



2003 Award Winner

Baptist Hospital Inc.

The First Baptist Church of Pensacola, Fla., established Baptist Hospital in 1951 as a community-owned health care facility founded on Christian values. Today known as Baptist Health Care (BHC), that single hospital has evolved into the largest, most comprehensive health care system in the Florida Panhandle. Baptist Hospital Inc. (BHI), a subsidiary of BHC, has two hospitals, Baptist Hospital of Pensacola, a 492-bed tertiary care and referral hospital, and Gulf Breeze Hospital, a 60-bed medical and surgical hospital; and an ambulatory care complex, Baptist Medical Park, that delivers a wide array of outpatient and diagnostic services.

A New Direction

In the mid-1990s, low satisfaction marks, not only from patients and their families but also from staff and doctors, were becoming a trend at Baptist Hospital Inc. BHI leaders decided that just improving was not enough. With the lofty vision of becoming the best health system in America, BHI leaders decided to rebuild the organization by engaging its staff and listening to its patients. One of their first actions was to create a flat, fluid, and open leadership system based on communication. Under this new system, staff are not just encouraged, they are *expected* to contact *anyone* in the organization, including president John Heer, at any time to discuss work issues and improvement opportunities.



Highlights

- Overall satisfaction for inpatients, outpatients, ambulatory surgery patients, and home health care services has been near the 99th percentile for the past several years.
- Positive morale for hospital staff has risen from 47 percent in 1996 to 84 percent in 2001 (the most recent survey), compared to 70 percent for staff at its closest competitor hospital.
- Senior leaders serve as role models and are held accountable for organizational performance through a "No Excuses" policy.
- BHI provides 6.7 percent of its total revenue to indigent patients, compared to 5.2 and 4 percent for its competitors.

To reinforce this message, Heer's "open-door" office has a large glass window facing the busiest part of the hospital.

Senior leaders also serve as role models and are personally engaged in creating a "no secrets" environment through activities such as the Daily Line-up, in which all leaders and employees gather at each shift to review information in the *Baptist Daily*, and quarterly around-the-clock employee forums.

Leaving nothing to chance, BHI has created a multifaceted, systematic approach to building customer relationships that begins with BHI's *Standards of Performance* in areas such as attitude, appearance, safety, and even elevator etiquette. Potential job applicants are required to read and agree to abide by these standards before completing an application. "Scripting" helps to ensure that all patients and other customers receive the same high level of personal interaction. For example, any employee who sees a visitor who appears lost will ask, "May I take you to where you are going?" Upon leaving a patient's room, employees always ask, "Is there anything else that I may do for you? I have the time."

Pillars of Excellence

Five "Pillars of Operational Excellence" line the hallways of BHI and literally and figuratively form the foundation for BHI's culture of excellence and its mission to "provide superior service based on Christian values to improve the

quality of life for people and communities served.” The Pillars are: People, Service, Quality, Financial, and Growth. All of BHI’s activities are driven by and centered around the five pillars.

Using external and internal inputs, BHI’s senior leaders and Strategic Measurement Team develop the goals for each pillar. These goals cascade into leader goals, 90-day action plans, senior management priorities, and budgets. BHI uses 90-day action plans for short-term goals. A five-year plan helps balance the time needed for capital commitments and state approvals, and also anticipates advances in medical technology and practices.

Programs such as Bright Ideas encourage employees to contribute innovative suggestions for improving operational processes and customer service or reducing costs. Since 1998, the number of improvement ideas has increased from 1,400 to 6,800 in 2003, and the number of ideas implemented during this time has increased from 370 to 5,000. In 2002, BHI exceeded both its goal of two implemented Bright Ideas per employee and its cost-saving target of \$2.1 million.

BHI uses a variety of tools and processes to gather results, information, and data that can lead to improvements. For example CARE—Clinical Accountability Report of Excellence—captures clinical quality data results and trends in more than 50 departments throughout the hospital. One indicator measures patients’ adverse reactions to medication, including medication errors. In fiscal year 2000, 2.5 medication error events occurred per 10,000 doses dispensed, while only 1.5 events occurred per 10,000 doses dispensed in fiscal year 2002—the VHA benchmark for this measure is 18. (VHA is a private, for-profit cooperative serving not-for-profit health care organizations nationwide.)

BHI also makes extensive use of information technology to gather and pass on information. The Hospital Information System helps BHI collect and integrate data for tracking overall organizational performance, as well as financial, clinical, and operational data and information, and identifying opportunities for improvement. The HIS system is accessed through mobile terminals, kiosks, and MIDAS—the Medical Information Data Access System for physicians. In 2001 and 2003, *Hospitals and Health Networks* magazine gave BHI its “Most Wired” award for effective use of technology.

Excellence Leads to Results

BHI’s new approach to doing business is resulting in significant improvements. Since 1998, the Press Ganey survey has shown BHI to be near the 99th percentile for overall satisfaction for both inpatients and outpatients in the areas of ambulatory surgery, home health care, and

emergency room service. (Press Ganey Associates is a leading independent vendor of satisfaction measurement and improvement services for the health care industry.) Also, staff in the hospital facilities and LifeFlight, BHI’s helicopter air ambulance service, have earned at or near a 99 percent satisfaction rating for the past several years for their sensitivity, attitude and concern, and overall cheerfulness.

In a highly competitive market, BHI has become an employer of choice by offering employees a combination of empowerment and extensive training and development programs. In 2003 BHI was named a “Top 50” learning organization by *Training* magazine. In both 2002 and 2003, Baptist Health Care was ranked in the top 15 in *Fortune’s* 100 Best Companies to Work For in America.

Since 1997, the employee turnover rate has declined from 31 percent to 13.9 percent in 2003. These rates are more favorable than the northwest Florida and national averages, and are at the best-in-class level. While turnover is on the decline, morale at BHI is on the rise, from 47 percent of staff reporting positive morale in 1996 to 84 percent in 2001.

Healthy Community

For more than 50 years, BHI has had a strong commitment to improving the quality of life for the communities it serves. BHI provides a number of free health programs for the area’s poor and uninsured. Heart risk screenings have increased from 1,100 in fiscal year 2000, to more than 2,400 in fiscal year 2003. BHI’s new Women’s Heart Advantage program was established to improve awareness of heart disease among women, provide education on healthy lifestyles, and provide women with easy access to cardiac testing and treatment. BHI’s goal is to provide 2,500 screenings to women in 2003.

BHI provides 6.7 percent of its total revenue to indigent patients compared to 5.2 percent for its closest competitor. In fiscal year 2002, 2,700 prescriptions valued at more than \$550,000 were provided to hospital patients too poor to pay, and another \$250,000 worth of prescriptions were provided to over 1,100 low-income outpatients through its various programs for the uninsured. From October 2001 through September 2002, BHI’s outpatient clinic had 26,000 visits from 16,000 indigent patients.

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