

# An Independent Community Hospital that Defies the Odds

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2019 IMEC Conference on Enterprise Excellence  
Presented by ACHE



## Organization's Vitals

- Acute Care, Independent, Hospital
- Southwest Side  
Chicago
- 151 Licensed Beds
- 121 year old  
Building



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## Community Description

- Most PSA median housing income less than \$35,000
- 35% below federal poverty level
- >40% of child population below federal poverty level
- 27% of adults without high school diploma
- 37% of children live in households with adults who none are proficient in English



## Significant Health Needs

- Access to care
- Diabetes
- Cancer
- Heart disease
- Injury and violence
- Mental health
- Substance abuse



## Healthcare Industry

- Federal and State political uncertainties
- Financial reimbursement uncertainties
- Outcome measure uncertainties



## Focus on Performance Improvement

- Identified quality improvement inconsistencies and recognized need for comprehensive performance improvement framework.
- Committed to Baldrige Performance Excellence Program
- First ILPEX application 2014



## First ILPEX application

- Fact finding mission for us
- Examiners find out everything about you in mere several hundred hours
- The final report contains, in black and white, what every supervisor/manager/director has thought we need but has been too shy, afraid or busy to say it
- We started with our strategic planning process
- Don't forget the award!



## Second ILPEX application

- What about the award?
- Staff and executives much more engaged.
- Report pointed out our lack of key approaches and lack of results in certain key processes
- Ongoing work to develop key approaches



## Third ILPEX application?

- Are you crazy?!
- Have we improved enough since the last time to submit again?
- There are many other priorities
- What is the ROI?
- The bus cannot slow down and in fact it needs to speed up. Jumping out is not an option!
- Raise the house above flood level one brick at a time as you're pumping flood water out



## Quality at Saint Anthony Hospital

- Infection Control
- Obstetrical Department
- Community Children's Hospital
- Emergency Department Throughput
- Falls
- Value Based Purchasing
- IHA Innovation Challenge Awards
- Amino Best Value Hospital



## What next?

- Focal Point Community Campus



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