



2025 - 2027
Community Health Needs
**IMPLEMENTATION
STRATEGY**

Morgan Medical Center

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ABOUT MORGAN MEDICAL CENTER

Morgan Medical Center, based in Madison, GA, is a not-for-profit Critical Access Hospital. With over 250 employees, Morgan Medical Center provides services primarily to residents of Morgan County but also serves those in neighboring cities and towns. Morgan Medical Center is accredited by DNV.

Morgan Medical Center is a 25-bed licensed facility dedicated to delivering high-quality, efficient healthcare to the community. Our hospital provides comprehensive care through acute admissions in both the Emergency Department and Operating Rooms, as well as short-term rehabilitation in our Swing Bed program. Surgical services are offered across two fully equipped operating rooms, supporting specialties such as orthopedics, general surgery, plastics, gastroenterology, breast oncology, and spine. Emergency care is delivered through eight bays and two trauma bays, with capacity for both adult and pediatric patients, and the hospital is recognized as a designated Stroke Remote Treatment Center and a Level IV Trauma Center. In addition to inpatient services, Morgan Medical Center offers a wide range of outpatient services including laboratory testing, imaging, wound care, and injection/infusion therapies—ensuring that patients have access to comprehensive care close to home.

Morgan Medical Center used the Education Department and multidisciplinary team dedicated to addressing its outreach objectives of serving the entire community, not only those who come through its doors. Building on a long tradition of service, the Education Department utilizes hospital strengths alongside those of other well-established community partners.

This strategy allows Morgan Medical Center to better understand and reach the most vulnerable sectors of the community, while meeting pressing healthcare needs. The goal is to improve the community's health status by empowering citizens to make healthy life choices.

Morgan Medical Center completed its last Community Health Needs Assessment in 2022 and 2025.

OUR COMMUNITY HEALTH NEEDS ASSESSMENT

Morgan Medical Center recently embarked on a comprehensive Community Health Needs Assessment process to identify and address the key health issues for our community.

Definition of the Community Served

For the purposes of the Community Health Needs Assessment (CHNA) and Implementation Strategy, Morgan Medical Center defines its community as the residential ZIP Codes comprising the hospital's Primary Service Area (PSA), along with the surrounding counties. This geographic area, illustrated in the CHNA map, was selected because more than 80% of Morgan Medical Center's patients originate from within these boundaries.

Community Health Data and Methodology

Morgan Medical Center's Community Needs Assessment (CHNA) incorporated both primary and secondary data to provide a comprehensive understanding of the community's health status. Key components included:

- **Population-Based Survey:** A PRC Community Health Survey conducted among a representative sample of community residents.
- **Key Informant Input:** An online survey of public health officials, health providers, community service organizations, and other stakeholders, conducted through the PRC Online Key Informant Survey.
- **Secondary Data Review:** Analysis of existing vital statistics, census data, public health reports, and other relevant sources.

The Community Health Needs Assessment also allowed for extensive comparison to benchmark data at the state and national levels.

The assessment was conducted on behalf of Morgan Medical Center, by PRC, a nationally recognized health care consulting firm with extensive experience conducting Community Health Needs Assessments in hundreds of communities across the United States since 1994.

Identifying & Prioritizing Health Needs

Areas of Opportunity

Morgan Medical Center's Community Health Needs Assessment (CHNA) identified a range of significant health needs, referred to as "Areas of Opportunity." These represent the issues with the greatest potential to impact the overall health and well-being of our community. The determination of these needs was informed by several criteria:

- **Comparisons to Benchmark Data:** Where local outcomes fell short when compared to state and national standards.
- **Identified Trends:** Issues showing patterns of worsening prevalence or impact over time.
- **Concentration of Findings:** Health topics where multiple indicators consistently reflected concern.
- **Magnitude of the Issue:** The number of residents affected, reflecting how widespread a challenge is.
- **Potential Health Impact:** The likely effect of addressing the issue on the community's overall health outcomes.

This structured analysis ensured that health needs were not only identified, but also supported by evidence of both urgency and potential benefit if effectively addressed.

Prioritization Process

Once the CHNA findings were compiled, Morgan Medical Center convened an internal leadership team and a diverse group of community stakeholders — including health providers, public health representatives, and local service organizations — to evaluate and prioritize the identified needs. Participants were asked to assess each health issue along two primary dimensions:

1. **Scope and Severity** The extent of the health problem within the community, including both prevalence and the seriousness of its consequences.
2. **Ability to Impact** The hospital's and community's capacity to influence outcomes, considering available resources, partnerships, and feasibility of interventions.

Each participant provided ratings for both criteria, which were then averaged to form composite scores. These scores were used to establish a clear ranking of health priorities, ensuring that the process was both inclusive and data-driven.

Prioritized List of Community Health Needs

Through this structured approach, the following health needs were identified as the most pressing for Morgan County and the surrounding service area:

Access to Healthcare Services – Barriers related to cost, availability of providers, transportation, and timely care.

- **Mental Health:** High prevalence of depression, anxiety, suicide risk, and limited access to behavioral health resources.
- **Cancer:** Ongoing need for prevention, screening, early detection, and access to treatment services.
- **Nutrition, Physical Activity, and Weight:** Rising obesity rates and lifestyle-related chronic disease concerns.
- **Infant Health and Family Planning:** Maternal health outcomes, prenatal care access, and family planning services.
- **Heart Disease and Stroke:** Continued challenges in cardiovascular health and related risk factors.
- **Substance Abuse:** Misuse of alcohol, opioids, and other drugs impacting health and community safety.
- **Injury and Violence:** Preventable injuries, accidents, and safety-related issues within the community.
- **Respiratory Diseases:** Chronic conditions such as asthma, COPD, and related respiratory health risks.
- **Tobacco Use:** Persistent smoking rates and related health consequences.
- **Diabetes:** High prevalence and complications associated with both Type 1 and Type 2 diabetes.

This prioritized list will serve as the foundation for Morgan Medical Center's Implementation Strategy, guiding where resources, partnerships, and interventions will be directed to achieve the greatest community impact.



ADDRESSING THE SIGNIFICANT HEALTH NEEDS

HOSPITAL-LEVEL COMMUNITY BENEFIT PLANNING

Morgan Medical Center is committed to serving as a trusted partner in advancing the health and well-being of our community. Guided by the findings of the Community Health Needs Assessment (CHNA), this implementation plan outlines how the hospital will respond to identified health priorities in a manner that is both mission-driven and resource-conscious. Our approach includes:

1. **Sustaining Existing Efforts** Continuing programs that are already producing positive outcomes in targeted priority areas.
2. **Developing New Initiatives** Designing and implementing additional programs to directly address unmet community needs.
3. **Promoting Community Awareness and Collaboration** Sharing data, raising awareness, and working alongside public health agencies, community organizations, and other partners to collectively address health challenges

Priority Health Issues to Be Addressed

After careful consideration of the prioritized health needs identified through the CHNA and with alignment to Morgan Medical Center's mission, resources, and strategic goals the hospital will focus on advancing initiatives in the following areas:

- **Access to Healthcare Services** – Expanding opportunities for residents to obtain timely, affordable, and high-quality care by reducing barriers such as cost, provider availability, and transportation.
- **Behavioral Health** – Supporting mental health and substance use services, with emphasis on improving access, reducing stigma, and addressing gaps in crisis and outpatient care.
- **Nutrition, Physical Activity, Weight, and Diabetes** – Promoting healthier lifestyles through education, preventive screenings, and programs aimed at reducing obesity and preventing or managing diabetes.
- **Cancer** – Enhancing early detection, screening, and education efforts, while supporting care coordination to improve outcomes for patients and families.

These focus areas represent both the most pressing needs of our community and the opportunities where Morgan Medical Center is uniquely positioned to make a meaningful and lasting impact. Implementation strategies will be pursued in partnership with local agencies, healthcare providers, schools, and community organizations, ensuring that efforts are collaborative, measurable, and aligned with the broader goal of improving the health of all residents in Morgan County and beyond.

Other Recommendations by Key Stakeholders:

Focus Area: Community Awareness

In addition to the hospital's prioritized health needs, community stakeholders emphasized the importance of improving awareness and access to available resources. Stakeholders consistently noted that while many programs and services exist in Morgan County, residents are not always aware of them or do not know how to access them. To strengthen community engagement and ensure residents are better connected to support services, the following recommendations were offered:

1. **Weekly Publication of Resources** Partner with local media to publish a regularly updated list of community resources (e.g., Morgan Cares, Department of Public Health, First Call, Parents as Teachers, First Steps Programs, 988 Suicide & Crisis Lifeline, Boys & Girls Club, and the Recreation Department). The goal is to build routine visibility and normalize help-seeking across the community.
2. **Inclusion in Utility Communications** Collaborate with the City of Madison to include a monthly insert or notice highlighting available community resources in residents' water bills. This would provide households with reliable, recurring information delivered directly to them.
3. **Annual Property Tax Statement Insert** Work with Morgan County officials to include a comprehensive listing of local health and support resources with annual property tax statements, ensuring broad community reach and reinforcing awareness at least once a year.
4. **Annual Community Health Fair** Organize and promote a health fair each year featuring local health providers, public health representatives, and community organizations. The event would showcase available resources, provide preventive screenings, and connect residents with services in a collaborative and welcoming setting

These recommendations reflect the community's strong desire for greater connectivity, visibility, and awareness of resources. By implementing these approaches, Morgan Medical Center and its partners can help reduce barriers, promote equity, and empower residents to take advantage of existing supports.

2025 - 2027 IMPLEMENTATION STRATEGY

Action Plans

The following displays outline Morgan Medical Center's plans to address those priority health issues chosen for action in the FY 2025- 2027 period.

Priority Area: Behavioral Health	
Community Health Need	Behavioral Health (BH) Providers to patient Ratio (compared to patient needs)
Goal(s)	Increase Community awareness of Mental Health/ Behavioral Health providers in surrounding counties/cities Increase Community awareness on signs of Depression and Suicide Educate Community on Self-Screenings for Depression and Suicide. Increase Community awareness of 988 Emergency Assistance Access Line. Increase Community awareness of Behavioral Health Emergency Access Providers. Increase Community awareness of Resources and Support for Behavioral Health Continuation of Care programs and initiatives.
Target Population(s)	Behavioral Health patients in the service area or presented in the Emergency Department of Morgan County *Behavioral Health is the preferred terminology for the Mental Health population
Partnering Organization(s)	Advantage Behavioral Health Sherriff's Department Department of Community and Health Morgan Cares
Action Plan	Strategy 1: Collaborate with Morgan County Sheriff's Office in development and support of the Behavioral Health Grant and First Response Team Strategy 2: Community Health Fair – inclusion of Behavioral Health Specialists to increase Community Depression Screenings, Emergency Access Points for BH Crisis, Suicide Screening, and Increase 988 awareness Strategy 3: Collaberate with Community Resources (i.e. Ministries, Churches, Outreach Organizations) to assist the community with access to appointments,

continuation of care and compliance with medications by assisting with transportation and financial assistance.

Strategy 4: Expand Medicaid access and support by establishing additional access points at the Community Health Fair in addition to our current Medicaid coordinator at the hospital

Strategy 5: Increase Community Awareness of access to Behavioral Health Services and types of services, and education through communication outlets such as social media, newspapers, publications and mailers.

Priority Area: Access to Healthcare

Community Health Need	Improve Primary Care Providers, Pediatricians, and Cardiology Providers to Patient Ratios
Goal(s)	Increase Primary Care Providers in Morgan County Increase Pediatrician / Pediatric Health Providers in Morgan County Increase Cardiology Specialist Providers in Morgan County
Target Population(s)	Patients in the service area or presented in the Emergency Department of Morgan County that may be transferred to other facilities due to lack of services Pediatric patients in Morgan County
Partnering Organization(s)	Telemedicine - Cardiology Local Cardiologist in surrounding counties Children's Healthcare of Atlanta (CHOA) Recruitment Companies
Action Plan	Strategy 1: Utilize Recruitment companies to source providers Strategy 2: Partner with CHOA to increase pediatric education in the community and support a possible office location Strategy 3: Partner with a local cardiologist (surrounding counties) to provide services at Morgan Medical Strategy 4: Increase Community Awareness of access to healthcare services, types of services, and education through communication outlets such as social media, newspapers, publications and mailers.

Priority Area: Nutrition, Physical Activity and Weight

Community Health Need Low Food Access, Overweight/Obesity

Goal(s) Increase access points to food by deliveries and/or pick up areas
Night and weekend meals for Morgan County students aged 0-18 in need
Education Health cooking, Diabetes and cardiac diets

Target Population(s) Residents in the service area

Partnering Organization(s) Morgan County Food Ministry
Board of Education
Atlanta Food Bank

Action Plan

Strategy 1: Coordinate with community partners in offering Healthy Eating courses, cooking plans and food education focused on Cardiac and diabetic diets

Strategy 2: Collaborate with the Board of Education on increasing the offerings of meals provided to the students of Morgan County, expanding meals available on weekends.

Strategy 3 Collaborate with Local Food Banks, Morgan County Food Ministries and Regional / Atlanta Food Bank to assist with access to fresh food meals, prep and delivery resources.

Strategy 4: Increase Community Awareness of access to fresh food, prepared meals, and education through communication outlets such as social media, newspapers, publications and mailers.

Priority Area: Cancer

Community Health Need

Improve Cancer Awareness and Screenings

Goal(s)

Improve access to Cancer Specialist and Providers
Increase Community awareness of Cancer symptoms and treatments
Increase Community access to Cancer Screening for Prostate and Breast Cancer

Target Population(s)

Residents in the service area or presented in the Emergency Department of Morgan County needing assistance

Partnering Organization(s)

UCBC and Dr. Ray for Breast
Prostate Provider
American Cancer Society

Action Plan

Strategy 1: Offer Annual Screenings for Prostate Cancer through Laboratory Services or provider exams.

Strategy 2: Offer Annual Screenings and education for Breast Cancer through Imaging Services

Strategy 3: Provide Financial assistance with access to Mammogram Studies and exams

Strategy 4: Increase Community Awareness of access to Cancer Services, screening and education through communication outlets such as social media, newspapers, publications and mailers.