



2008

MISSOURI QUALITY AWARD RECIPIENT

St. Francis Hospital & Health Services

Founded in 1894, St. Francis Hospital & Health Services (SFHHS) started on a journey of distinction by Mother Augustine Giesen, whose philosophy was to *turn no one away* yet be first class. As a member of SSM Health Care and under the sponsorship of the Franciscan Sisters of Mary, St. Francis has continued its legacy of compassionate, quality care under the leadership of world-class experts.

St. Francis is an 81-bed, not-for-profit, acute care hospital located in Maryville. Healthcare services offered include medical, surgical, mental health and obstetrical care with physician clinics and an emergency department serving as gatekeepers and rehabilitative programs for treatment needs. With primary services being delivered through inpatient, outpatient and emergency settings and a large compliment of supporting departments including a preschool and child care center, residents of Northwest Missouri and Southwest Iowa have access to a full-service healthcare facility close to home.

The culture of integrity at SFHHS is grounded in its vision, values, quality principles and most especially its mission: *Through our exceptional health care services, we reveal the healing presence of God.* Hospital leadership utilize Characteristics of Exceptional Healthcare to determine effectiveness of services and to set strategic (long-term) and operational (short-term) direction and performance expectations. Goals are developed through the strategic, financial and human resource planning process to support the mission statement which focuses on exceptional results: exceptional patient care (clinical outcomes, safety and satisfaction); exceptional commitment (employee and physician satisfaction) and exceptional financial performance and growth.

At the core of the delivery of exceptional service at St. Francis are its employees and physicians. Staff members are empowered and motivated through ownership of

quality results. Each employee aligns individual goals with department, entity and system goals as part of poster and passport completion, components of strategic, financial and human resource planning. Staff is also empowered through partnership and collective decision-making by means of shared governance, *CQIplus* (continuous quality improvement management approach) and working in teams.

St. Francis takes pride in its patient, clinical and satisfaction outcomes. With goals to achieve in the top ten percent or better of nationally-reported results, SFHHS has achieved consistent top rankings in the state for Centers for Medicare & Medicaid Services (CMS) process of care measures. Patient satisfaction is continually measured through Press Ganey surveys and is augmented through other listening and learning methods. Loyalty is measured as a means to determine a patient's likelihood to recommend to family and friends rather than satisfaction with the care received during a specific stay. Recent CMS patient satisfaction results highlight SFHHS' persistently high marks for patient perceptions of care compared to state, national and competitor profiles.



Physicians are essential to St. Francis' success through patient referrals and improved clinical outcomes. As SFHHS' most important partner in healthcare, physician satisfaction plays a key role in measuring the overall commitment of medical staff members. Physician satisfaction is assessed annually through utilization of the HealthStream Research Survey. Physicians are engaged through involvement on the administrative council and board of directors, through shared governance and on *CQIplus* teams.

Key factors that influence workforce engagement are determined primarily through the employee perspective survey process. Opportunities for improvement are integrated into department measurement systems in order for employees to visualize goals and progress. SFHHS' commitment to CQI principles provides the framework for employee participation in all aspects of organizational improvement. The *CQIplus* team experience engages employees by providing them with common language and tools to enable them to work effectively on teams, share information and gain knowledge about methodologies for improvement. Shared governance councils and informal work groups have also led to improved participation and satisfaction. A hand-off communication tool to be used by all clinical staff was developed by one shared governance council. The tool defined the minimum amount of information that must be shared between departments depending on the situation and provides a tracking mechanism to document that proper communication occurs. This process improved compliance from less than 50% to over 90% of proper information communicated and was recognized by the Joint Commission and SSM Health Care as a best practice.

Unlike many rural hospitals, SFHHS has been able to weather financial challenges confronting the health care industry. Primary among the many factors affecting volume and operational performance at St. Francis are physician and staff employment and retention. Successful recruitment of primary and specialty physicians has led to net patient revenue running ahead of plan for the past four years. Employee turnover rates have remained below national best practice rates for over five years.

Facilities management plays a key role in the delivery of health care services and operational performance at St. Francis. Capitalizing on the EPA's ENERGY STAR program, SFHHS' innovative efforts coordinating internal work processes and external resources have produced award-winning results in waste and cost reduction and efficiency. St. Francis is the only hospital in the state to receive the ENERGY STAR recognition.



SFHHS is committed to delivering health care services to those in need, especially the economically, physically and socially marginalized. Community benefit activities are accomplished in collaboration with other community partners to serve the poor, minorities and underserved groups. Charity care and community benefits are tracked to ensure that the organization fulfills its vision and maintains its tax-exempt status.

The employees and physicians at St. Francis Hospital & Health Services are committed to the mission and recognize that this commitment requires constant effort, striving always to meet goals that elevate standards to a new level -- continually redefining exceptional health care.

For more information, contact:

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