



2011

MISSOURI QUALITY AWARD RECIPIENT

SSM Health Care

SSM Health Care is a Catholic, not-for-profit health care system, sponsored by the Franciscan Sisters of Mary. With entities in four Midwest states – Missouri, Illinois, Wisconsin and Oklahoma -- and based in St. Louis, Mo., SSM is one of the largest Catholic health care systems in the country. Nearly 23,000 employees, 5,800 physician partners, and 3,600 volunteers work together every day, caring for more than 2 million people each year in its communities.



While health care will change dramatically over the coming years, SSM Health Care is embracing the future by investing in its communities. SSM St. Clare Hospital in Fenton, Mo. opened in 2009, and is one of four new or replacement hospitals currently being planned, bringing economic growth to the communities it serves. SSM is investing \$1.3 billion in capital projects over four years and an additional \$350 million has been invested in the early implementation of the electronic health record, to ensure the safest, highest quality care for patients.

SSM is a vibrant organization, providing care in a range of convenient settings, including hospitals, a pediatric medical center, outpatient centers, rural and inner city clinics, surgery centers, nursing homes, physician offices, freestanding emergency centers, home



Mission

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

Values

Inspired by our founding religious sisters, we value the sacredness and dignity of each person. Therefore, we find these five values consistent with our heritage and ministry:

- **Compassion**

We reach out with openness, kindness and concern.

- **Respect**

We honor the wonder of the human spirit.

- **Excellence**

We expect the best of ourselves and one another.

- **Stewardship**

We use our resources responsibly.

- **Community**

We cultivate relationships that inspire us to serve.

Strategic Direction 2020

Working with our physician and other partners, we will be an indispensable, top-performing, Mission-based integrated health care delivery system achieving \$7 billion in revenue by 2020.

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.

care and hospice. These services are provided in four regions: SSM Health Care - St. Louis in greater St. Louis, Mo.; SSM Health Care of Wisconsin in southern Wisconsin; SSM Health Care - Oklahoma in Oklahoma City; and St. Mary's Good Samaritan, Inc. in Southern Illinois. SSM's additional service areas include St. Mary's Health Center in Jefferson City, Mo., and St. Francis Hospital & Health Services in Maryville, Mo. A forward-thinking organization, SSM Health Care is one of the country's earliest adopters of the electronic health record (EHR), investing more than \$350 million

to implement the EHR throughout the system. With \$3.9 billion in total assets, SSM has maintained a AA- rating for more than a decade.

Begun in 1872 by five Catholic Sisters with \$5, SSM Health Care continues the work of its founding Sisters by providing compassionate care and exceptional outcomes to patients and their loved ones. The Sisters always had a special concern for people who were poor. In the 20th and 21st centuries, SSM Health Care has continued in the tradition of the Sisters, placing people's need for care above their ability to pay.

SSM Health Care's Mission was developed with input from nearly 3,000 employees at every facility and at every level of the organization. It is only thirteen words, but employees throughout the system know it by heart – and take it to heart: "Through our exceptional health care services, we reveal the healing presence of God."

Employees were deliberate in selecting the word "exceptional" because they knew that the Mission statement would set the highest standard – and they believe their patients deserve nothing less. They share a commitment to provide the same exceptional and compassionate care to every person who comes through the doors for care, regardless of his or her ability to pay.

More than that, employees know what they can do in their everyday work to move SSM closer to achieving its Mission. That's because all work is focused on achieving exceptional results in the three key areas: Exceptional Patient Care, Exceptional Commitment, and Exceptional Financial Performance and Growth. These areas take into account industry challenges and the expectations of SSM's patients, physicians and other partners, suppliers and others. And from these key areas, SSM develops goals and performance metrics.



As part of the process that produced SSM's Mission, employees were also asked to re-validate the values that guide the organization in everything it does. These values are: Compassion, Respect, Excellence, Stewardship, and Community. The values guide SSM's ac-

tions and decisions, and employees are evaluated on these values during annual performance appraisals.

SSM made the system-wide commitment to continuous quality improvement (CQI) in 1990, becoming one of the first health care systems in the nation to do so. Sr. Mary Jean Ryan, FSM, now Board Chair and former CEO, and the system's senior leadership team made this commitment after research showed strong



parallels between SSM's Values and CQI principles. In 2007, SSM revitalized the CQI program. Now called CQIplus, it incorporates elements of Lean and Six Sigma, change management and team facilitation tools and concepts. It focuses on using teams to make processes more streamlined, efficient and cost-effective in order to provide patients with the best possible care. CQI and the Baldrige criteria for performance excellence have transformed SSM's culture into one of teamwork, continuous learning, innovation, breakthrough performance and systems thinking.

As the first health care recipient of the Malcolm Baldrige National Quality Award in 2002, SSM has become a national and international role model for health care organizations that are striving to create a culture of continuous improvement. SSM shares the learnings from its quality journey with hundreds of people throughout the world every year.

SSM continually strives for exceptional levels of performance in everything it does – and its employees have embraced the principles of continuous quality improvement in the tireless pursuit of fulfilling SSM's Mission of providing exceptional health care to everyone they serve.

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