

**Malcolm Baldrige National Quality Award
2006 Award Recipient – Health Care**

North Mississippi Medical Center

Highest Ranking Official: Charles Stokes
President

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Type of work: North Mississippi Medical Center (NMMC) serves 24 rural counties. It is the largest rural hospital in the country and is Mississippi's largest community-owned hospital. NMMC provides a wide array of inpatient, outpatient, and emergency services. To accommodate specific patient needs, dedicated facilities provide women's health, behavioral health, cancer treatment, and rehabilitation services.

Revenue: \$460 million

Workforce: 3,875

Location: Tupelo, Mississippi

Web site: <http://www.nmhs.net/tupelo>

HIGHLIGHTS

- In 2006, NMMC provided **community services to 156,750 people** through free health fairs, screenings, health education and CPR classes, and immunization programs held throughout the rural region in churches, shopping centers and other locations. Charitable donations, charity care, medical cost savings, and volunteer services total **about \$70 million annually**.
- NMMC provides **access to an electronic medical record to every care giver throughout its system**. Information on the medical record can be retrieved and entered by nurses in schools, by physicians in their offices, and by partner community hospitals across the 24-county region that NMMC serves. This provides current medical information for patients and helps **reduce medical errors and duplication of effort**. Specialists and primary care providers in remote sites can be linked via a state-of-the-art telemedicine system.
- To help achieve its mission "to continuously improve the health of the people of our region," NMMC provides **nurses to 23 elementary and middle schools**, certified **health educators** to three schools serving K-5th grade students, and certified athletic trainers to 13 high schools.

- At NMMC, a Care-Based Cost Management (CBCM) approach has provided **cumulative gains of \$11.1 million** since 1999 largely as a result of reducing practice variations and medical complications. **Debt has decreased** from 26.7% to 21.8% in 2006 (year to date). NMMC had **\$56.5 million in revenue over expenses** for 2006, an increase of \$29 million over 2005.
- In 2006, physician overall satisfaction, measured by Press Ganey, surpassed NMMC's benchmark by 8% to 9% with **overall satisfaction and ease of practice scores at 99% and the leadership score at 98%**.
- Results for inpatient satisfaction demonstrate consistent improvement since 2004. "Likelihood to Recommend" scores improved from about 52% in 2002 to almost 60% in 2005, and in 2006 approach the Press Ganey **90th percentile**. (Press Ganey Associates provides satisfaction measurement and improvement services to the health care industry.)
- Since 2000, overall **employee satisfaction exceeded the 90th percentile** benchmark levels from Human Resources, Inc.
- Through tuition reimbursement and other activities, NMMC allocates more than **\$1.4 million annually** to help **employees** upgrade skills and **advance careers**.