

## Value System

### Signature Hospital Corporation

operates on a set of three core values:

**Transparency, Accountability and Partnership.**

#### TRANSPARENCY

- We are committed to the **open reporting** of **quality** and **safety** in our hospitals.

#### ACCOUNTABILITY

- We **empower caregivers** with the information they need to consistently monitor treatment processes on a real-time basis with the goal of assuring patients a safe environment characterized by **error-free care**.
- Our employees take ownership by crafting **unique solutions** to **improve the quality of care** delivered at each hospital.
- We **eliminate waste, improve efficiency** and **ensure quality** care for our patients.
- Our hospitals assure access to **affordable care** in their communities by operating efficiently.
- We **invest** our resources in the improvement of our people, our services, our facilities and in state-of-the-art medical technology.

#### PARTNERSHIP

- We give our hospital board of trustees and management **local autonomy** and broad decision-making latitude so our hospitals may effectively respond to the needs of their communities.
- We partner with our affiliated **physicians** in the delivery of care by involving them in decision-making, keeping them informed, and by responding promptly to concerns.

## Mission

To be the industry leader in adding measurable value to the delivery of healthcare.

## SIGNATURE HOSPITAL CORPORATION

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# INSIGHTS INSIDER

First Quarter 2008



St. Joseph's Resolution:

## Get "LEAN" in 2008

Rare is the person who hasn't included "get leaner" in their list of New Year's resolutions at some point. Well, St. Joseph's Hospital in Parkersburg, West Virginia, has that same goal for 2008, and they're well on their way to making it.

Moving toward the Signature Production System model (applying the principles of the Toyota Production System to the hospital's operations), St. Joseph's is instilling Lean Thinking throughout the facility. The efforts are led by St. Joseph's Transformation Team, consisting of visionary employees from a variety of areas.

An important component of Lean Thinking involves taking a fresh look at current processes and making sure the employees directly involved in the process have an opportunity to participate in improving that process. A team at St. Joseph's recently reviewed the storage and retrieval of supplies on one nursing unit. The results of the week-long quality initiative surprised everyone, including those who participated.

The group concentrated on three areas: office supplies, medical/patient care supplies and linens. By applying the 5-S principles (sort, set in order, shine, standardize, sustain) to the inventory process, as well as using a spaghetti diagram to show the flow of linens on the unit, the group quickly saw opportunities for improvement.

Working collaboratively with the nurses on the unit and with those responsible for stocking the supplies and linens, the group made several changes in the process which produced the following results:

**One of the most appealing and refreshing things about the Lean process is that you can accomplish a lot in a short amount of time.**

— Janice Midcap  
St. Joseph's Director of Quality

(...continued on inside)

# A Letter From Charles



With 2008 in full swing, Signature Hospital Corporation is excited to share with our employees and affiliated physicians just a couple of successes from recent efforts. These are the result of the work of our Transformation Teams, implementation of Signature *Insights*, and application of Lean Thinking in our hospitals. The stories

featured in this issue truly exhibit the dedication and compassion of people like you. These real-life examples show how you are fulfilling our mission of “adding measurable value to the delivery of healthcare.” At Signature hospitals, our caregivers seek new solutions that create meaningful, positive change. We appreciate that you take your role in the community very seriously, and we know that by putting good information in the hands of good people, those people can make a real difference.

Please know, what you are doing every day at your hospital is part of something much bigger. Each hospital in the Signature family is contributing to ground breaking quality initiatives that are capturing the attention of the medical community. We are raising the bar for what patients should expect—and deserve—from a hospital. Through our patient-care concepts like Lean Thinking, Transformation Teams and Signature *Insights*, together we are making our mission a reality.

Join us as we look to the future and continue to transform the way care is delivered in our hospitals.

Thank you for everything you do to provide exceptional service to your community.

Charles Miller  
President & CEO

(...Get “LEAN” continued from front)

- By relocating and standardizing the supplies and linens, the nurses saved enormous time and effort that had been spent merely walking to retrieve the supplies and linens. When the project is implemented in the nine nursing units (which should be complete by the end of May), the walking saved annually will be more than 19,000 miles.
- Most significantly, this travel time savings results in an additional 10,000 hours per year that the nurses are able to spend at the bedside, rather than walking.
- Linen storage space was reduced by 66 percent while still allowing the unit to have the quantities needed for patient care.
- Linen cleaning cost savings are \$4,300 per nursing unit each year.

In addition to the quantified results above, these changes mean that nurses have more time to spend with their patients, increasing patient safety as well as patient satisfaction. And a better experience for the patient means a better experience for the caregivers. Another unexpected result was that the reorganized linen storage area freed up enough space to provide permanent homes for medical equipment that had previously been in the hallway—another move toward a safer environment for patients and employees. Finally, the reorganized areas removed the stress of clutter on the unit.

The time of the project from start-to-finish was one week, including implementation of the changes. According to Janice Midcap, St. Joseph’s Director of Quality, “One of the most appealing and refreshing things about the Lean process is that you can accomplish a lot in a short amount of time.”

Importantly, all of these changes were determined and implemented by the employees themselves. Good information in the hands of good people always results in improvement.



## Insights in Action Clinical Perspective

Edwina Miner, Gulf Coast Medical Center

One of the key components of the value-added initiatives underway at all Signature facilities is the Signature *Insights* engine. *Insights* provides the opportunity to report adverse events and near-misses and evaluate those events on a real-time basis. With *Insights*, a report that previously took 20-30 minutes for an employee to complete now takes 3-4 minutes. Additionally, this provides the caregivers at the patient’s bedside the information they need to make changes that positively impact the safety of patient care at our hospitals.

Implementation of the *Insights* technology began in late 2006, and the hospitals have been working hard to create an environment that supports reporting of as many incidents as possible. Following is a conversation with Edwina Miner, CNO of Gulf Coast Medical Center, regarding that hospital’s efforts to increase reporting and make best use of *Insights*.

*Gulf Coast was among the first hospitals to implement the Insights technology. How have you encouraged your employees to report events?*

We have spent a good deal of time educating our clinical leaders in the importance of reporting and collecting data on the *Insights* engine. Once they realized how the technology makes the reporting process so simple, and they realized that they could use that data to affect change, they were enthusiastic about continuing to encourage reporting. We are so fortunate to have a dedicated group of caregivers who are willing to do what it takes to improve the safety and overall experience of their patients.

*Why do we want to see an increase in reported events? Wouldn’t fewer events reported be better?*

It does seem that we would want to see a lower number of adverse events reported, and eventually we do want to see that. However, initially it’s very important that we focus on getting people in the habit of reporting incidents, so we can make sure we have enough data to make changes in processes that will improve patient safety. Once we are comfortable with the fact that caregivers are reporting everything, we know that we will see the reported adverse events begin to decrease as improvements in processes are made. Another key is reporting near misses—we want to

review systems that are causing near misses so that they are improved prior to those systems causing adverse events.

We have been pleased by a marked increase in reporting on *Insights* since the initial implementation. In 2006, we had a total of 321 adverse events reported. In 2007, that number increased to 573. In January and February 2008 alone, our employees have reported 278—assuming that trend continues for the year, we could estimate over 1,600 total reported events in 2008.

*Do you have an example of an improvement that has been made as a result of working with Insights data?*

Absolutely! By reviewing the *Insights* data we had collected in 2007, we realized that medication events made up 40% of all events encountered during that period. Of those, 43% involved omitted doses of medication. The most common reasons involved availability of the medication when needed, orders for medications missed post-surgery when the original orders were written pre-surgery, and select drugs that required test results to be checked before administration. A team looked at these processes and put into place mechanisms that resulted in an immediate 50% improvement over the next two months and 100% improvement in one drug that required results to be checked. In the surgical scenario, it took a one-time educational session with the staff to achieve 100% sustained compliance. These errors would not have been caught without the use of our *Insights* technology that quickly collated the data and showed the trend.

**We are so fortunate to have a dedicated group of caregivers who are willing to do what it takes to improve the safety and overall experience of their patients.**

*What do we hope to accomplish in the long run with Insights?*

Along with the other hospitals in the Signature family, Gulf Coast is dedicated to adding value to the delivery of healthcare, and *Insights* is a significant tool in that process. Rather than being a project, *Insights* provides us with the opportunity for continuous improvement. We can take the *Insights* data and apply our other tools such as Lean Thinking to improve our systems and processes. Our ultimate goal is zero adverse events, resulting in the safest and most positive experience possible for our patients.