

2004

ST. FRANCIS HOSPITAL & HEALTH SERVICES

St. Francis Hospital & Health Services, located amidst the rolling hills of Northwest Missouri in Maryville, has attained an unparalleled distinction of quality for a small, rural facility. St. Francis' culture is based on its history and traditions interlaced with a long-term commitment to continuous improvement.

For over 110 years, the organization has been guided by its founders' healing mission and dedication to providing for the health care needs of residents of Northwest Missouri and Southwest Iowa. Now under the leadership of the Sister Mary Jean Ryan and SSM Health Care, St. Francis has further advanced its dedication to quality.

As a previous Missouri Quality Award winner (in 1996), St. Francis has demonstrated that quality improvement has become a part of everyday work life. With the guidance and support of SSM Health Care, it has the tools and means to make change while having a constancy of purpose and stability during chaotic times in the health care industry.

With a licensed 81-bed hospital as its hub, St. Francis Hospital & Health Services consists of a 16-physician rural health clinics along with two affiliated rural health clinics in area towns, and a licensed preschool and child care facility. Primary acute care services are provided to patients with medical, surgical, mental health, and obstetrical needs. Well equipped with technology, St. Francis is positioned to provide for the demands and challenges of modern medicine. In recent years, the organization has seen significant growth in volume, space, and staff.

The core of the St. Francis quality undertaking is its employees and medical staff. Currently with over 460 employees, it stands as one of the leading employers in Nodaway County. The total number of employees has increased 19% since 1996. Nurses and other professionals and technical staff



saw increases of 4% and 8% over the eight-year period. Physicians on its active medical staff also increased from 20 in 1996 to 29 currently.

St. Francis is a mission and values driven organization. Every leadership member is responsible to communicate and deploy the mission and values throughout the organization. To further emphasize the hospital's mission, the Mission Awareness Team, which consists of employees, sponsors Heritage Days retreat and other activities that translate the meaning of the mission into living works.

Long-term planning is accomplished on a three year cycle with short term plans being created yearly. The planning process combines strategy development, human resources and financial planning. The SSM Health Care Mission Statement is the uppermost element is setting direction for the planning process that involved all aspects of the organization. The plan integrates quality principles and methods and stresses planning as a way of learning more about customers and how to best meet their needs and expectations as well as market opportunities.

With focus on the continuous quality improvement (CQI) approach for process improvement and design along with the utilization of Criteria for Performance Excellence, the St. Francis employee philosophy relies upon teamwork, continuous learning, innovation, breakthrough performance, and systems thinking. Consensus-building and decision-making at the level of greatest impact and responsibility has also created an atmosphere of accountability, understanding for change, and buy-in for deployment of action. Employees aspire to contribute to their fullest potential.

Master facility planning has been integral for St. Francis' long-term objective to fulfill the needs and expectations of its patients and employees. In 2000, a major construction project was completed involving 14 departments with the primary empha-

sis on expansion of outpatient services including the emergency department, laboratory, imaging, and rehabilitation. By 2003, another facility project was underway for the construction of private rooms, renovation of semi-private to private rooms, and addition of a new medical office space on campus. In 2004, ground was broken for expansion and renovation of the surgery department. In total, over 50,000 square feet have been added to the main hospital building over the last four years.

Recent advances in services and technology add to the quality environment created at St. Francis. Orthopedics, sports medicine, restaurant-style food service, magnetic resonance imaging, bone densitometry, and cardio-nuclear medicine are a number of the programs added in recent years. Previously existing technology included clinical, operational and financial information systems, computerized tomography, patient telemetry, mammography, ultrasound, echocardiography, and nuclear medicine.

St. Francis prides itself on its heritage and quality journey. The employees, physicians, and volunteers have combined their skills, talents and knowledge to create a health care environment that is both exceptional and caring. St. Francis can unequivocally point to its success through its belief in the human spirit and an outlook of slow and steady progress.

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