



2012

MISSOURI QUALITY AWARD RECIPIENT

Research Psychiatric Center

Research Psychiatric Center (RPC) is a 100-bed, acute care, free-standing behavioral health inpatient facility located in Kansas City, Missouri, that is owned and operated by the Hospital Corporation of America (HCA). RPC operates three outpatient clinics, a partial day hospital program, as well as manages two remote off-campus inpatient units.

RPC was built in 1984-85 during the 'boom' years of the 1980's when mental health facilities were much more common. Time, along with significant changes in the regulations governing inpatient mental health facilities has caused most of these facilities to close their doors.



Not only has RPC managed to retain its role as a prominent provider in the greater Kansas City area, but it has experienced a renaissance over the past five years that has culminated in the journey which led to the organization's attainment of the 2012 Missouri Quality Award. For years, RPC has been a good hospital which has risen to become a great hospital by following the Baldrige performance excellence principles.

Patient Safety:

Patient safety is the bedrock underpinning all care provided within an inpatient behavioral health facility. Achieving our Mission of Excellence in Psychiatric Care can only come about with a safe and secure environment.

Key to all efforts to maintain patient safety is RPC's Performance Improvement (PI) model: '**Design-Measure-Assess-Improve-Control**' or DMAIC. This PI model ensures that once a specific patient safety process has been designed, measured, assessed for effectiveness and improved as needed, controls are then set into place to correct for any drift that may occur. This DMAIC model provides a robust and successful foundation for all processes designed at RPC.

Mission: To provide excellence in psychiatric care.

Vision: Together we will be the provider and employer of choice in the communities we serve through:

- 1) Provision of statistically superior care
- 2) Greater market share in the communities we serve
- 3) Achievement of high satisfaction levels
- 4) Sound financial performance

System Values: Care, Attitude, Respect, Excellence

Core Competencies:

Patient safety, evidence-based treatment, adolescent unit, ECT (Electroconvulsive Therapy), Call Center/ Intake assessment, Community outreach, Intensive psychiatric treatment, adult patients

Innovative Services:

RPC has developed effective, innovative, and evidence based programs and treatment models designed to meet the ever-changing and complex needs of our patient population.

Examples include the deployment of the 'Collaborative Problem Solving' behavioral model on our adolescent unit. This model has allowed staff to create a more non-threatening and cooperative atmosphere with highly volatile patients and has eliminated patient time spent in restraints.

Another example involved the modification of our Electroconvulsive Therapy (ECT) processes and physical space. The resulting changes eliminated excessively long waits and provided a more seamless throughput for both inpatient and outpatients.

Community Outreach and Support:

Integral to RPC's Mission and Core Competencies is the need to reach out, engage, and provide support and encouragement to those non-profit, community agencies outside of RPC who deliver services to the mentally ill. RPC partnered with these organizations to provide a series of ongoing services, events and other activities that would provide a tangible benefit to its patients, their families and other stakeholders. The underlying theme to all of these efforts is the need to reduce the stigma of mental illness and the consequent reluctance to obtain treatment.

RPC provides space and advertising for numerous support groups, including: the National Alliance on Mental Illness and the Depression and Bipolar Support Alliance. RPC administrative staff members serve on local non-profit boards, and provide a seat for these same agencies on RPC's own board. Mental health awareness and education is provided to the public through social media outlets and bi-monthly educational workshops.

Listening to our Customers and Stakeholders:

In order to identify and innovate health care service offerings that meet or exceed our customer's expectations, RPC listens to all stakeholder groups, including: patients and their families, staff, physicians, vendors, referring facilities and individuals, managed care providers, patient advocacy groups, as well as the community at large. 'Actionable' feedback is obtained through a myriad of tools and methods which allow us to craft our programming and services to more effectively meet the needs of each stakeholder.

Workforce:

Working in the field of mental health is both extremely challenging and rewarding. Caring for patients who often see life as meaningless and, at times simply too difficult to continue requires a highly skilled and dedicated workforce. It requires staff that are empathetic, observant, supportive and skilled at making assessments on their patient's emotional condition. RPC strives to develop and sustain a positive and challenging work environment, providing the tools necessary to allow the staff to maintain a culture of safety for our patients.



These past five years have shown progressive improvement and growth by our dedicated staff to achieve the ultimate goals of patient safety and excellence in psychiatric care. However, our ongoing journey for excellence will continue, as we move forward, setting our sight on becoming the only free-standing psychiatric hospital to have achieved the Malcolm Baldrige National Quality Award.

Rich Failla, CEO: *"We begin and end with what is in the best interest of the patient."*

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