



2024 Award Recipient

Chickasaw Nation Department of Health

The Chickasaw Nation Department of Health (CNDH) provides inpatient, outpatient, and population health services across a 13-county service area in southern Oklahoma. Health care services offered are as follows: ambulatory and ancillary health care, emergency services, specialty services, therapy services, optometry, dental, laboratory, imaging, pharmacy, public health, behavioral health care, and nutrition services.

National Top-10 Percent Performance for Health Care, Patient Loyalty

- Five-star Centers for Medicare and Medicaid Services (CMS) overall ratings for the six years reported—with an exception in fiscal year (FY) 2021 at the height of the COVID pandemic. A five-star rating, a composite measure of over 40 key quality measures, is the highest rating given.
- Patients' willingness to recommend exceeds national, top-10% performance for the past five years across all inpatient services units. Segmented results show ratings for the intensive care unit, obstetrics/gynecology, and CNDH overall above 95% and nearing 100%.
- National, top-10% performance is demonstrated for total workforce turnover, which has improved from 13% in 2019 to 9% in 2023.

Superior Performance for Patient Safety Indicators

- Improved same-day access for primary care at a rate exceeding 140% of pre-pandemic levels
- Patient safety indicators show the best possible results (zero) for all 19 measures over five years—with the exception of just one instance in 2023. Results, which surpass Agency for Healthcare Research and Quality (AHRQ) benchmarks.
- In 2017, CNDH created the "Getting to Zero" campaign, benchmarking a similar program from the airline industry. The campaign focuses on 35 measures that represent the most significant safety issues for patients during their stay in the hospital.
- Consistent, near-100% performance for ambulatory measures (preventative health, tobacco use cessation, and fall screening) in all locations, from 2019 to 2023.



Highlights

- Five-star (highest) Centers for Medicare and Medicaid Services (CMS) overall ratings (a composite measure of over 40 key quality measures); a five-star rating is only awarded to the best 10% of health care organizations in the nation
- Top-10% performance nationally for patients' willingness to recommend
- Top-10% performance nationally for total workforce turnover
- Patient safety indicators show the best possible results (zero) for all 19 measures over five years—with the exception of just one instance in 2023. Results, which surpass Agency for Healthcare Research and Quality (AHRQ) benchmarks



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Top-10% Patient Ratings Lead to Loyalty and Growth

- As part of the Indian Health Service (IHS), CNDH leverages federal funding and third-party payer sources to ensure that no patient is charged for health care. A team of patient benefit coordinators helps patients attain third-party health insurance coverage and ensures that CNDH receives reimbursement for the provision of services.
- CNDH has created programs to fund actual premium payments for insurance policies for specific patient populations. More than 1,600 patients benefit from this program, and CNDH has achieved a return on investment in excess of \$200 million over the last decade; this return has been used to meet challenges related to nutrition and clean water for the population.
- Top-10% performance for the Patient Survey Star Rating in the national Hospital Consumer Assessment of Healthcare Providers and Systems Survey (HCAHPS), from 2019 to 2023.
- Patient satisfaction, as depicted in the HCAHPS results for overall hospital rating, exceed the 90th percentile ranking nationally for the past five years
- While the overall population growth rate of CNDH's service area has remained relatively stagnant, CNDH maintains a dominant and stable market share consistently above 70% of the eligible user population, according to IHS statistics.
- Patient retention results have been sustained at well over 90% and well-above the industry benchmark for the past three fiscal years.

Top-10% Performance for Workforce and Leader Development

- One of the fundamental factors that CNDH measures to determine workforce satisfaction is employees having the resources they need to do their jobs and meet expectations. For associated survey results, CNDH outperforms a 90th-percentile benchmark, exceeding top-10%, national performance.
- Thinking about looking for a new job, a question in the annual employee engagement survey, shows overall and segmented results at the top 25% or 10% nationally for the past five years.
- Results for the Chickasaw Leadership Academy (CLA) indicate an increase in promotions due to the program, with 72% of participants receiving at least one promotion and 100% of 2024 appointed positions being selected from CLA graduates.
- The total recordable incident rate (TRIR), which improved from 2.5 in 2019 to 1.7 in 2023, is much more favorable than the U.S. Bureau of Labor Statistics (BLS) industry benchmark at just under 4. The days away, restricted, or transferred (DART) rate is also better than the BLS industry benchmark.

Community Contributions Support Referrals, Life-Saving Medication, Grant Funding

- Over the past five years, the amount of grant funding acquired by Nutrition Services and the Division of Research and Public Health, along with funding provided for water and sewer projects, has resulted in a combined \$50-\$60 million annually that CNDH contributes back into the community to address priority issues for community health.
- No patient receives a bill for services at CNDH, which extends to referred care services managed through Medisaw, a referral-based program for CNDH. Those with insurance have most of the cost covered; while, in 2023, CNDH contributed nearly \$9 million back into the economy for those most in need of specialized care.
- Naloxone distribution, a life-saving medication that can reverse an overdose from opioids, has increased steadily from FY2021 through FY2024.

Financial Viability Supports Operations, Stewardship

- CNDH's financial viability measures for days cash on hand and current ratio, a measure of liquidity, are superior to Moody's AA ratings. Days cash on hand increased from about 300 days in 2019 to almost 700 days in 2024. Current ratio increased from 4 to more than 7 from 2021 to 2023.
- Operating margin improved from 11.7% in 2019 to 15.1% in 2023, which is far superior to the current Moody's AA median operating margin of 2%.
- Medicare spend per beneficiary demonstrates consistent performance of approximately 0.8, which is 20% superior to national norms and a competitor.

For more information:

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