



2010

MISSOURI QUALITY AWARD RECIPIENT

Citizens Memorial Healthcare

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Throughout the 1970s people had to drive to Springfield for emergency treatment. This meant up to one and a half hours of driving to see a physician for some patients. The 1970s was not a time many would try to build a hospital. All across the state and the nation, many rural hospitals were struggling just to stay open. In 1976, Bolivar had a population of about 5,500 and nearly 19,000 in the county. There were only three full-time medical doctors in the entire community, and prospect for additional physicians hinged on having a hospital facility.

In 1978 the community approved and organized the public hospital district, including the formation of the district's board of directors. Construction began and in 1982, Citizens Memorial Healthcare was born – the product of vision, hard work and exceptional community spirit.

CMH's annual budget has grown from \$3.6 million in 1982, to a current budget of more than \$263 million. CMH's facilities, which started at 45,000 square feet, now total nearly 1 million square feet. CMH employees are key contributors to innovative solutions for meeting strategic challenges and ultimately the achievement of the Mission, Vision and Values. Starting with three physicians and 90 employees, CMH has also grown to a medical staff of nearly 150, and nearly 1,600 employees with facilities in eight counties. In fact, CMH is Bolivar's largest employer, contributing more than \$50 million in salaries to the local economy.



CMH is a fully-integrated healthcare system devoted to exceptional patient care provided by leading physicians and caring staff. Citizens Memorial Hospital is located in Bolivar, Mo., and serves Cedar, Dade, Dallas, Hickory, northern Greene, Polk and St. Clair Counties. In addition to hospital services, CMH consists of 31 primary care and specialty care physician clinics, five long-term care facilities, one residential care facility, five independent living communities, Senior Health Center, home health, hospice, homemaker plus, health transit services, home medical equipment and rehabilitation services.

Mission: Caring for every generation through exceptional services by leading physicians and a compassionate healthcare team.

Vision: Be the first choice for customer focused healthcare to every generation.

Core Values: I am Positive, Respectful, Innovative, Dedicated, and Empowered. Together, we are CMH PRIDE.

Dedicated to Community

With the dedication and support of its growing community, CMH has continued an unprecedented rate of growth and is recognized as one of the 2009 and 2010 Dynamic Dozen by the *Springfield Business Journal*. Donald J. Babb, the original chief executive officer/executive director of CMH, has continually championed the Mission, Vision and Core Values and provided the visionary leadership generating countless opportunities and continued growth. CMH continues to be a major community leader, providing support and advocacy for each community it serves.

Value Based Enterprise System (VBES^t)

Leadership is built on the CMH Value-Based Enterprise System providing vertically aligned and horizontally integrated healthcare delivery. VBES^t provides a continuum of care and is divided into four Flag Poles of Excellence: Quality, Service, Finance and People. The Flag Poles of Excellence align the organization with the Mission, Vision and Values in an effort to continually "Make It Better" (MIB) and "Just Fix It" (JFI). MIB is the primary method used by CMH to design, improve and innovate the work system. Prior to 2008, CMH work systems were designed around vertical in-line

management. Process Based Management (PBM) is the defined work system that horizontally integrates 13 key processes across the entire system that leads, delivers and supports healthcare services at CMH. The redesign in 2008 better ensured a horizontally integrated healthcare delivery system.

Innovative

CMH has cutting-edge technologies in all its facilities through an Integrated Electronic Medical Record (EMR) that provides physicians a knowledge management system for patients' medical information. The EMR is used across the continuum of care, allowing for computerized provider order entry. Patient tracking boards are used in the emergency room and the ambulatory surgical center.

CMH has been named "Most Wired" by the Health Information and Management Systems Society (HIMSS) for the integrated systems. CMH was awarded the prestigious Davies Award of Excellence, a national award recognizing achievement in medical record technology based on the current criteria. CMH was the first rural and first nonacademic hospital to receive the award. Most recently, CMH received a "Stage 7" information systems rating by HIMSS – the highest stage ranking. CMH has been named one of the Top 10 Rural Hospitals in America and is one of the 10 largest employers in southwest Missouri.

Recently, CMH announced its partnership with Google Health. Now CMH patients can review their personal health records including medication history, lab and other test results, allergies and conditions. The free Google Health account allows patients to store and access their medical records online. CMH is the first rural hospital and the third integrated health system in the US to partner with Google Health.

CMH keeps current by participation in industry level organizations and advisory boards for health information technology. Donald Babb, CEO/ED for CMH, was appointed by the Governor of Missouri to serve on the Missouri HITECH Advisory Board to help define and plan for a state-level health information exchange.

Safety

Senior leaders at CMH create and promote a culture of patient safety through personal involvement in key safety processes. Safety, a capstone of CMH organizational values, is one of seven core competencies, which also include grant writing, home health agency, infection prevention, information systems, long-term care facilities



and orthopedics. CMH is established as a leader in safety.

CMH has been honored both locally and nationally for its progressive approach to healthcare. In 1999, Citizens Memorial Healthcare Facility became the first long-term care facility in the nation to obtain OSHA's VPP Merit Status. Since that time all five of CMH's long-term care facilities and its residential care facility have earned OSHA's VPP Star Status.

The employees and staff at two of CMH's five long-term care facilities recently received the coveted My InnerView "Best in Class" Award for Customer and Workforce Satisfaction. Ash Grove Healthcare Facility and Parkview Healthcare Facility were ranked in the top 10 percent in the nation for satisfaction. Only three facilities in the state of Missouri received the award.

CMH has been named to the HealthGrades Clinical Achievement list for Five-Star Rating for Total Hip Replacement in 2010. CMH is the only hospital in the Springfield metro area that is rated Five Stars for Total Hip Replacement. In addition to offering exceptional orthopedic care by leading surgeons, CMH also offers comprehensive outpatient rehabilitation services, including physical therapy, occupational therapy, and sports rehabilitation.

For more information, contact:
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