

“I Mua!” Moving Forward with Love and Tenacity

Living God’s love by inspiring health, wholeness and hope.



Kathy Raethel
President

Born out of Tragedy



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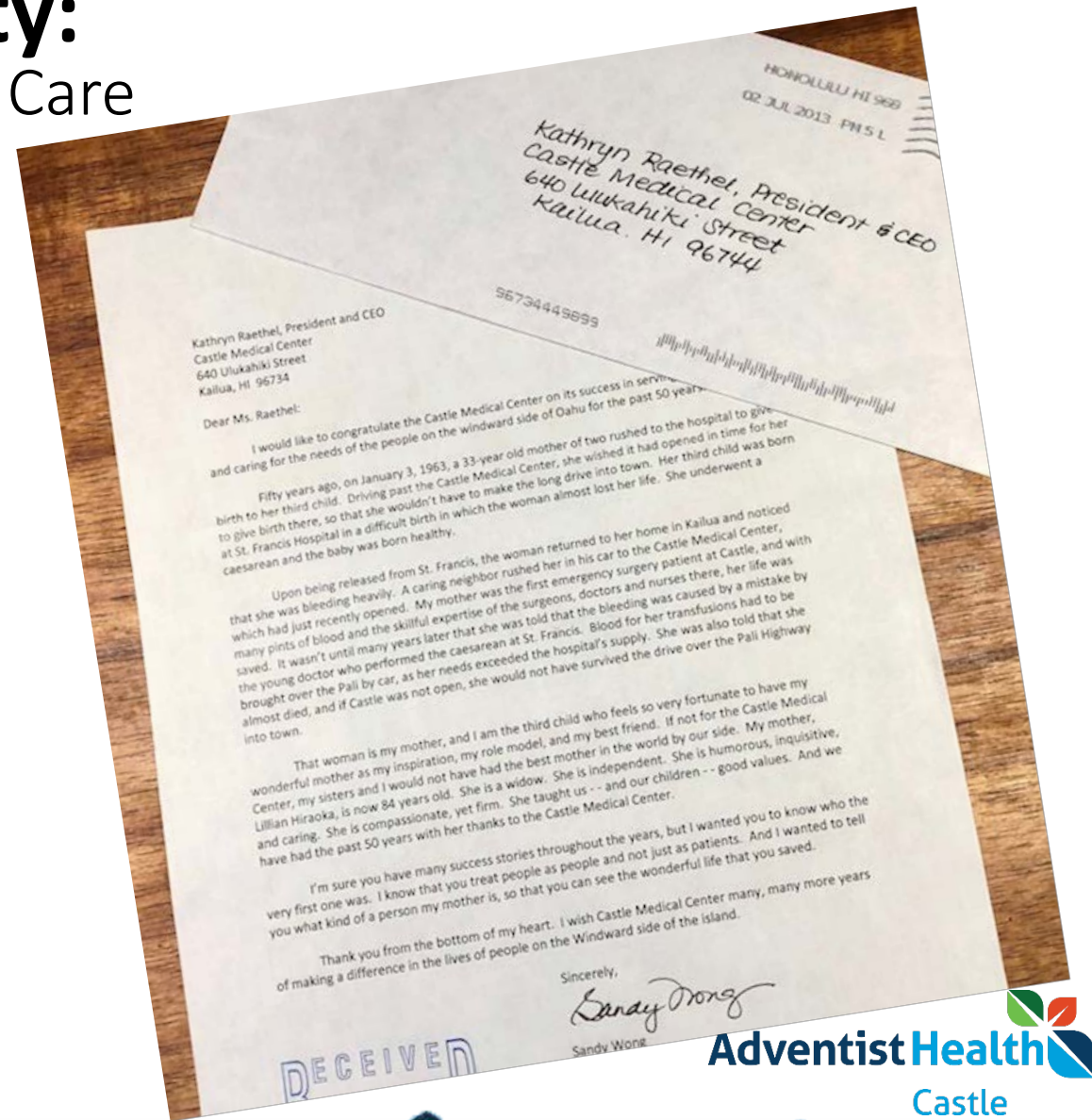


Caring for Our Community:

Patients Express Gratitude for our Care

"If not for Castle Medical Center, my sisters and I would not have had the best mother in the world by our side. My mother, Lillian, is now 84 years old... She is a Independent. She is humorous, inquisitive and caring... Thank you from the bottom of my heart"

Sandy Wong



Adventist Health
Castle

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A Visit from Lillian:



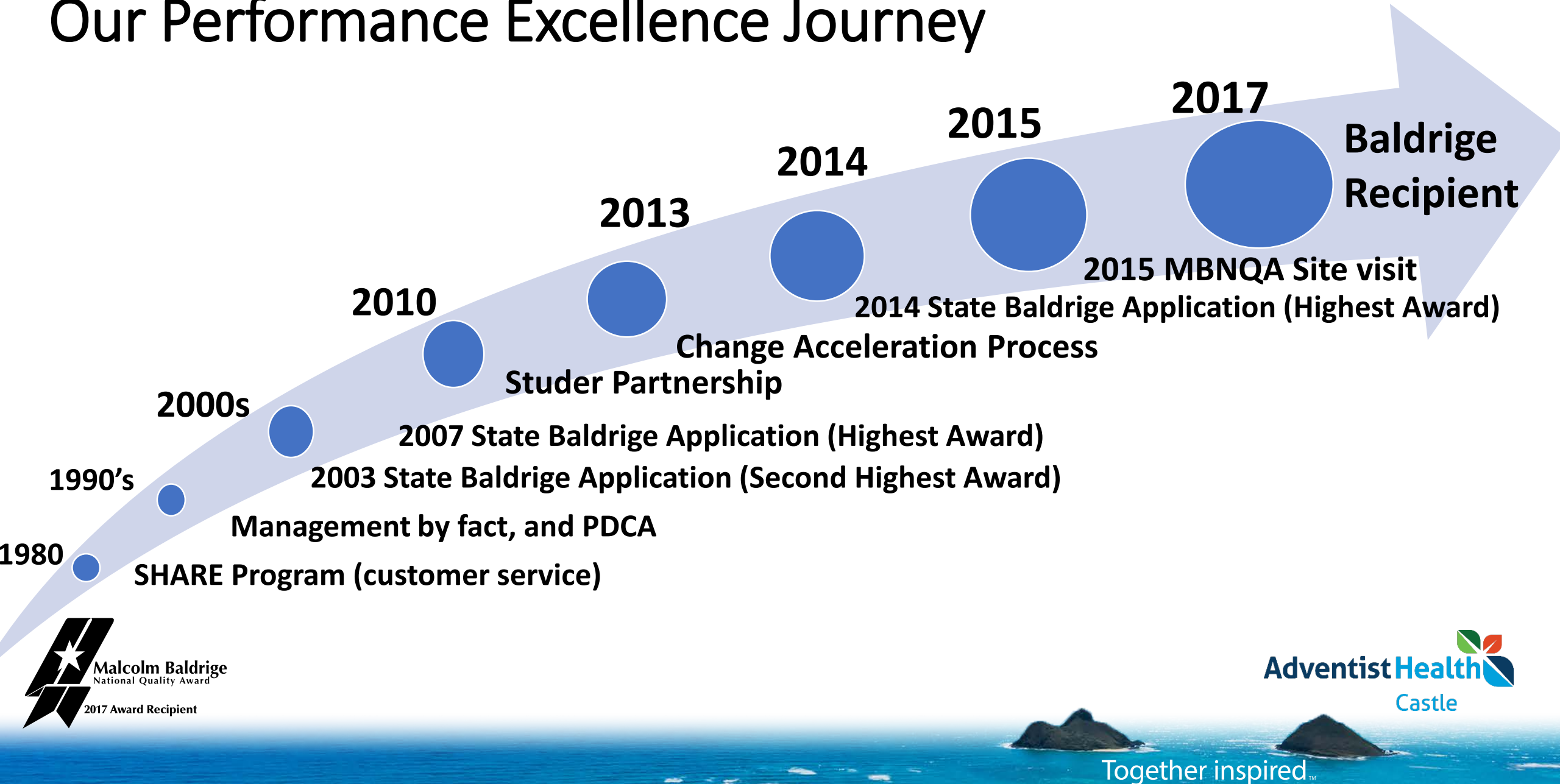
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**Growing to inspire
health,
wholeness,
and hope.**



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Our Performance Excellence Journey



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Adventist Health Castle Leadership System

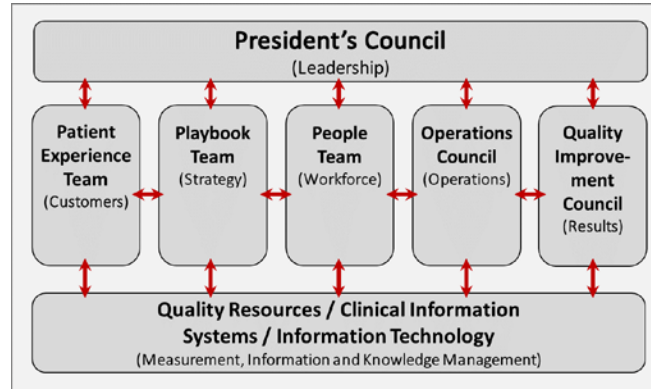
Why We
Are Here

Mission: *Living God's love by inspiring health, wholeness and hope.*

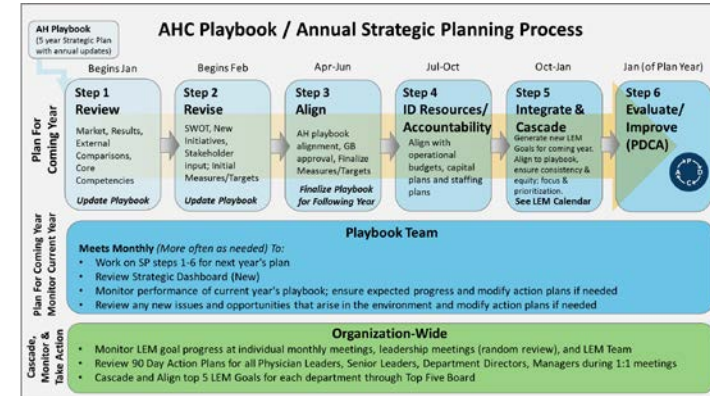
Vision: We will *transform the health experience* of our communities by improving health, enhancing interactions and making care more accessible

How We Organize
to Succeed

Leadership Structure



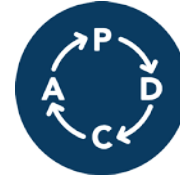
Integrated Strategy



Three Core
Competencies
Transform Culture
& Deliver Results



Love
Matters



Tenacity for Excellence;
We Chase Zero Harm



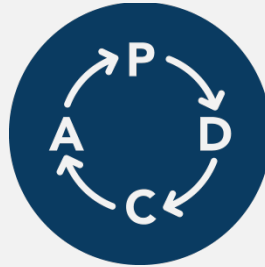
Execute
Strategy

Three Core Competencies

Transform our Culture & Deliver Results



**Love
Matters**



**Tenacity for Excellence;
We Chase Zero Harm**



**Execute
Strategy**



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Love Matters

- We bring our compassionate, healing ministry to the forefront in all that we do
- We provide care with the same *Aloha* spirit that makes our island home so unique, creating a **palpable environment** frequently articulated by **patients, associates, and community partners**
- **Always Behaviors** support our values and help our associates know exactly what behaviors are expected
- **“In Their Shoes”** empathy workshop required in first 90 days of employment



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Love in Action: (Patients)

SHARE a Compliment
I would like to convey my appreciation to: every one Date 6/25/16

Comments I love It here you guys
give such good treat ment to
people

I love
This
Hospital!

Sadie Angle
Age: 8
visiting
Grandma.

SHARE a Compliment
To improve response time, direct routing is encouraged.



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Love in Action: (Patients)

SHARE a Compliment Date: _____

I would like to convey my appreciation to: _____

Comments _____

PSAM
12:1
project

We can feel the
Love n Healing in
this place - we
love you for
that

SHARE a Compliment
To improve response time, direct routing is encouraged.



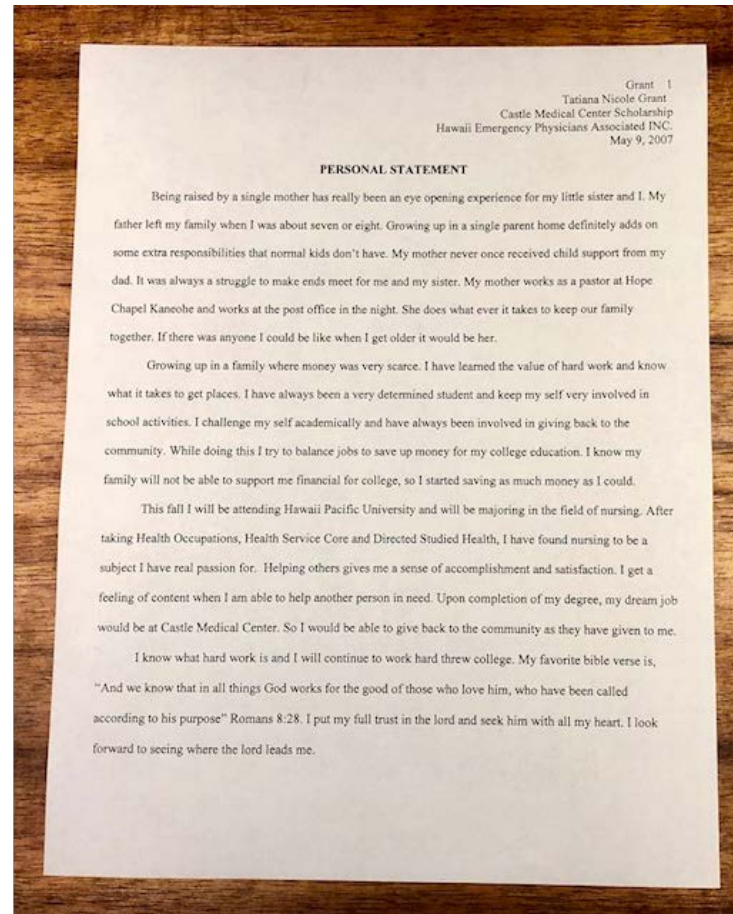
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Love in Action: Our Associates: Tatiana's Story



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Application for College Scholarship:



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An Engaged Associate:



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Anesthesia School: Pennsylvania



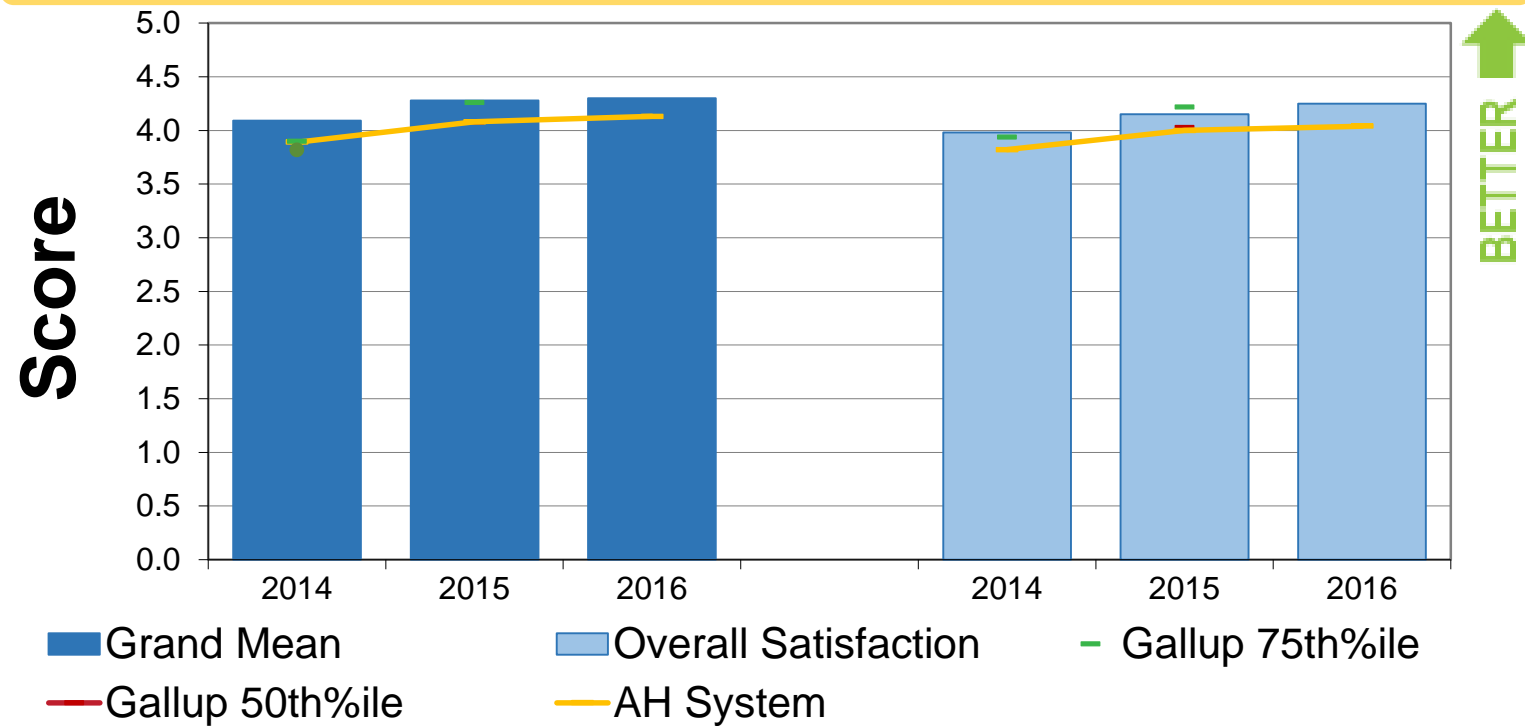
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Love Matters: Engaging Associates

Achieved 81st Percentile; A Top AH Performer

Engagement: Grand Mean, Overall Satisfaction

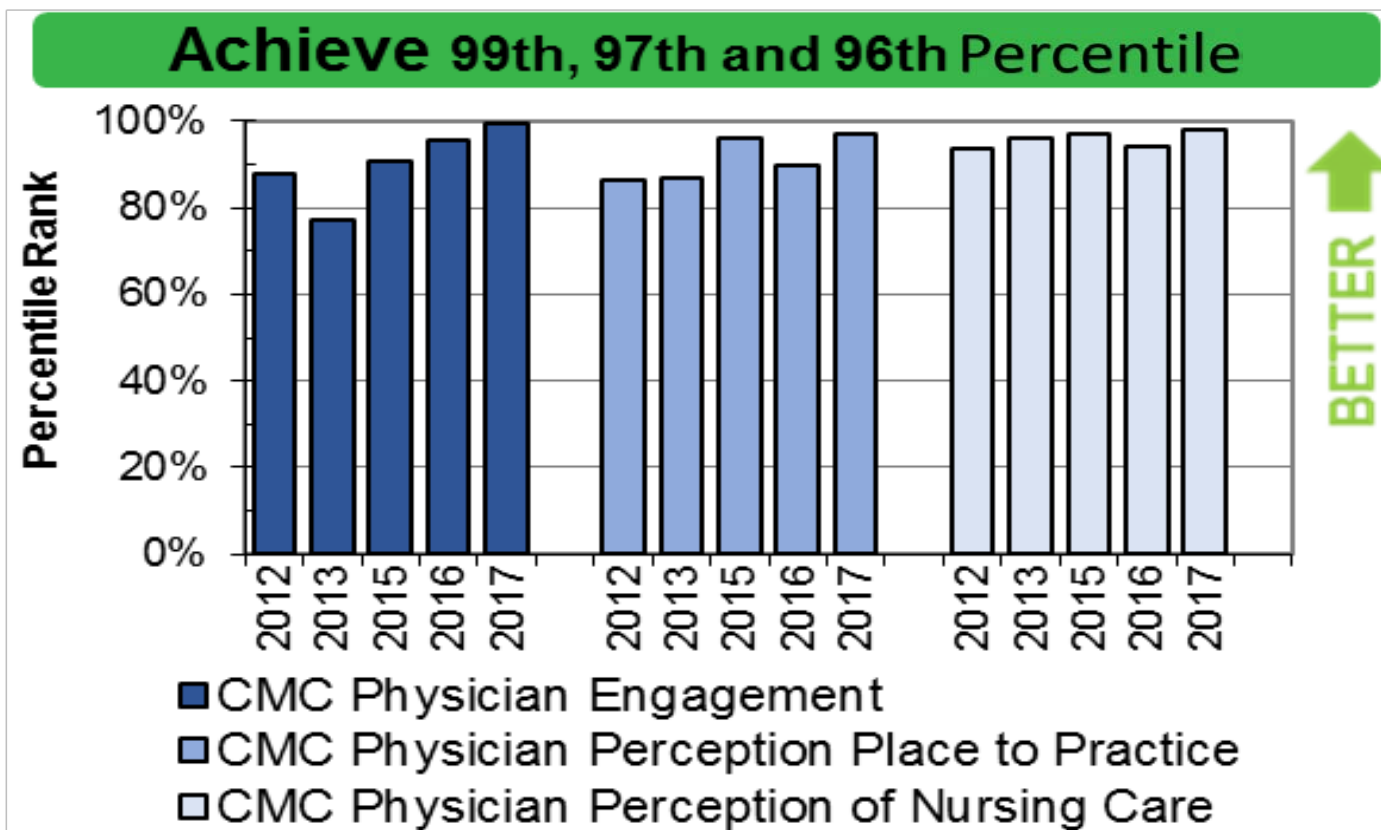


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Love Matters: Engaging Physicians

Our Physicians are amongst
the Most Engaged in the Nation!



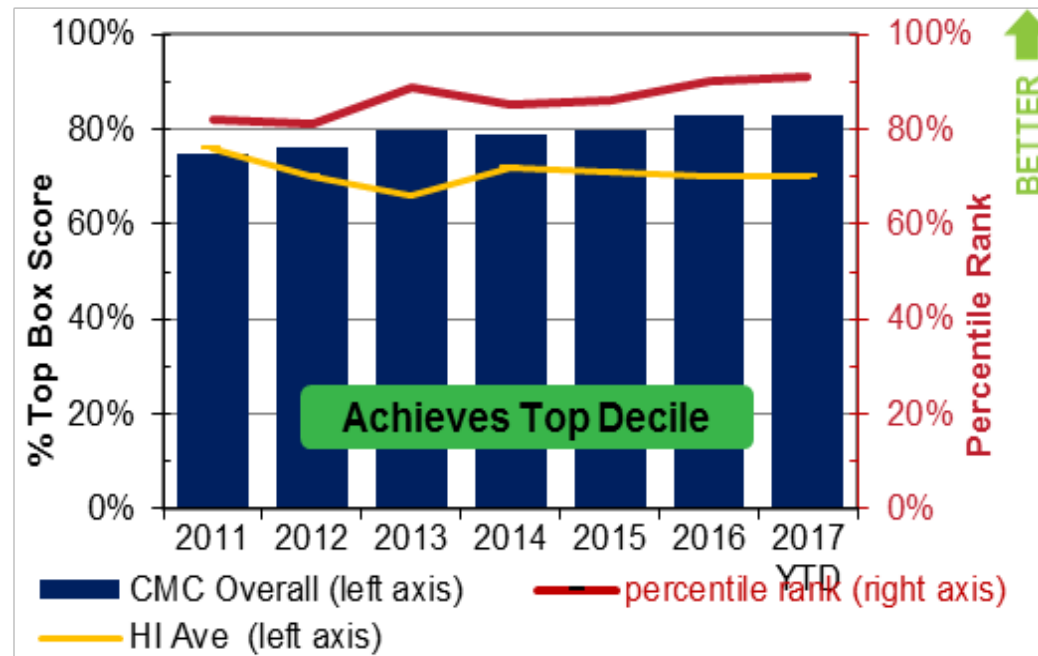
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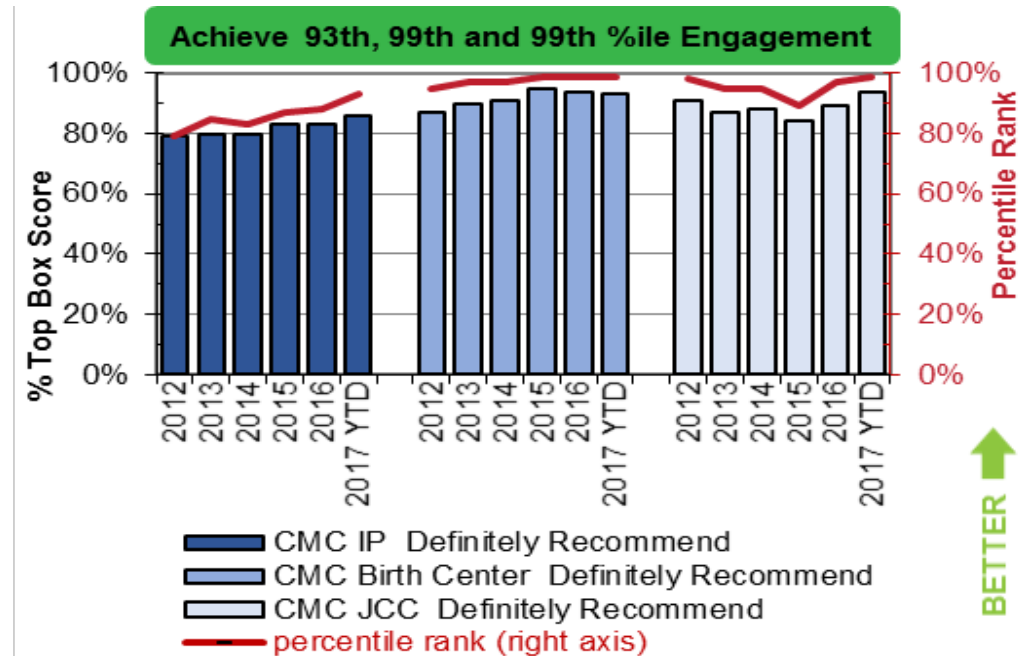
Love Matters: Engaging Patients

Achieve Top Decile or Better

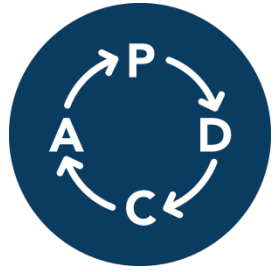
Inpatient Overall Patient Satisfaction



Inpatient Engagement/Loyalty



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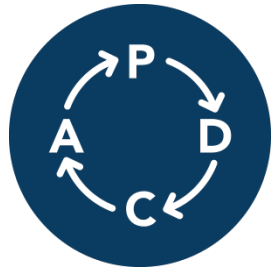


Tenacity for Excellence We Chase Zero Harm

We are tenacious about quality improvement, especially in regard to chasing zero harm to our patients. We have honed our approach to performance improvement over decades into a rigorous, transparent, and well deployed approach. However, the strength of this capacity is in our tenacity to never accept anything less than excellence.

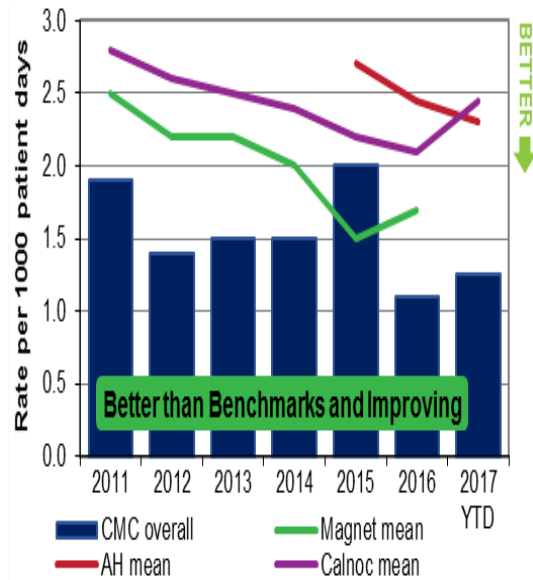


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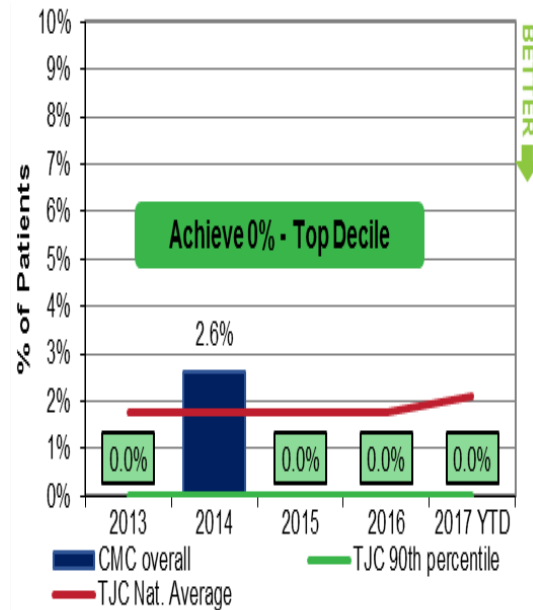


We Chase Zero Harm

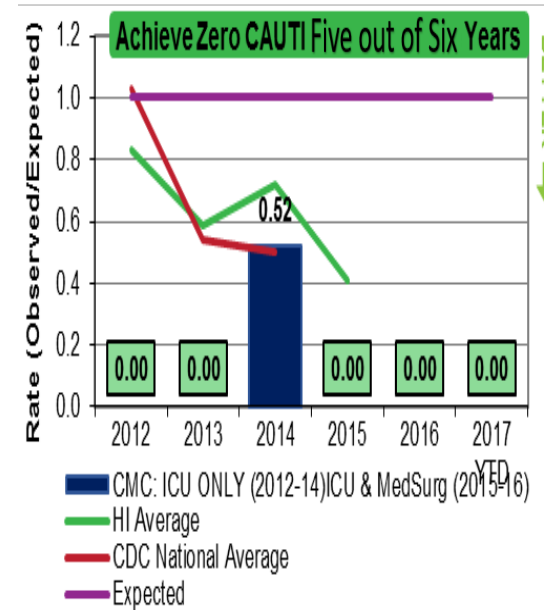
Falls



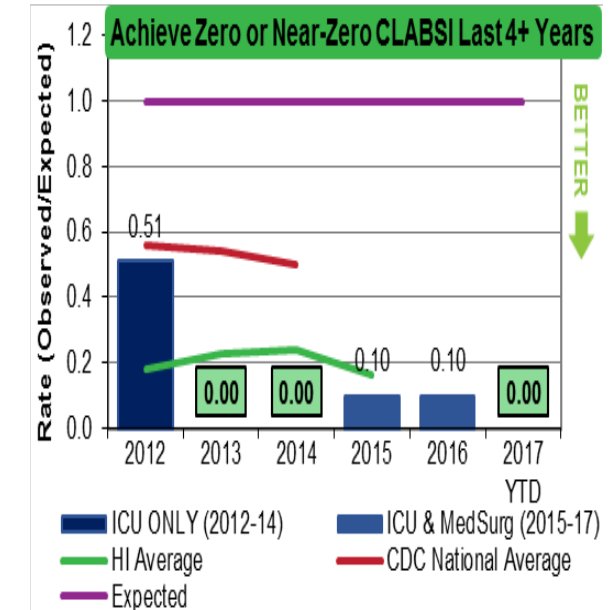
Early Elective Deliveries



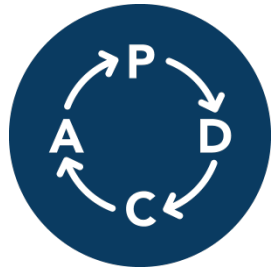
CAUTI



CLASBI



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We Chase Zero Harm

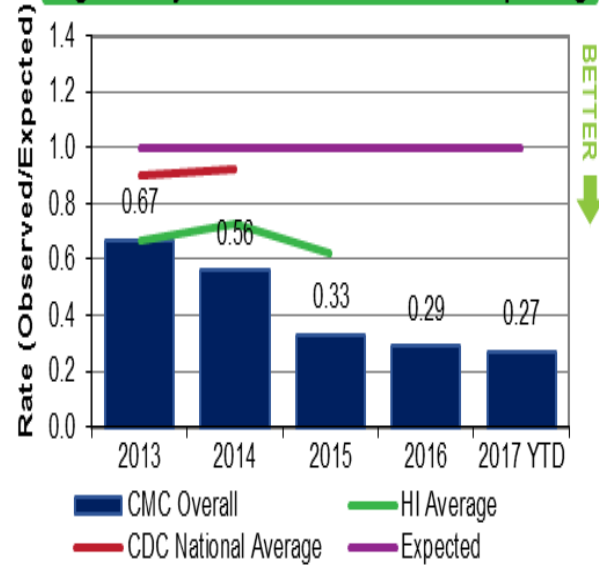
Cdiff SIR

MRSA SIR

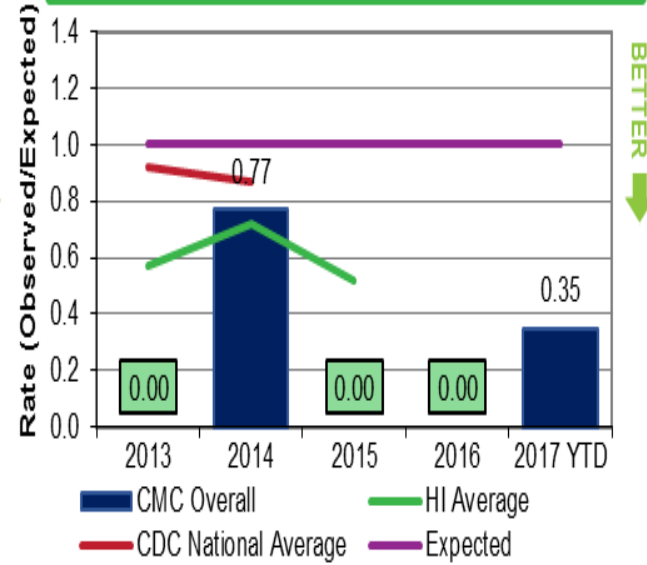
Colon SSI

Abdominal Hyst SSI

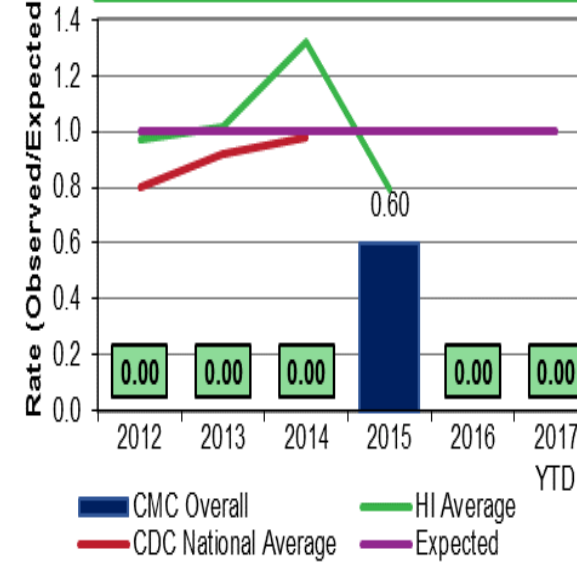
Significantly Better than Benchmark and Improving



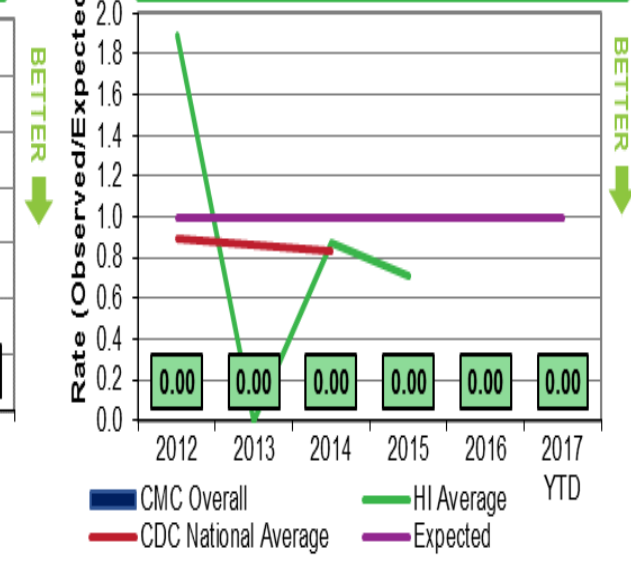
Zero MRSA Infections for 3 out of 5 Years



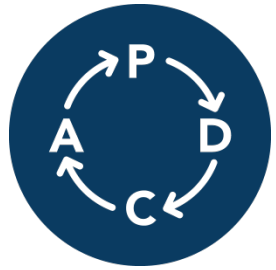
Zero Colon SSIs for over 5 out of 6 Years



Zero Abdominal Hysterectomy SSIs in 6 Years



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Tenacity for Excellence

TJC Annual Top Performer Award
Recipient four years in a row:

- Acute Myocardial Infarction
- Community Acquired Pneumonia
- Heart Failure
- Surgical Care
- Perinatal Care



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Execute Strategy

Aligned, Focused and Taking Action on What Matters Most



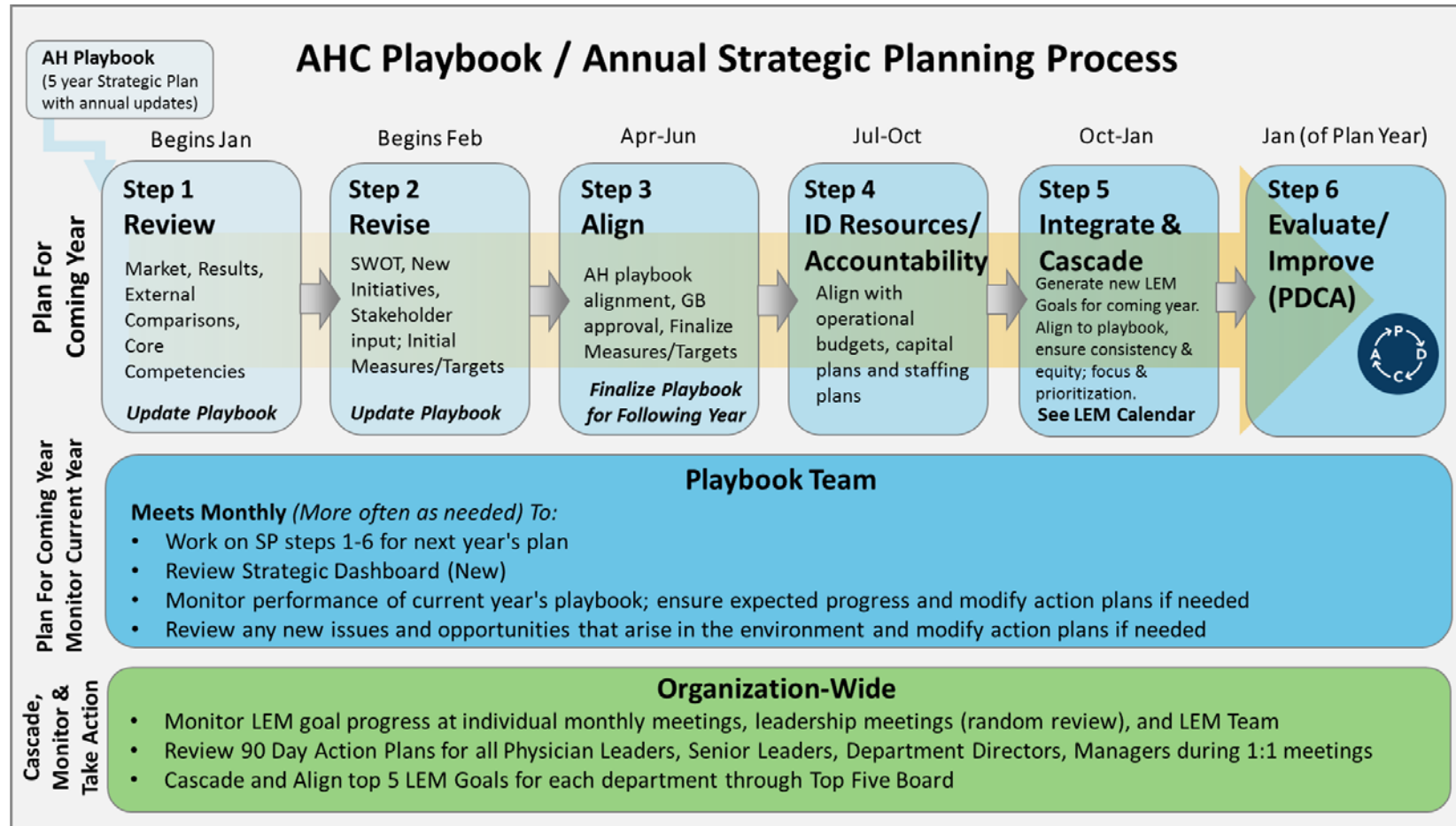
- Castle's Strategic Planning Playbook Aligned with Adventist Health's Playbook
- Cascade to leadership through measurable goals (LEM)
- Cascade to staff through Communication Boards, Hui Sessions, Leadership Rounding and Top 5 Boards



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Integrated Strategic Planning and Performance Management

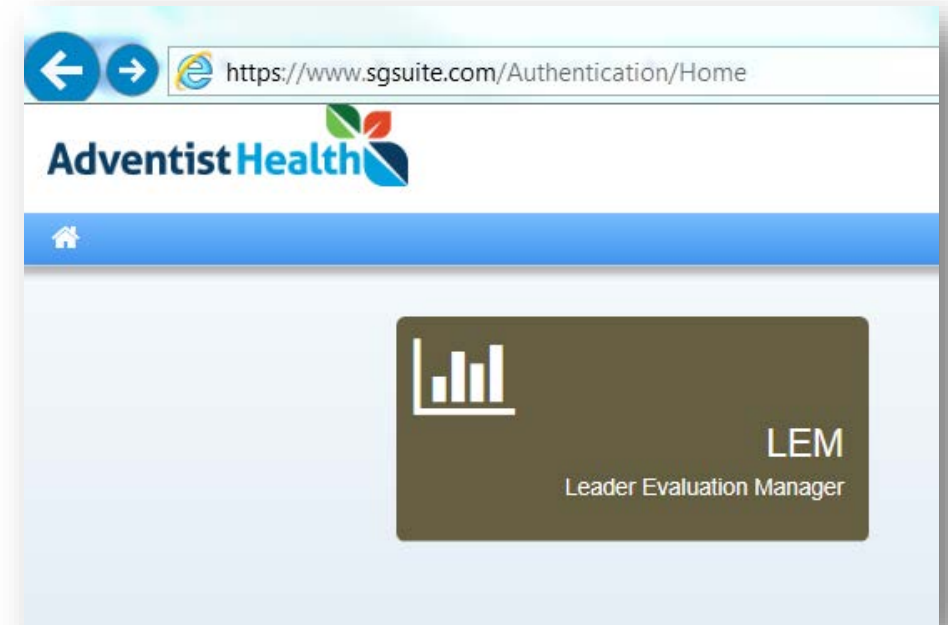


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Hardwired Tools for Success

- LEM for all Hospital Leaders including Medical Directors as strategic leaders (*CMC Innovation – taught nationally*)
- MD Provider Feedback System (PFS)
- Survey Process
 - Pre-Survey Communication



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Transform the Health Experience



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Transforming Population Health

- #1 in Hawaii for Population Health
- Top decile or higher on 14 out of 17 key indicators
- Improved from bottom quartile to top decile in 5 years



Key Indicator	Perf Trend 2011 - 2015 Percentage	2011 %ile	2016 %ile
Mammography		10	90+
Cervical Cancer Screening		25	90
Colorectal Cancer Screening		25	90+
Diabetic Eye Exams		25	90+
HbA1c within normal limits		n/a	90+
Diabetic BP Control		n/a	90+
Diabetic Med. Attn. Nephropathy		10	90+
Tobacco screening/cessation		n/a	90+
Screening Depression/ Anxiety		n/a	70
BMI Assessment		n/a	80+
Advance Care Planning		n/a	90+
Review of Chronic Conditions		n/a	90+
Adolescent Immunizations		25	75
Well Child Visits First 15 months		90	90+
Well Child Visits age 3, 4, 5, 6		90	90+
Childhood Immunization Status		90	90+
Dev. Screen 1st 3 years of life		n/a	90+

Financial Strength Enables Investment in the Future

What We Do:

- Proactive, vigilant budget management
- Expense Management
- 100 % Productivity
- Maximize quality incentives
- Financial stewardship because:



Results We Get:

- Top Adventist Health Performer year/year
- EBIDA Margin – 10.3% (Moody's A Rating)
- Debt Free (Moody's benchmark at 37%)
- Days Cash on Hand – 130 (Continuing to rise following real estate purchase)
- Days in AR – 48 (Better than Moody's benchmark)
- Growing physician network and Covered Lives
- Investment in Future Expansion



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Value-Based Purchasing: Leading the Way In Pay for Performance



CMS's national VBP calculation

2014 Top 2.5%

2015 Top 1.5%

2016 Top 4%

2017 Top 3%



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Most Recent Letter:

I turned with a smile toward the ER as I walked out the hospital door 3 hours later that morning. Lucky me! On vacation with a potentially serious medical problem and I just happened to walk into one of the finest Emergency Rooms in the United States!

To the entire Emergency Room Staff, a big THANK YOU!



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Together Inspired Lessons from Our Journey



Create a culture where love matters and permeates all relationships and everything you do



Because love matters, seek excellence and chase zero harm – any patient harm is unacceptable



Deploy integrated strategy and performance management to create a “remarkable ability to execute”



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