



# Award Winner 1996

## St. Francis Hospital & Health Services

Located in the small town of Maryville in rural Northwest Missouri, St. Francis Hospital & Health Services has cherished a tradition of compassionate and individualized care since 1894. Foundress Sister Mary Augustine Giesen's mandate of "turn no one away" continues today under the sponsorship of the Franciscan Sisters of Mary and the corporate parent, SSM Health Care System (SSMHCS). The hospital's mission "to meet the health care needs of the total person - body, mind, and spirit - in an atmosphere of Christian community" highlights Mother Augustine's legacy. The mission also asks all staff to "commit to excellence and leadership in the provision of health care" to the people of Northwest Missouri and Southwest Iowa.

A licensed 90-bed, not-for-profit facility, St. Francis Hospital & Health Services provides primary acute care for patients with medical, surgical, mental health, and obstetrical needs. The organization has 370 employees and 19 active staff physicians. Physical facilities



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ties consist of the hospital, physicians offices in Maryville and Bedford, Iowa, home health offices and a preschool and child care center. Well equipped with modern technology, St. Francis is committed to providing for the demands and challenges of modern medicine. Recent changes have included remodeling patient rooms and ambulatory surgery area, installing new information systems to include video-conferencing, and upgrading all aspects of telecommunication systems introducing teleradiography.

St. Francis draws patients from its primary service area of Maryville (population 10,000) and Nodaway County (total population 22,000). Residents of surrounding rural counties (Andrew, Atchison, Holt, Gentry, and Worth) also turn to St. Francis Hospital & Health Services for their health care needs. In August 1995, a physician office was opened in Bedford, Iowa, 28 miles north of Maryville, adding that community as an emerging secondary service area.

Maryville serves as the economic hub of Nodaway County. As the home of Northwest Missouri State University, retail establishments, and several small and mid-sized industries, Maryville offers residents an excellent environment for families to thrive. St. Francis Hospital & Health Services' sense of community responsibility reflects shared family values and a commitment to progress and growth.

In 1990, St. Francis entered a new era of growth as Continuous Quality Improvement (CQI) was initiated. Sister Mary Jean Ryan, FSM, President and CEO of the SSM Health Care System, in her 1990 May Leadership Conference address called "upon our intrapreneurial spirit and our understanding of servant leadership to help us continuously discover ways to improve our service to everyone throughout our Sys-

tem.” In accepting her challenge, St. Francis volunteered to serve as a pilot site to implement the CQI management approach. The tools and techniques for the process were designed by SSMHCS based on a seven-step model for problem solving and process design. The CQI paradigm was a major shift in management style emphasizing stakeholder input and empowerment.

New employees receive basic CQI training during orientation with team members undergoing further training prior to the commencement of a team. Team leaders and facilitators receive extensive training in order to direct and coach teams through the models. Team leaders and members come from all levels of the St. Francis organization, with patients and community members included when their input is desirable or crucial. Two current teams, Life’s Walk (addressing teenage pregnancy issues in the region) and DIRT (Doctors/Industrial Relations Team), have numerous active community participants. The willingness of the community members to become involved has proven to be exciting and beneficial.

With patients as the primary focus and the trend from inpatient to outpatient services, CQI has been invaluable in the development of new services. The additions of a home health nurse specializing in visits to new mothers, a cardiac rehabilitation program and a

case management program are examples of successful CQI team projects and exemplify the organization’s changing ministries.

Following the implementation of quality improvement teams, the next step of the System’s CQI plan was the initiation of quality policy and planning. The hospital’s vision statement as developed through the new CQI-based approach incorporates the *key drivers* for quality services:

St. Francis Hospital & Health Services  
strives for excellence in health care through  
*professional, personalized, and cost-effective  
care; customer focus; state-of-the-art services;  
and teamwork.*”

St. Francis has put this vision statement into practice by measuring successes and opportunities based on stakeholder feedback and key drivers. Customer needs and expectations serve as the basis for the strategic plan’s theme and processes for improvement.

For the past 102 years, St. Francis has prided itself on its heritage and dedication to quality. The staff, physicians, and affiliates have combined their skills, talents, and knowledge to bettering St. Francis and the community it serves. This shared dedication, the hospital’s single greatest asset, will lead St. Francis to expand the boundaries of quality and care for future generations.



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