

## SSM CARDINAL GLENNON CHILDREN'S HOSPITAL

SSM Cardinal Glennon Children's Hospital (CGCH) is a 190-bed, pediatric medical center located in midtown St. Louis, Missouri. CGCH is a member of SSM Health Care (SSMHC), a not-for-profit health care system sponsored by the Franciscan Sisters of Mary, which owns, operates, and manages 18 other hospitals and three nursing homes in four states – Missouri, Illinois, Wisconsin, and Oklahoma.

With a 48 year history in the community, CGCH serves children, primarily from eastern Missouri and southern Illinois. Areas of specialization include: neonatology, cardiology, trauma, critical care, rehabilitation, pulmonology, transplantation, hematology/ oncology, and pediatric surgery. In addition, CGCH provides a distributed network of pediatric programs throughout its service area by partnering with local providers. CGCH is a teaching hospital affiliated with the Saint Louis University Schools of Medicine and Nursing and nine other educational institutions.

From its membership in SSMHC, CGCH derives its Mission, Vision, and Core Values, and Quality Principles. Through its partnership with physicians, CGCH provides pediatric care to both inpatients and outpatients. Of the 190 licensed beds, over 60 are considered to be critical care beds, including a neonatal intensive care unit, a pediatric intensive care unit, and a stem cell transplant unit. In 2003, CGCH had 5,567 inpatient admissions, 112,600 outpatient visits, and 37,052 emergency department visits. Also in 2003, CGCH opened a new and expanded emergency department and a new patient tower providing all private rooms.

Consistent with its Mission and Quality Principles, CGCH has identified its primary customers as patients and their families whose key requirements include:

- Accurate diagnosis and treatment
- Successful clinical outcomes
- Safety
- Frequent, consistent, understandable, and respectful communication
- Family-centered environment and care
- Timely access to services

CGCH recognizes that community-based referring physicians are also customers whose key requirements are



### SSM Health Care's Mission Statement

Through out exceptional health care services, we reveal the healing presence of God.

### SSM Health Care's Vision Statement

Through our participation in the healing ministry of Jesus Christ, communities, especially those that are economically, physically and socially marginalized, will experience improved health in mind, body, spirit and environment within the financial limits of the system.

### SSM Health Care's Core Values

In accordance with the philosophy of the Franciscan Sisters of Mary, we value the sacredness and dignity of each person. Therefore, we find these five values consistent with both our heritage and ministerial priorities: compassion, respect, excellence, stewardship, community.

### SSM Health Care's Quality Principles

- Patients and other customers are our first priority
- Quality is achieved through people
- All work is part of a process
- Decision making by facts
- Quality requires continuous improvement

SSM Cardinal Glennon  
Children's Hospital



timely access to diagnostic, consulting, and treatment services for their patients and timely and accurate communication of information about their patients, including accurate diagnostic results. Patient and referring physician satisfaction is determined through a variety of methods including satisfaction surveys, focus groups, discharge phone calls, and face-to-face visits.

CGCH's leadership system includes both administrative and medical staff members who create value and balance the needs of stakeholders by focusing on the following Five Characteristics of Exceptional Health Care.

- Exceptional clinical outcomes
- Exceptional patient/family satisfaction
- Exceptional employee satisfaction
- Exceptional physician satisfaction
- Exceptional financial outcomes

Leadership creates an environment for empowerment, organizational agility and innovation, by combining a structure of Shared Accountability with the use of Continuous Quality Improvement (CQI) Principles, Methods, and Tools.

CGCH demonstrates its social responsibility through establishment of relationships with representatives of federal, state and local government, including an annual Legislative Reception and visits by legislators to the Hospital where they receive a tour and discuss health care issues and concerns. In addition, CGCH sponsors programs intended to support the health of the community including the Missouri Regional Poison Center, the Footprints Program, a nationally recognized service which offers coordinated end-of-life care to children and their families and communities, and the Cord Blood Bank, the 2<sup>nd</sup> largest facility of its kind in the world.

CGCH participates in the SSMHC Strategic, Financial, and Human Resource Planning Process which combines direction setting and strategy development with Human Resource and financial planning. The strategic plan is structured on the Five Characteristics of Exceptional Health Care to further ensure that all stakeholders' needs are considered. The annual planning cycle culminates with the development of departmental plans and goals which are summarized and displayed on Goal Posters and individual employee goals which are recorded on individual Passports.

CGCH's 1,600 employees work in partnership with over 450 physicians to provide health care and support services. The Shared Accountability model includes a system of interdisciplinary teams and committees as well as task-focused CQI teams. Shared Accountability, based on the premise that the work belongs to those who perform it, empowers the staff close to the work to take action and improve their own processes.



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CGCH identifies key health delivery processes as providing access, assessing/ diagnosing, treating/performing procedures, educating patients/families, discharging/continuing care, controlling infection, and communicating/documenting. Support processes include managing the environment, information, human resources, finances, materials, and partnering with physicians. In support of their annual performance improvement plans, departments, teams, and committees identify outcome and in-process indicators to measure their ability to meet their customer's needs and expectations.

The Missouri Quality Award Criteria for Performance Excellence provides the framework for CGCH to achieve exceptional performance, but it is ultimately the intense passion of its employees and physicians for the work that they do that makes the difference. At SSM Cardinal Glennon Children's Hospital "our love for kids just keeps on growing!"

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