



2009

MISSOURI QUALITY AWARD RECIPIENT

St. Mary's Health Center

St. Mary's Health Center's tradition of providing exceptional healthcare services within central Missouri began in 1905 with the Sisters of St. Mary. More than 100 years later, its legacy continues as a member of SSM Health Care, a 20-hospital health care system sponsored by the Franciscan Sisters of Mary.

Over the years, St. Mary's has grown from just 38 patient rooms to 167 beds, with a commitment to meeting patients' increasing demands for exceptional health care in the local community. The first hospital in Jefferson City to offer open-heart surgery, St. Mary's has taken a leading role in bringing state-of-the-art health care to the area through its nationally accredited Chest Pain Center, its Spine Center, a Wound Healing Center with hyperbaric oxygen therapy and innovative partnerships with physicians.

In 2008, \$7.1 million in facility improvements and new equipment helped create an environment that complimented the quality of care delivered. Future plans include building a \$200 million, full-service replacement hospital with 167 all-private rooms in a state-of-the-art healing environment.



Mission-Minded

Everything we do at St. Mary's is designed to deliver exceptional health care services to those we serve. Our mission is the foundation of who we are and what we strive for each day: *Through our exceptional healthcare services, we reveal the healing presence of God.* Our values include:

Compassion: We reach out with openness, kindness and concern.

Respect: We honor the wonder of the human spirit.

Excellence: We expect the best of ourselves and one another.

Stewardship: We use our resources responsibly.

Community: We cultivate relationships that inspire us to serve.

Approximately 1,120 employees work together to provide these exceptional health care services. St. Mary's takes pride in the longevity of its employees, with 24% working

more than 10 years. St. Mary's culture is characterized by consensus-building and decision-making at the level of greatest impact and responsibility. As a result, St. Mary's reaps the benefits of flexibility and rapid decision-making.

CQIPlus

St. Mary's uses CQIPlus to design and improve processes that meet key customer requirements. This model is based on five quality principles: patients and other customers are our first priority; quality is achieved through people; all work is part of a process; decision-making should be based on facts; and quality requires continuous improvement.

For example, one of St. Mary's first CQIPlus objectives was to reduce late starts in the operating room. Late starts

hindered patient flow, work productivity and patient satisfaction, so a CQI team conducted a root-cause analysis, studied industry benchmarks, and designed and implemented improvements. As a result of the team's efforts, the on-time OR start rate rose from 42.8% to more than 80% in the first two months.

Engaging and Empowering

Employees are indeed St. Mary's greatest asset. To

ensure a mission-driven, results-oriented organization, employees are engaged and empowered at all levels. Shared Accountability Councils in each department focus on the organization's overall strategic direction and establish department goals, strategies, measures and actions to achieve those goals. Graphs are posted monthly in each department to communicate progress toward goals and emerging trends. Each employee wears a Quality Passport along with their name tag that illustrates alignment of organization, department and individual goals.

In 2007, St. Mary's took physician engagement to a new level with the creation of co-management companies, in which physicians share the responsibility of key service line operations to meet goals for improved quality and efficiency. As key partners, physicians share in the mission and participate in the decision-making, strategic planning and clinical performance improvement.

Plans are under way for a \$200 million, 167 all-private room replacement hospital that will build on St. Mary's legacy to create a new healing environment that is exceptional, compassionate and innovative. St. Mary's engaged 16 visioning and planning teams, including staff, physicians, community members, former patients and leaders, to map out an ideal care-delivery model for the upcoming new facility. Where possible, results from these discussions have been incorporated into operations at the current location.



Satisfied and Safe Customers

St. Mary's recently celebrated an all-time high in overall patient satisfaction with a percentile rank of 93 as measured by the Press Ganey and remains in the top quartile of hospitals nationwide in inpatient loyalty year-to-date. St. Mary's continually evaluates patient satisfaction surveys and other customer feedback to meet the changing health needs of our community. With an even greater focus on patient and customer satisfaction, the employees have worked together across the hospital to implement a number of customer service and safety initiatives, including:

Housewide Courtesies: *No-Passing Zones* were developed to improve response to call lights. This policy requires that all St. Mary's employees, regardless of job title, must respond to patient call lights when they see them lit. Under the *Greet Within Five Feet* initiative, staff smile, acknowledge and greet every person they come in contact with throughout the campus.

The Effective Discharge Planning Process facilitates, organizes and improves the speed of patient discharges; helps to meet the specific needs of the patient; reduces re-admits; and improves patient outcomes. An initiative to improve efficiency and effectiveness of discharge for patients with a dedicated discharge RN increased patient satisfaction and willingness to recommend St. Mary's.

Safety Initiatives: St. Mary's continues to raise the bar in patient safety with a new best-practice medication reconciliation process and the Always Safe—Every Day, Every Way initiative that strengthens our culture of safety through commitment, care and communication.

Community Benefit and Stewardship

St. Mary's is committed to delivering health care services to those in need, especially the economically, physically and socially marginalized. Community Benefit and Healthy Community activities are accomplished in collaboration with other community partners. For example, St. Mary's, along with community partners, formed a coalition to implement a school outreach program to address childhood obesity. With special concern for economically disadvantaged children, the coalition has placed a focus on schools located in at-risk neighborhoods.

Consistent with St. Mary's value of stewardship, St. Mary's also works to build a better world through creative recycling efforts. St. Mary's Preservation of the Earth Team (POE) was established to foster environmental awareness and encourage everyone to find new ways to make a difference for our planet.

Clinical Performance Ranked at the Top

In April 2009, the Commonwealth Fund released a case study about the clinical quality at St. Mary's. It also ranked St. Mary's in the top 1% of 4,400 hospitals nationwide for overall quality. St. Mary's is ranked the number-one hospital in Missouri by HealthInsight.org for its clinical performance.

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