



Award Winner 1995

Saint Luke's Hospital of Kansas City

For more than a century, Saint Luke's Hospital has excelled in serving the health care needs of a growing Kansas City and the surrounding region. It is the mission of Saint Luke's Hospital to ensure the highest levels of excellence in providing health care services to all patients in a caring environment. As a result of its highly focused commitment to that mission, Saint Luke's Hospital has become one of the nation's top, private medical centers and has developed a regional, national and international reputation for excellence in care.

Saint Luke's Hospital was founded in 1882 by members of the Episcopal Diocese of West Missouri as a 50-bed institution at 10th and Campbell streets in Kansas City. The hospital moved to its present location in 1923, when a six-story, 150-bed facility was dedicated. Through the commitment and foresight of many physicians, business leaders and the Episcopal Church, the hospital has expanded and renovated many times. The present hospital campus has grown to cover more than eight square blocks and includes more than a dozen major facilities.



Today, Saint Luke's serves as the main campus for the Saint Luke's Health System. It is Kansas City's largest hospital, with 650 beds and a staff of more than 550 physicians, providing care in every clinical specialty area. Saint Luke's admits more than 25,000 patients each year and provides care that ranges from primary to tertiary. Approximately 3,200 babies enter the world each year at Saint Luke's, and more than 3,000 same-day surgeries are performed. Yet, Saint Luke's also is the region's leader in the most advanced procedures for the treatment of disease, including cardiac balloon angioplasties, organ transplantation, stroke intervention, cancer sub-specialties, and lung volume reduction surgery for emphysema. Saint Luke's also has Kansas City's only Level I Trauma Center verified by the American College of Surgeons.

Saint Luke's provides for its community in numerous ways. It is an active center for research and medical education. Through residency programs affiliated with the University of Missouri-Kansas City and University of Kansas medical schools, Saint Luke's provides medical training to more than 80 physicians a year. Saint Luke's also offers a bachelor of science in nursing degree program through its own Saint Luke's College. In addition, Saint Luke's provides approximately \$23 million a year in charity and welfare care for the Kansas City community.

Commitment to Quality

Saint Luke's Hospital's number one strategy for success is to ensure superior quality health care for all patients and to improve the health status of the community. Their quality improvement program is called "Commitment to Quality," or CTQ. Saint Luke's CTQ program is a strategic initiative which is achieved through multiple, integrated tactics such as customer satisfaction studies, interdisciplinary/interdepartmental performance improvement teams, patient focused work redesign teams (a re-engineering effort to streamline work processes and flatten the organizational reporting structure) and outcome studies. A collaborative care program has produced more than 40 clinical pathways (predetermined treatment algorithms designed by collaborative care teams for specific disease processes), and these have enabled Saint Luke's to monitor practice patterns and standardize patient protocols for the provision of high quality, cost-effective care.

The hospital's CTQ program is based on its six business drivers, which are derived from its mission statement. These include: service excellence, community service, stakeholder partnerships, research and education, responsible financial performance, and productivity. Saint Luke's Hospital compares data extensively to known standards whenever possible. Benchmarking programs are routinely utilized to compare results, such as the Voluntary Hospitals of America (VHA) database (administrative, operations, productivity data,) and the Maryland Quality Indicator Project (sets of clinical indicators for both inpatient and outpatient.)

Prior to the fall of 1992, patient satisfaction at Saint Luke's focused entirely on inpatient studies and was fragmented among specialty areas regarding questionnaire content and methodology. In 1992, Saint Luke's instituted the Customer Satisfaction Research Program. This in-depth research program spans the scope of all services that pertain to acute inpatient, outpatient, home health and primary care. Major customer constituencies were identified through customer feedback and focus groups, with the overall objective to identify each constituency's level of satisfaction with Saint Luke's and determine the opinion of each customer. Examining 1994 inpatient satisfaction, Saint Luke's heart patients were most satisfied (90 percent). Overall satisfaction with outpatient services during the second half of 1994 was very high, at 94 percent. Nearly 98 percent of inpatients, 97 percent of outpatients, 92 percent of emergency patients and 97 percent of employer clients would recommend Saint Luke's Hospital to a friend or relative, the ultimate test of quality for any organization.

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