



2002 Award Recipient

SAINT LUKE'S HOSPITAL

Saint Luke's Hospital (SLH) is the largest hospital in the Kansas City metropolitan area with 630 beds, 3,250 employees, and a staff of 494 physicians who provide 24-hour coverage in every health care discipline. Founded in 1882, it is a voluntary not-for-profit comprehensive teaching and referral health care organization affiliated with the Diocese of West Missouri of the Protestant Episcopal Church. In addition, SLH is the tertiary care referral center of the Saint Luke's Health System. The mission of SLH reflects a commitment to the highest levels of excellence in providing health services to all patients in a caring environment, and dedication to medical education and research. SLH is driven by its vision, "The Best Place to Get Care, The Best Place to Give Care", and its core values of Quality/Excellence, Customer Focus, Resource Management, and Teamwork.

SLH has been committed to total quality and continuous improvement for many years and adopted the Missouri Quality Award Criteria for Performance Excellence as its business model in 1995. Since then, SLH has seen a dramatic improvement in all aspects of its business and has become one of the leading hospitals in the country. SLH was the first health care organization to be recognized with the Missouri Quality Award, and is now the



first three-time recipient of Missouri's highest recognition for overall performance excellence. The hospital's operation is characterized by numerous best practices and role model attributes.

The SLH Leadership System is unique and features uncommon collaboration between the medical and administrative staffs that is among the most effective in the country. The SLH physician partnering process has resulted in a strong integration of physicians into all of the hospital's activities and has produced exceptional health care delivery to patients. In addition, the leadership team is fully committed to its community health responsibilities and provides an extraordinary amount of resources to the Kansas City metropolitan area in the form of volunteers and contributions to various projects, and charity care for those who have limited means in providing for their health care.

SLH has also implemented a robust strategic planning process that is integrated with its balanced scorecard process. The strategy development approach consists of three phases and seven steps that integrate direction setting, strategy development, financial planning, strategy deployment, and plan management for the hospital. It features a series of leadership retreats to develop the strategy and a 90-day action planning process to deploy the strategy to all departments. The balanced scorecard (BSC) process produces a measurement system that aligns all departments with the strategy and ensures the proper focus in key performance areas throughout the organization. Administrative and physician leaders share responsibility as perspective leaders in the BSC process, which ensures full involvement of both the administrative and medical staff components of the hospital in the most critical areas.



SLH has also deployed a performance management system, known as the PMP, that ensures every associate has action plans and goals that are aligned with the organizational strategy as well as the hospital's core values. All personnel participate in the PMP, which also serves as a developmental tool and a driver of compensation. This is but one of a number of best practices observed in the SLH human resource system. Also included are a behavior-based recruiting approach, exceptional retention strategies, and numerous associate well-being and satisfaction programs. These combine to produce a highly empowered and high performing workforce that has excelled in delivering health care to the Kansas City community.

Patients are the key customer group for SLH and the organization has developed a role model Customer Satisfaction Research Program (CSRP) to ensure not only a strong focus on patients, but also on its other customer groups of physicians, residents/students, and payors. The CSRP includes multiple listening and learning methods that produce a keen understanding of the key requirements that drive customer satisfaction, and multiple customer satisfaction determination methods that allow all associates to understand customer perceptions. Data are provided to all associates and partners each week to permit the identification of improvement requirements on a timely basis. Continuous improvement is part of the SLH culture and is demonstrated by the

hospital's focus on processes. SLH has defined its key processes, understands how to establish process requirements, has process level measures in place, and monitors process performance using a number of analytical tools. The Process Improvement (PI) Model employed by the hospital is a highly structured guide that provides all associates the necessary information to effectively design, manage, and improve their processes on a regular basis. PI teams are formed routinely and follow the PI Model in analyzing problems, developing solutions, and implementing change.

Based on the many outstanding practices put in place by SLH, the performance results observed are among the best not only in Missouri, but also in the entire country. Health care outcomes, patient satisfaction, associate satisfaction, operational performance, and financial performance are all exceptional. This has allowed SLH to fully meet its mission requirements of delivering health care, providing medical education, and conducting medical research in an outstanding manner. Many of the hospital's best practices are easily transferable to other sectors beyond health care, and all are encouraged to contact SLH for more information.

For more information please contact:

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