



2010

MISSOURI QUALITY AWARD RECIPIENT

Lake Regional Health System

Since opening in 1978 as a community hospital, Lake Regional Health System, a 501 (c) (3), has become a state-of-the-art health care organization. The 500,000 square foot, 116-bed hospital offers comprehensive diagnostic medical and surgical care, cardiac care, orthopedics, oncology, intensive care, obstetrics, rehabilitation, skilled care and outpatient services.

The system's wholly owned for-profit subsidiary, Lake Regional Medical Management Inc., operates seven freestanding primary care clinics, 14 specialty clinics, three retail pharmacies and an urgent care clinic.

More than 1,200 Lake Regional employees serve residents of Camden, Miller, Morgan, Laclede and Pulaski counties, as well as an estimated five million visitors who vacation each year at the Lake of the Ozarks. Lake Regional's emergency department, a state-designated Level III trauma center, treats more than 36,000 patients annually.

Mission, Vision and Values

The culture of LRHS is one of patient-focused care as described in our mission, vision and values. These are the basis for short- and long-term strategic development and day-to-day operations.

Mission: LRHS will provide comprehensive health care services to the residents and visitors of the lake region with emphasis on quality outcomes and service satisfaction while operating in a sound fiscal manner.



Vision: Our shared vision is for Lake Regional Health System to be recognized as the first choice for patients, physicians and workforce.

Values

- Patient Centered
- Integrity
- Continuous Improvement
- Service Quality
- Teamwork
- Safety

A strong sense of personal and organizational learning pervades the LRHS culture. This is evidenced by cycles of continuous improvement. In addition, our culture is data driven and results oriented.



Leadership monitors performance using a Strategic Scorecard. Indicators include patient, workforce and stakeholder satisfaction; quality and safety; workforce growth and sustainability; service growth and sustainability; and financial measures. A multidisciplinary council tracks indicators and metrics on four process scorecards — admitting/intake, care/treatment, discharge/follow-up and organizational support. These scorecards are aligned with the Strategic Scorecard, and action plans are developed for areas that do not meet goals.

Core Competencies

Principal factors guiding Lake Regional's success are

the organization's core competencies: quality care, customer service and information management.

Quality care indicators are monitored continuously on the Strategic Scorecard and Process Scorecards. Process improvement is accomplished using the Plan, Do, Check, Act model.

Senior leaders and managers create an environment for empowerment and innovation using the Seven Standards of Service Care. Customer service training, based on the Seven Standards, occurs in new employee orientation and monthly in department level meetings.

Seven Standards of Service Care

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 you do

Lake Regional's Outpatient Services department consistently scores in the top 1 percent for overall rating of care and patient satisfaction among all ambulatory surgery departments nationwide surveyed by Press Ganey.

Lake Regional first began documenting inpatient care electronically in 1996. In 2006, the organization began implementing technology for electronic health records and the ability to integrate patient information from registration to discharge. This year, LRHS achieved Stage 6 of the federal government's electronic medical record adoption model, the 84th hospital nationwide to reach this goal.

Other innovative information management projects include online bill pay, preregistration and release of information requests for customers; a physician intranet; and an employee intranet for knowledge sharing.

Workforce Focus

Key factors that determine workforce engagement and satisfaction are determined through employee, physician and volunteer surveys. Staff is encouraged to develop a personal career development plan during their annual performance review. Employee vacancy and turnover rates consistently remain below national averages. A key partnership with Columbia College School of Nursing has nearly eliminated the need for agency nurses, resulting in significant annual savings for LRHS.



Successful recruitment of primary and specialty physicians has positioned the system for success. Lake Regional employs or contracts with 75 percent of the 100 providers currently on its medical staff. Several specialty physicians extend their practice to outreach clinics, improving access for patients in our most rural service areas.

Exceptional Care

Lake Regional physicians, employees and volunteers are committed to meeting the health care needs of our community. Total contributions to the community, including charity care, donations and the unpaid cost of Medicare, Medicaid and bad debt, exceeded \$24 million in fiscal year 2010. In addition, the system continually seeks to expand services and improve access for our clinic and pharmacy patients, while remaining committed to providing the highest quality care.

For more information, contact:

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