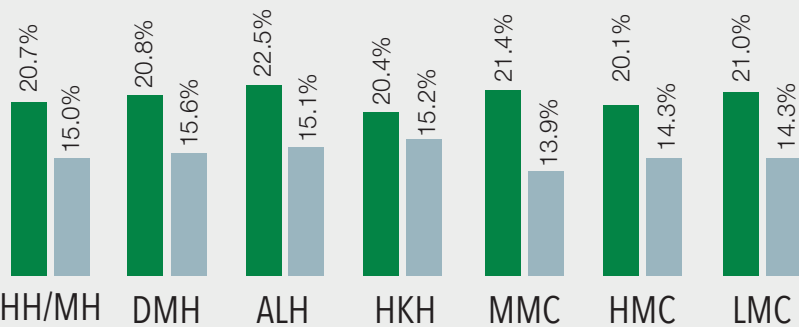
Data source: Hospital Compare  
[www.medicare.gov/hospitalcompare](http://www.medicare.gov/hospitalcompare)

**30-day Mortality Rates (30 days from admission)**  
 Inpatient Medicare Only | July 2018 - June 2021



**30-day Readmission Rates**

Inpatient Medicare only  
 July 2018 - June 2021 (Heart Failure)  
 July 2020 - June 2021 (Hospital-wide)



**30-day readmission rates** are the percent of hospitalized patients who return to the hospital within 30 days of discharge. While some readmissions are appropriate, the measure is intended to highlight readmissions to the hospital that were potentially avoidable. The rates are "risk-adjusted," meaning the calculations take into consideration the patients' severity of illness upon admission.

Data source: Hospital Compare  
[www.medicare.gov/hospitalcompare](http://www.medicare.gov/hospitalcompare)

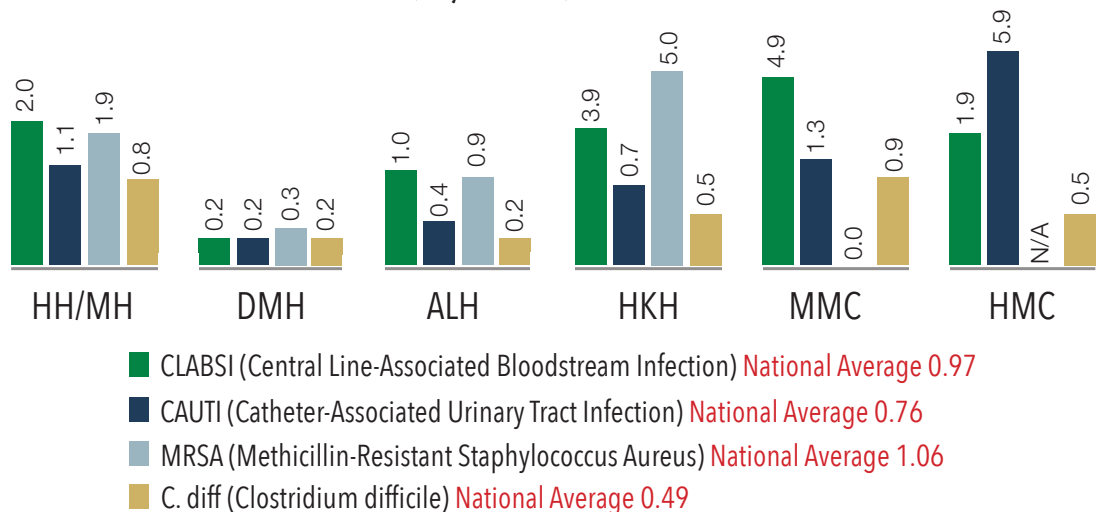
**Hospital-Acquired infections (HAIs)** are

infections people get while receiving health care for another condition. HAIs can happen in any health care facility, including hospitals, ambulatory surgical centers, end-stage renal disease facilities, and long-term care facilities. HAIs can be caused by bacteria, fungi, viruses, or other, less common pathogens.

Data source: Hospital Compare  
[www.medicare.gov/hospitalcompare](http://www.medicare.gov/hospitalcompare)

**Hospital-Acquired Infections**

July 2021 – June 2022



*Ratio of the actual observed rate to the predicted rate.*











101 Sivley Road · Huntsville, AL 35801

*hh.health*

Check us out on social media!



*This publication is produced by the HH Health System Marketing Department.*