



# 1999 Award Winner

## 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 the growing Kansas City area and 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-Shawnee Mission Health System, a voluntary, not for profit, integrated system consisting of eight area hospitals and more than 30 physician and health provider offices. Saint Luke's is Kansas City's largest hospital, with nearly 650 beds and a staff of more than 550 physicians providing care in every clinical speciality area. Saint Luke's admits more than 22,000 inpatients each year and provides care that ranges from primary to tertiary. The Mid America Heart Institute, located at the hospital, next year celebrates its 20th anniversary. Surgeons there recently transplanted their 200th heart while specialists have completed 25,000 angioplasties and are approaching 25,000 open heart surgeries. Its Neuroscience and Stroke Center has received national recognition for its cutting edge treatment and prevention of strokes. It was named by *Time Magazine* as one of the seven top stroke centers.

As a teaching hospital, Saint Luke's is an active center for research and medical education. Through more than 20 residency and fellowship training programs affiliated with the University of Missouri-Kansas City medical school, Saint Luke's provides basic and advanced medical training to more than 250 physicians a year. Saint Luke's also offers a Bachelor of Science and Nursing degree program through its own Saint Luke's College.

Saint Luke's is aware that its employees and medical associates are its most important resource and has been a leader in developing employee programs. Last year, the hospital was named as one of the "100 Best Companies for Working Mothers" by *Working Mother Magazine*.

Saint Luke's commitment to total quality and continuous improvement has been the cornerstone of its mission throughout its 117-year history. In 1995, Saint Luke's embraced the Baldrige criteria as its business model.

This was accomplished through the organization's Commitment to Excellence (CTE) initiative. CTE is a Baldrige-based education and assessment process by which all System entities are trained in the implementation of the Baldrige management philosophy. Saint Luke's has completed two such assessments, in 1995 as part of the Missouri Quality Award process, and in 1998 as part of CTE.

Leadership determines and ensures strong linkages of the mission, vision and core values to SLSMHS and uses them as a basis for strategy plan development. These are cascaded throughout the organization and are included in each employee's performance development plan. This enables all staff to be closely linked and to continuously strive to improve the quality of care, while creating value for patients and stakeholders.

Saint Luke's constantly seeks information to better understand its customers' needs and expectations. Its objective is to achieve high levels of patient and customer satisfaction today, while gaining the necessary insight to maintain that high level of performance in the future. Formal methods used to understand customer needs and requirements include surveys, focus groups, and one-on-one interviews. All employees are educated on the customer contact requirements to ensure a strong customer focus.



Patient advocates meet with patients and families daily and collect requirements. This information is provided to leadership on a monthly basis, correlated with survey results, and used as inputs into strategy development and process improvement activities.

Saint Luke's Hospital has established a strong culture of seeking external process improvement information to support the design of new products, services, and service delivery processes, as well as the improvement of current operations. Process owners are empowered to seek this benchmarking information as an inherent part of continuous performance improvement. As a result, Saint Luke's and its medical staff have established themselves as regional and national leaders in the application of medical technology and clinical practice.

In addition, Saint Luke's prides itself on being a leader in community involvement and support. Driven by its mission, Saint Luke's matches hospital resources with needs to improve the health of the community. Needs in the community are identified via community Board member feedback, employee involvement, customer focus groups and needs assessment tools. In 1999, more than \$30 million has been earmarked for charity care programs and the Community Services Budget.

Caring for the community has been the cornerstone at Saint Luke's. Even though the health care environment is ever changing, with a clear set of values and a strong leadership system, Saint Luke's is poised to meet the challenges of the next millennium.

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