

2006 Showcase in Excellence Awards Recipient

John C. Lincoln Deer Valley Hospital – “Pediatric Emergency Services”



Mendy's Place-
John C. Lincoln Deer Valley
Hospital's Pediatric Emergency
Room

Company Information:

Highest Ranking Official:
Tim Tracy, CEO

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Type of work: John C. Lincoln Deer Valley Hospital is a 173-bed, not-for-profit community hospital with inpatient and outpatient services, including Mendy's Place, a children's emergency center.

Workforce: 1535 FTE's

Testimonial of Value of Arizona State Quality Awards Program

“Winning the 2006 Showcase in Excellence Award is, of course, a great value to our organization. However, there's also been an added benefit we received from the actual process of applying. The information necessary for the application required our team to delve deep into our processes and challenged us to ask questions about our processes and make improvements that we may not have made otherwise.”

- Tim Tracy, CEO, John C. Lincoln Deer Valley Hospital

Highlights of Organizational Process:

Quality and Performance Results:

- Mendy's Place volume has increased 65% from 2004 to 2006. Mendy's growth has consistently exceeded budgeted volumes and has helped to increase inpatient pediatric volume and market share. John C Lincoln Deer Valley Hospital's inpatient pediatric volume has grown 45% from 2004 to 2006 and pediatric market share has increased 3% in the service area, which is greater than that of any competitor. In October 2006, Mendy's extended their operating hours and is now open around the clock to better serve the needs of their customers.
- Mendy's Place patient satisfaction has improved since January 2005 when satisfaction ranked in the 40th percentile and now consistently ranks in the 99th percentile. John C. Lincoln Deer Valley Hospital participates in the Press Ganey patient satisfaction database which includes 1500 hospitals nationwide. The 90th percentile is considered a benchmark by the Press Ganey organization and has been achieved by several of the national Baldrige Award Winning Hospitals.

- Mendy's Place throughput time, the time it takes for a patient to be treated from arrival to departure averages at two and a half hours. This is well below the three hour target which was determined by benchmarking with other emergency departments. In addition, patient satisfaction with wait times has improved since January 2005 from the 40th percentile to the 90th percentile.

Processes:

- Mendy's Place measures their performance based on their customers key requirements. Each of their customer requirements is aligned with a measure that shows if performance is being met.
- John C Lincoln Deer Valley Hospital uses the FADE approach to help improve process performance. The FADE steps which include; Focus, Analyze, Develop, Execute and Evaluate, ensure that process improvements are done in a systematic manner. Mendy's Place process improvement is described in further detail below.
 - Focus: The first step was accomplished by identifying the problem and the need to improve. This was achieved by reviewing process performance measures and customer feedback. In early 2005, patient satisfaction with Mendy's Place was at an all time low and throughput time was regularly above the three hour target. John C Lincoln Deer Valley leadership determined that there was a need for improvement.
 - Analyze: Mendy's Place leadership analyzed the process by; reviewing the process flowchart to identify areas that could be improved, researching best practices from other emergency departments and comparing their process to that of the successful organizations. Mendy's Place staff and providers and other interdisciplinary departments were asked for input on what needed to be improved. Through this analysis, they determined that the majority of the issues related to unmet customer requirements were associated with communication.
 - Develop: The Mendy's Place team used the data and information identified in the Focus and Analysis steps to develop an action plan to address the issues. The action plan was heavily focused on improving communication between staff within the department, providers, management and other interdisciplinary departments.
 - Execute: The process improvement was executed by implementing the action plan. Action items were rolled out to all staff, providers and other departments through a variety of methods to ensure understanding. By involving front line staff in the development of the action plan, it was much easier to communicate and get buy in from all involved. In addition, continuous review of performance measures helped to ensure that they met performance targets, which validated that the process was implemented according to the design requirements.
 - Evaluate: Mendy's Place is constantly evaluating and improving the process. They regularly review process requirements to ensure they are still accurate and that focus is still on the right things. Each requirement is linked to an indicator and performance is evaluated regularly to ensure patient's expectations are being met. If there is a decline in performance, they immediately focus on the area to determine what is needed for improvement and issues are addressed through communication and involvement of staff, providers and other departments.
- Mendy's Place process improvements are shared hospital wide through a variety of methods, including; communication at various meetings, newsletters and bulletin boards. This helps to ensure that all departments can benefit from the success of Mendy's Place.