



# 2006

## MISSOURI QUALITY AWARD RECIPIENT

### Capital Region Medical Center

Capital Region Medical Center (CRMC) is the result of the 1994 merger of Memorial Community Hospital and Still Regional Medical Center in Jefferson City. On October 21, 1997, Capital Region formed an affiliation with the University of Missouri Health Care. The affiliation combines the strengths of an academic medical center with the strengths of a community-based hospital. The relationship has been positive for our employees, hospital families and the people we serve.

Today, Capital Region is a 100-bed facility offering a continuum of care in-house, from prenatal and maternity services to skilled nursing and home health services. It also offers advanced cardiac and oncology services and provides Cole County's ambulances. In addition to being a full-service hospital, Capital Region Medical Center operates an extensive clinic system from urgent care centers to specialty physician practices. CRMC serves eight counties in mid-Missouri with a population of over 200,000 and has over 300 Corporate Health clients that choose from multiple service options.

CRMC prides itself on its commitment to patient, physician and employee satisfaction. Patient satisfaction is determined through a series of listening and learning mechanisms which include formal surveys, leader and waiting room rounding, discharge phone calls, commu-



nity focus groups, contacts with the Board of Governors, market share analysis and service recovery. Second quarter 2006 national patient satisfaction survey results placed CRMC in the 90<sup>th</sup> percentile, an all time high for the organization.

Physician satisfaction is monitored through formal Medical Staff Committee involvement by senior leaders, twice monthly physician breakfasts, formal suggestion programs, a direct Message Line to the President's Office and structured annual satisfaction surveys. Quarterly meetings with physician office staff ensure good communication at all levels. Physicians are provided an opportunity through the Medical Executive Committee to provide input on quality and strategic issues as well as capital and operating budget formulation.

Employee satisfaction is tracked through a series of both quarterly and annual satisfaction surveys, input from a Staff Advisory Council consisting of ten staff members which meets on a monthly basis, quarterly open forums held by the CEO, interviews with staff after 30 and 90 days of employment to identify any dissatisfiers, and leader rounding. Managers are actively involved in a series of reward and recognition programs designed to reinforce positive customer service behaviors. Managers and supervisors attend quarterly leadership training and development retreats that teach staff how to coach and develop employees, motivate and retain high performers, manage low performers, influence others, inspire change, etc. The annual employee satisfaction survey results have improved each of the last five years, with 2005 results reflecting an overall satisfaction in the 87<sup>th</sup> percentile.

CRMC's Pillars of Excellence (Service, Quality, Financial, People and Growth) keep the organization focused and provide a framework and foundation for strategic plans, results, communications, evaluations and goal prioritization. CRMC employs 1,345 staff, consisting of full-time and part-time members that range from 18 to 80. Service behaviors define how employees conduct themselves and what is expected in our culture – one that focuses on the needs of our patients and their

families. Patients and families have indicated key requirements of health care to be safe, efficient, effective, timely, private, compassionate and comfortable. We recognize that families have essentially the same key requirements as patients, but for the patient rather than for themselves. CRMC's Mission, Vision, Values, and Service Behaviors set the tone for continuous quality improvement throughout the organization. CRMC has become the choice for many - the choice of health care for patients and families, the choice of practice for physicians, and the employer of choice for staff.

Recently, CRMC has implemented Process Councils, a new concept based on several cycles of learning, to ensure continuous quality improvements are identified in the health care processes that directly impact patients. The Process Councils have been organized to improve the key patient processes of Admission, Diagnosis, Treatment, and Discharge/Follow-Up. The councils meet regularly to assess and improve operational coordination and consistency across the organization. As a result of these continuous cycles of learning, CRMC maintains a patient focus, captures patients' changing expectations, and remains poised to improve its key processes at the earliest opportunities possible.



Presently, Capital Region is focusing its efforts strategically in five primary service lines- obstetrics, emergency medicine, cardiology, surgery, and cancer care. We are committed to listening to and meeting the needs of our customers as reflected by our commitment to maintaining state-of-the-art facilities with enhancements including new private patient rooms, a new outpatient services area, additional cardiac catheterization facilities, emergency department renovations, and a planned full service Cancer Center. Understanding that customers also require timely and adequate medical informa-



tion, CRMC partnered with Meditech Inc. to implement a new integrated information system that will improve the safety and efficiency of patient care.

CRMC is committed to providing our patients with safe health care as we strive to be the first choice for health care through excellent service, compassion and quality. These efforts require everyone to play a role – doctors, nurses, technicians, support staff, patients and their families. Throughout the history of Capital Region Medical Center, the mission has stayed the same—to improve the health and promote wellness of the people and communities we serve.

For more information, contact:

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