



2003

Award Recipient

LAKE REGIONAL HEALTH SYSTEM

Beginning in 1978 as a community hospital for basic chronic and acute care, Lake Regional Health System (LRHS), a 501 (c) (3), not-for-profit organization has grown to a Joint Commission and Accreditation of Health Care Organizations (JCAHO)- accredited sole community 140-bed hospital. It enjoys state awarded designation as a Level III Trauma Center and as a rural referral center. LRHS offers comprehensive diagnostic, medical, and surgical care with a 24-hour cardiovascular surgery component. LRHS's vision is to transition into a regional tertiary care medical center.

LRHS draws from a five county area; Camden, Miller, Morgan, Laclede and Pulaski counties located in the central/south central part of Missouri. Approximately 135,000 full time residents make up the population base. LRHS also serves as the main healthcare provider for the transient population of an estimated five million people: visitors to this area seeking rest and relaxation, attending conventions, and conducting new business activities. The mission of LRHS is to provide comprehensive care services to the residents and visitors to the Lake region.

The Lake's role as a key vacation destination impacts the hospital directly with emergency room visits, many resulting in "recreationally-based" injuries such as boating and fishing accidents and excessive exposure to the elements. Last fiscal year the Emergency

Department treated more than 33,000 patients.

In partnership with the medical staff, LRHS offers comprehensive cardiac, orthopedic, obstetric, gynecologic, and ophthalmologic programs, supported by nursing care units, and technologically current diagnostics. Recent additions include a 12-bed Observation Unit, an expanded 18-bed Intensive/Coronary Care Unit, and new expanded Stepdown Unit. A Cancer Treatment Center is under construction and will open in the spring of 2004, offering radiation treatment to patients.

The giving aspect of the volunteers and community support is essential in the growth of Lake Regional Hospital. The Lake Regional Auxiliary in 2003 won best auxiliary of the year from the Missouri Hospital Association, and recently pledged \$1,000,000 for the hospital's campaign to fund the Cancer Treatment Center. In total, community and auxiliary support raised \$3.7 million for the Cancer Center.

Senior Leaders and managers create an environment for empowerment and innovation by modeling and promoting the Seven Standards of Service Care, which enable staff to solve problems at their source or refer to their supervisor or patient representative for quick service recovery. LRHS's values create a framework to empower staff to be innovative, agile and continuously learning as they perform their daily work, both in direct and supportive care roles. Customer Service training and retraining classes based on the Seven Standards of Service Care occur at each bi-monthly new orientation session, as well as in quarterly hospital-wide education programs.

The Seven Standards are:

1. Make positive first impressions our first priority
2. Treat others as "Guests"
3. Develop "Service Recovery"
4. Communicate effectively
5. Serve others from a team-centered approach





6. Project a positive attitude
7. Make excellence the goal in everything we do

Lake Regional Health System utilizes a strategic planning process that is integrated with a balanced scorecard process. The strategic planning process is moderated by an outside facilitator where patient, key customer and stakeholder requirements, current and projected resources, market trends, regulatory, legal and accreditation requirements drive strategic goal development. A Balanced Scorecard for strategic indicators is then created to define and monitor performance expectations and is approved at the Board of Directors meeting.

The Balanced Scorecard is presented at all medical staff executive committee meetings, all medical staff departmental meetings and all divisional meetings. Each manager develops unit based scorecards that are aligned with the organization's overall Balanced Scorecard. Each manager reviews unit level score cards and results in order for staff to understand how their performance impacts the organization's performance.

Critical Clinical Indicators are also reviewed in a Balanced Scorecard format. These indicators are clinical success factors and deal with medical staff, nursing, and safety. Examples of metrics monitored are skin care, medication administration and patient safety issues. The Critical Clinical Indicators are

developed and prioritized using the same process as is used for the development of the Balanced Scorecard.

Meditech is an internal software system available to employees, physicians and physician offices. Remote access by laptop is used by home health nurses and some nursing units to document care provided and to view pertinent health information of patients. The integration of patient information from registration to discharge is a key feature of the system. Meditech makes possible electronic nursing documentation and is a mechanism for facilitating data driven decisions.

Process Improvement is accomplished by using the Plan, Do, Check, Act model. Lake Regional Health System is showing success in providing the best of health care to patients and the community. The total process will guide LRHS as it meets the challenges of the 21st century.

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