



Malcolm Baldrige  
National Quality Award

# 2019 Award Recipient

## Adventist Health White Memorial

Adventist Health White Memorial (AHWM) is a private, faith-based, nonprofit, teaching hospital that provides a full range of inpatient, ambulatory (outpatient), emergency, and diagnostic services. AHWM, which is deeply committed to its community, is the only "safety-net" hospital serving more than 2 million people in a densely populated area where most residents live below the Federal poverty level.

### Health Care Outcomes

- AHWM has had zero emergency department returns after outpatient surgery since 2014, which places it in the national top decile in 2018.
- Complication rates—including for all causes, general medical, surgical, and orthopedic—have been better than the national top decile from the second quarter in 2015 to 2019. In addition, all-causes complication rates are better than a national peer cohort in 2018. Surgical complications have improved from about 17% in 2015 to 13% in 2018, and orthopedic complications have improved from about 16% in 2015 to about 6% in 2018.
- For use of antenatal steroids, an evidence-based practice that reduces complications in newborns, AHWM has been at 100% since 2014, equal to the national top decile and 15% better than a state collaborative.
- AHWM has sustained near or perfect performance since 2013—matching the best performance of the American College of Cardiology—for the delivery of evidence-based care (door-to-balloon times [from the time symptoms start, to the time the patient has engaged medical care] of less than 90 minutes) for heart-attack patients.
- AHWM has achieved significant improvement in Clostridium difficile (C. diff) infections, from about 65 in 2015 to less than 20 in 2018, near the national top quartile.

### Citizenship with Results

- AAHWM's Health Careers Pathway Partnerships with local high schools and colleges provide mentorship opportunities. Almost half the nursing scholarships that AHWM has awarded since 2018 went to residents in its impoverished service area.
- AHWM is challenged by high crime rates in the surrounding area, with 35 gangs in close proximity to the hospital and one gang covering three quarters of the hospital's surrounding area. To help improve safety and security, AHWM employs a former gang member who serves as a 24/7 liaison to create a gang neutral zone.



### Highlights

- AHWM has had zero emergency department returns after outpatient surgery since 2014, which places it in the national top decile in 2018.
- AHWM has sustained near or perfect performance since 2013—matching the best performance of the American College of Cardiology—for the delivery of evidence-based care (door-to-balloon times of less than 90 minutes) for heart-attack patients.
- Challenged by high crime rates in the surrounding area, AHWM employs a former gang member as a liaison to create a gang neutral zone. Other hospitals are replicating this unique approach to manage violence.
- AHWM has received a Standard & Poor's AA+ rating for its days-cash-on-hand, with a current performance of 396 days, which is hundreds of days better than its nearest competitors.



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- Over nearly two decades, AHWM has worked closely with its partners in the Hispanic-majority community to train more than 224 local residents in nursing. Of these, 100% received registered nurse licensing, 70% pursued advanced degrees, and 90% stayed at AHWM after three years.
- From 2014 through 2018, AHWM raised more than \$27 million through its charitable foundation and nearly \$1 million dollars through its annual employee giving campaign to support community health programs.

## Patient and Other Customer Process with Results

- Since 2014, Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) results for "would recommend" have improved almost 10%, with a level in 2018 better than the National Research Council (NRC) top quartile, competing hospitals, and a peer cohort.
- AHWM's net promoter score results of about 50 in 2018 for the NRC consumer awareness survey show a significant increase from 2015, with levels in 2018 almost 25% higher than competing hospitals.
- HCAHPS survey rankings for timeliness/responsiveness and communication with nurses outperform the NRC top-quartile rankings by 5% and 9%, respectively.

## Senior Leadership

- AHWM pursues its mission of "living God's love by inspiring health, wholeness, and hope" through its senior leaders who create an environment of servant leadership. Senior leaders role model the mission-driven partnership with the East Los Angeles community by caring for the underserved through their personal actions.
- Guiding Principles include senior leaders and employees taking responsibility to ensure the safety of patients, coworkers, and others; reaching for the highest standards of work and being honest in all things; using all resources responsibly and efficiently; and treating others like family.

## Financial Results

- Despite an impoverished service area and dependency on government reimbursement, AHWM has received a Standard & Poor's AA+ rating for its days-cash-on-hand, with a current performance of 396 days, which is hundreds of days better than its nearest competitors.
- Since 2013, AHWM has sustained a dominant leadership position in its primary market area, with an overall market share of 10% (its closest competitor has approximately 4.9%). This sustained leadership performance is supported by AHWM's cardiovascular services market share that has exceeded competitors by almost 2% since 2014 and its women's services market share that has exceeded competitors by three to four times.

## People Process with Results

- Workers' compensation costs have decreased each year since 2015, with marked improvement from more than \$1,250,000 in 2015 to about \$175,000 in 2018.
- AHWM's medical resident retention rate has increased consistently at levels better than competing, regional hospitals since 2014, from 6% in 2014 to 41% in 2019.
- Volunteer satisfaction for positive experience and the proper amount of training is at 100% from 2013 through 2018; volunteers account for about 15% of AHWM's workforce.

## Process Efficiency/Effectiveness with Results

- Use of barcode medication administration to match patients with their prescribed medications has improved from less than 60% in 2015 to almost 100% in 2018.
- AHWM established a cleft palate clinic in 2016 to meet community needs. Since inception, the clinic has achieved 100% compliance with required documentation and medication reconciliation.
- AHWM has reduced its emergency department length of stay from more than 250 minutes in 2015 to about 150 minutes in 2018, a level very close to the national top-quartile.

## Strategic Planning

- A fully integrated strategy development process includes detailed market analysis, input from the community, health care experts, current organizational performance, and an aligned communication system.
- AHWM's Strategy Day brings together individuals key to developing strategic challenges and advantages from across the health system, as well as key partners, suppliers, community members, and health care experts.

### For more information:

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### Baldrige Performance Excellence Program

The Baldrige Program educates organizations of all sizes and from all sectors in organizational performance management and improvement. We also administer the Malcolm Baldrige National Quality Award. Our key services are to identify and recognize role-model organizations, share best management practices, and help organizations achieve best-in-class performance levels. We are the only public-private partnership and Presidential award program dedicated to improving U.S. organizations.

For more information on the Baldrige Program:  
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