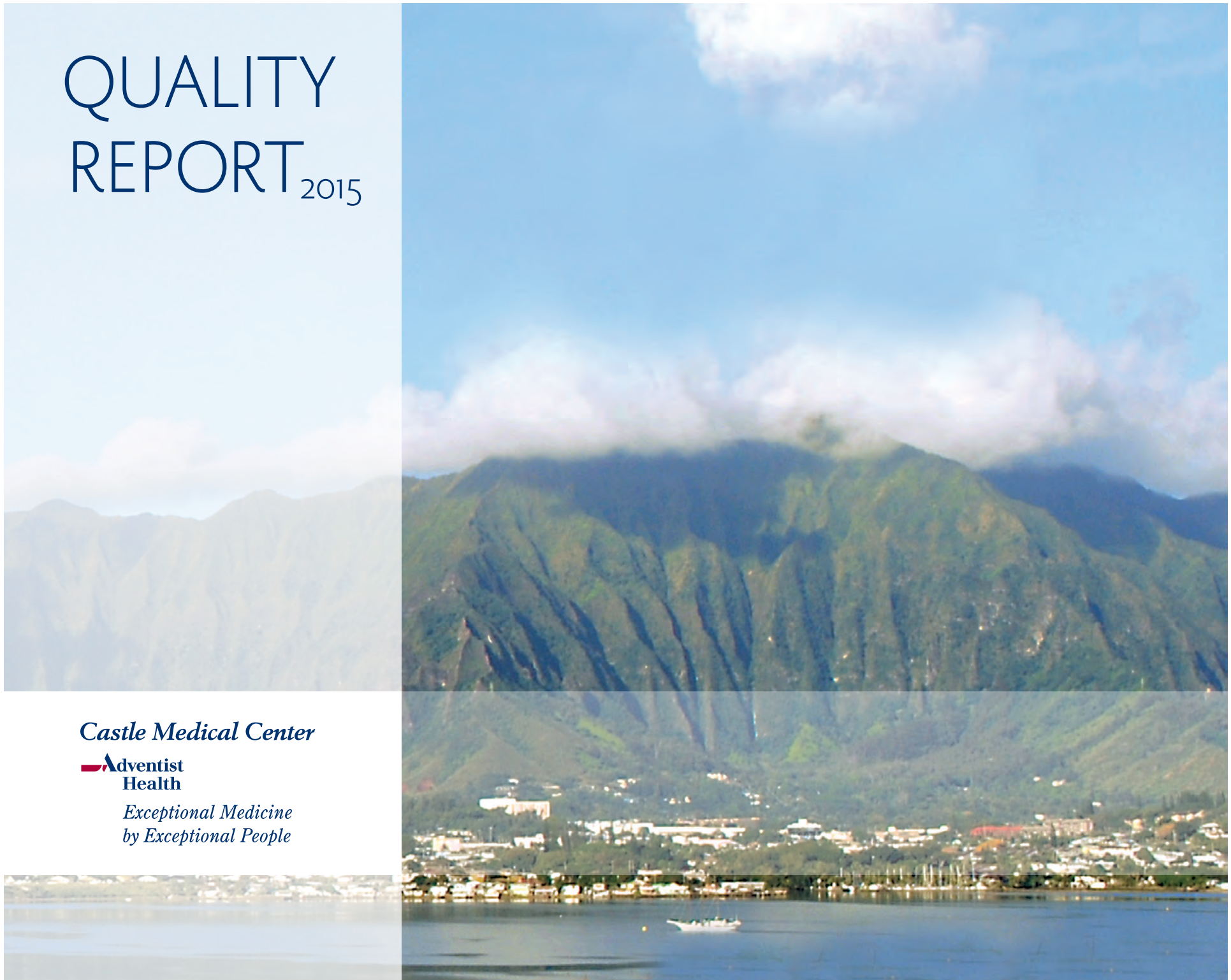


# QUALITY REPORT<sub>2015</sub>

*Castle Medical Center*

 **Adventist  
Health**

*Exceptional Medicine  
by Exceptional People*



**Our Mission**

Mālama ana i kō kākou kaiaulu.

*Caring for our community.*

Ka'ana i ke aloha o ke Akua.

*Sharing God's love.*

**Our Vision**

Castle Medical Center will be a recognized leader providing quality care, wellness, and fiscal strength in a spiritual setting.

**Our Values**

- The compassionate, healing ministry of Jesus
- Human dignity and individuality
- Excellence in clinical and service quality
- Responsible resource management in serving our communities
- The health care heritage of the Seventh-day Adventist Church
- Each other as members of a caring family

*This document is a report on Castle Medical Center's performance and activities during the year 2014.*

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# Introduction

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*Kathryn A. Raethel*  
R.N., M.P.H., M.H.A., F.A.C.H.E.  
President and CEO

*Kathryn A. Raethel*

Castle Medical Center is proud of our longstanding focus on quality. In this, the ninth edition of our annual *Quality Report*, you will see that our continued focus on monitoring and improving key quality indicators has once again taken us to top-performer levels in most categories. Our scores have shown improvement over the year, and our patient experience scores continue to reflect positive and memorable experiences.

At Castle, we remain committed to being transparent, open, and honest about the quality of care we provide. This report reveals our performance on many quality indicators, including those that are publicly reported. Whenever possible, we provide appropriate benchmarking data for purposes of comparison.

As in years past, Castle Medical Center has been the recipient of many awards and accolades in 2014. These awards are based on our achievements in quality and performance improvement. They are the product of the efforts of many physicians, hospital associates, and volunteers who are committed to fulfilling our mission of “Caring for our community, and sharing God’s love.”

We hope that you enjoy reading about our many achievements, innovations, and goals for the future, and that you find the testimonials from our patients to be both enlightening and heartwarming.

# The Medical Center



Located in Kailua, Hawai'i, Castle Medical Center serves all of O'ahu and is the primary health care facility for the Windward side of the island. Castle is a full-service medical center offering a wide range of inpatient and outpatient services. With 160 beds, more than 1,000 associates, 300 volunteers, and 330 physicians on staff, Castle has substantially expanded its services since first opening its doors in 1963. The hospital is owned by Adventist Health, a Seventh-day Adventist organization.

Castle Medical Center focuses on providing patient-centered health services in a caring environment that extends well beyond hospital and clinic walls. Our many programs are developed to serve the health and medical needs of our communities.

In 2014, Castle's services included:

- 24-hour emergency services
- Inpatient acute care
- Vera Zilber Birth Center
- Joint Care Center
- Inpatient behavioral health services
- Open heart surgery
- Interventional cardiology services
- The Hawai'i Center for Metabolic and Bariatric Surgery
- Multi-specialty surgical services
- Neurological services
- Harry and Jeanette Weinberg Outpatient Center
- Chemotherapy Clinic
- Extensive outpatient services
- Imaging services, laboratory, and pharmacy in Kāne'ohe
- Wellness and Lifestyle Medicine Center.

# Awards and Recognition

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## The Joint Commission Recognizes Castle as a *Top Performer*



In 2014, and for the third year in a row, Castle Medical Center was named one of the nation's *Top Performers on Key Quality Measures*<sup>®</sup> by The Joint Commission, the leading accreditor of health care organizations in the United States. Castle was recognized by The Joint Commission for exemplary performance in using evidence-based clinical processes that are shown to improve patient care for heart attack, heart failure, and pneumonia. To be named a *Top Performer*, Castle had to achieve a cumulative performance of 95% or above across all reported accountability measures. In earning this distinction, Castle is one of 1,224 hospitals in the U.S., or 33% of accredited hospitals reporting data.

In addition to being included in The Joint Commission's annual report, *Improving America's Hospitals*, Castle Medical Center is recognized on The Joint Commission's "Quality Check" Web site, [www.qualitycheck.org](http://www.qualitycheck.org).

# Awards and Recognition

## Gold Achievement Award for the Care of Stroke

In 2014, the American Heart Association and American Stroke Association recognized Castle Medical Center with a “Get With The Guidelines®” (GWTG) Gold Achievement Award for at least twenty-four consecutive months of 85% or greater adherence to all GWTG stroke treatment guidelines. These guidelines include starting stroke patients on aggressive risk-reduction therapies (such as the use of tPA, antithrombotics, and anticoagulation therapy), cholesterol-reducing drugs, and smoking-cessation counseling. All of these measures are aimed at reducing death and disability and improving the lives of stroke patients.

This is the third year that Castle Medical Center has been recognized with a “Get With The Guidelines®” award for stroke. The awards program helps Castle to develop, implement, and maintain acute and secondary prevention guideline processes to improve patient care and outcomes. The quick and efficient use of guideline procedures improves the quality of care for stroke patients and may reduce the number of disabilities and save lives.



# Awards and Recognition

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## National Excellence in Healthcare Awards

Professional Research Consultants (PRC) is a national marketing research organization whose mission is to help health care organizations achieve excellence through surveys of physicians and employees. Based on results from the organization's Medical Staff and Employee Perception Surveys performed in 2013, PRC has recognized Castle Medical Center with sixteen individual National Excellence in Healthcare Awards.

**Medical Staff Perception:** Castle received four 5-Star Awards for scoring in the top 10% of hospitals whose medical staff was surveyed, in the areas of:

- Hospitalist services
- Nursing care
- Overall quality of care
- Patient safety.

Further, Castle received six 4-Star Awards for scoring in the top 25% of hospitals surveyed in:

- As a place to practice medicine
- Emergency services
- Surgical services
- Administration
- Radiology services
- Anesthesia services.

**Employee Perception:** Castle received six 4-Star Awards for scoring in the top 25% of hospitals whose employees were surveyed, in the areas of:

- Patient care
- Teamwork within the department
- Immediate supervisor
- As a place to work
- Teamwork between departments
- Department director.





# Awards and Recognition

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## **QUEST® Award for High-value Healthcare**

Premier, Inc., recognized Castle Medical Center in 2014 with a QUEST® Award for High-value Healthcare Citation of Merit for delivering high-quality, cost-effective health care. Only 61 out of 350 eligible hospitals nationally received a Citation of Merit for achieving top performance in any four of the six areas measured in Premier's QUEST® collaborative, including harm, mortality, readmissions, costs, patient experience, and evidence-based care.

QUEST® is a performance-improvement collaborative working to make health care safer, more efficient, and consistently effective.

## **Partnership for Patients Award**

Castle was also recognized by Premier, Inc., for reducing preventable hospital-acquired conditions (HACs) and readmissions, as part of the federal Partnership for Patients initiative. Through the Partnership for Patients, Premier's hospital engagement network (HEN) is working with more than four hundred hospitals to reduce preventable readmissions by 20% and preventable HACs by 40% during 2014. As a member of Premier's HEN, Castle is one of the thirty-five hospitals to be honored with a Citation of Merit for the Premier Partnership for Patients Award for early success in reaching its reduction goals in at least five of the ten areas measured.



Premier, Inc. is a leading health care improvement company, uniting an alliance of approximately 3,000 hospitals in the U.S. along with over 100,000 other providers in order to transform American health care.

Both the QUEST® Award for High-value Healthcare and the Partnership for Patients Award were announced during Premier's annual Breakthroughs Conference and Exhibition held in San Antonio, Texas.

# Awards and Recognition

## Healthcare Organization of the Month

In March of 2014, outcomes firm Studer Group® recognized Castle Medical Center with its Evidence-Based Leadership Healthcare Organization of the Month award. This award recognizes consistent improvement in overall patient experience scores since partnering with Studer Group®.

For the last five years, the medical center has vigilantly implemented best practices that include hourly patient rounding, adoption of the AIDET® communication tool (**a**cknowledge, **i**ntroduce, **d**uration, **e**xplain, and **t**hank), nurse leader rounding on patients and associates, implementation of clear patient communication boards, post-discharge phone calls, thank-you cards, bedside shift reports, leadership institutes, and clear communication about results to all associates and physicians.

In addition to the hospital's patient experience scores, the number of positive patient comments from post-discharge calls and surveys has also increased dramatically, validating the effectiveness of Castle's approaches and strategies.

## Excellence in Physician Engagement

Castle was also recognized last year with the Excellence in Patient Care award by Studer Group®. Castle received the award at Studer Group®'s twelfth annual "What's Right in Health Care®" conference held in August in Chicago. These awards are given to select organizations coached by Studer Group®, based on their performance in various categories. To be eligible for an award, an organization must demonstrate outstanding performance in a particular category.

Castle Medical Center was selected based on a significant rate of change and substantial achievement in scores for physician engagement in recent years.



Studer Group® works with over 850 American health care organizations, teaching them how to achieve, sustain, and accelerate exceptional clinical and operational outcomes. Castle has been working with Studer Group® since 2010.

# Awards and Recognition

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## Women's Choice Award®

Castle Medical Center was named as one of the 2014 America's 100 Best Hospitals for Patient Experience by WomenCertified, Inc., home of the Women's Choice Award®. The Women's Choice Award® is reserved for hospitals across the United States that partner with WomenCertified in its mission to empower women to make smart health care choices.

This distinction is the only award that identifies the country's best health care institutions based on robust criteria that consider female patient satisfaction, clinical excellence, and what women say they want from a hospital, including quality physician communications, responsiveness of staff, cleanliness, and trusted referrals from other women.



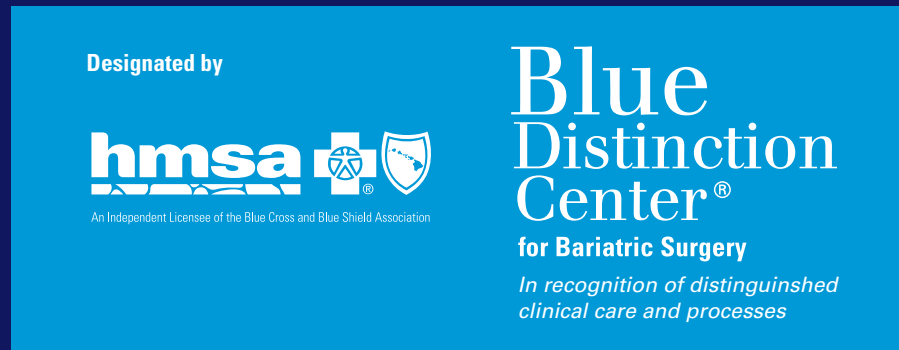
# Awards and Recognition

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## **Blue Distinction Designation for the Bariatric Surgery Program**

Castle Medical Center's bariatric surgery program, The Hawai'i Center for Metabolic and Bariatric Surgery (formerly known as the Surgical Weight Loss Institute), secured HMSA Blue Cross and Blue Shield's coveted Blue Distinction label in 2014.

The nationally recognized Blue Distinction label means that the medical center demonstrates expertise in delivering quality care and helps consumers find facilities that provide the best specialty care.



# Awards and Recognition

## 2014 Healthstrong™ Hospital

Castle Medical Center was named a 2014 Healthstrong™ Hospital by iVantage Health Analytics. This firm's analysis is based on a composite score related to competitive strength, market size and growth, population risk, cost, charges, quality outcomes, patient perception, and financial stability. Castle Medical Center ranked in the top 500 out of 4,400 eligible hospitals.

For more than twenty years, iVantage Health Analytics has helped hospitals make better strategic decisions and improve performance by providing information that hospitals need to succeed through a health ratings system.



## “Business of the Year”

At its monthly meeting in June of 2014, the Rotary Club of Windward O’ahu recognized Castle Medical Center with its “Business of the Year” award for 2013.

The award is given each year to the Windward business that has excelled in its business or trade and partnered philanthropically with the local community.



# Awards and Recognition

## “Best in Business”

Castle Medical Center was honored by *Pacific Business News* (PBN) at that publication’s 14th annual Business Leadership Hawai’i gala held in November of 2014. Castle was presented with the “Best in Business” award for companies with more than forty employees.

Among the reasons PBN cited for recognizing Castle with the award were:

- The current renovation and upgrade of the Emergency Department that will allow the medical center to meet the growing need for emergency care on the Windward side of O’ahu.
- The renovation of the hospital’s main lobby, giving it a darker, warmer, island feel, and the addition to the lobby of Kailua Sunrise, a welcoming nook where visitors and staff can purchase fresh-brewed coffee.



- The Innovation initiative that Castle Medical Center takes part in each year as a member of the California-based Adventist Health network of hospitals and as the only faith-based hospital on O’ahu. In this initiative, Adventist Health makes available to its hospitals a total of a quarter of a million dollars in seed money, with awards of up to \$50,000 for each innovation. So far, Castle staff has been granted awards totaling more than \$100,000, including a recent \$48,000 award to create a training module and video with the goal of enhancing the empathy of staff for the hospital’s patients and visitors. The module and video created will then be used by the other hospitals in the Adventist Health system.
- The internal funding by Castle’s leadership of other innovative ideas, from the hospital’s operating capital.

# Awards and Recognition



## **“Healthiest Employer in Hawai‘i”**

In 2014, *Pacific Business News* also named Castle Medical Center “Healthiest Employer in Hawai‘i” in the large business category for the third year in a row. *PBN* annually presents the award to recognized small, medium, and large businesses that create an atmosphere of health and wellness for their employees in the workplace.

The 2014 “Healthiest Employer” winners are chosen by a Mainland firm, Healthiest Employers, that calculates the contestants’ scores from a 75-point questionnaire

completed by each company about its wellness programs. In 2014, the three winners were the highest scorers among eighteen finalists across three categories of business size.

Further, Castle was the recipient of the overall “Healthiest Employer in Hawai‘i” award. Judges felt that Castle did an exemplary job of promoting employee health and well-being by tying health care plan premiums to employee participation in the hospital’s LivingWell wellness program.

# Awards and Recognition

## Fit-Friendly Worksite Gold Achievement Award

Castle Medical Center was recognized in 2014 with a Gold Achievement award by the American Heart Association's Fit-Friendly Worksites recognition program for the hospital's efforts of the previous year. The Fit-Friendly Worksites program recognizes employers that make the health and wellness of their employees a priority by:

- Offering them support for physical activity
- Providing healthy eating options at the worksite
- Promoting a wellness culture.

Heart disease is the leading cause of death in the U.S., and physical inactivity doubles the risk for heart disease. This is especially concerning as so many adults in our nation spend their waking hours sitting behind desks at work.

Castle is proud to have the Wellness and Lifestyle Medicine Center, its employee wellness program, LivingWell, and its vegetarian restaurant, The Bistro, to help associates make healthier choices.





# Awards and Recognition

## PRSA Awards for Marketing

The Hawai'i chapter of the Public Relations Society of America (PRSA) recognized the top public relations campaigns and tactics of 2013 at the 31st annual Koa Awards dinner held in the Kaua'i Ballroom of the Sheraton Waikiki Hotel. Castle Medical Center's Marketing Department was honored by PRSA with a record-breaking twenty-two awards, including two for the 2013 edition of this publication, the *Quality Report*. Each year, PRSA chapters on the Mainland judge entries for the Hawai'i chapter.

In each category, PRSA presents a single Koa Award, and then up to two other entries may be given an Award of Excellence.

Castle received nine Koa Awards for:

- Newsletters, External: *Windward Health*
- Marketing, Health Care Services: *In Sickness & In Health*
- Publications, Single Issue: *Our Blueprint—50th Anniversary*
- Annual Reports, Non-Profit: *Our Blueprint—50th Anniversary*
- Direct Mail/Response: *Our Blueprint—50th Anniversary*
- Media Relations, Consumer Services: *50th Anniversary Celebration*
- Books: *Kailua Foods: Recipes for Your 'Ohana*
- Creative Tactics: *50th Anniversary and Birthday Commercials*
- External Video Programs: *50th Anniversary and Birthday Commercials.*

Castle received thirteen Awards of Excellence for:

- Annual Reports, Non-Profit: *Quality Report 2013*
- Publications, Other: *Quality Report 2013*
- Web Sites, External: *Castle Medical Center Web Site*
- Public Service, Non-Profit: *In Sickness & In Health (seminars)*
- Audio Programs: *In Sickness & In Health (radio)*
- Reputation/Brand Management, Non-Profit: *In Sickness & In Health*
- Integrated Communications, Non-Profit: *50th Anniversary Celebration*
- Direct Mail/Response: *50th Anniversary Invitation*
- Internal Video Programs: *50th Anniversary Video*
- Community Relations, Non-Profit: *"I Love Kailua" Town Party*
- Creative Tactics: *Kailua Foods: Recipes for Your 'Ohana*
- Magazines, Internal: *Ulupono*
- Newsletters, Internal: *Castle MD.*



# Mission

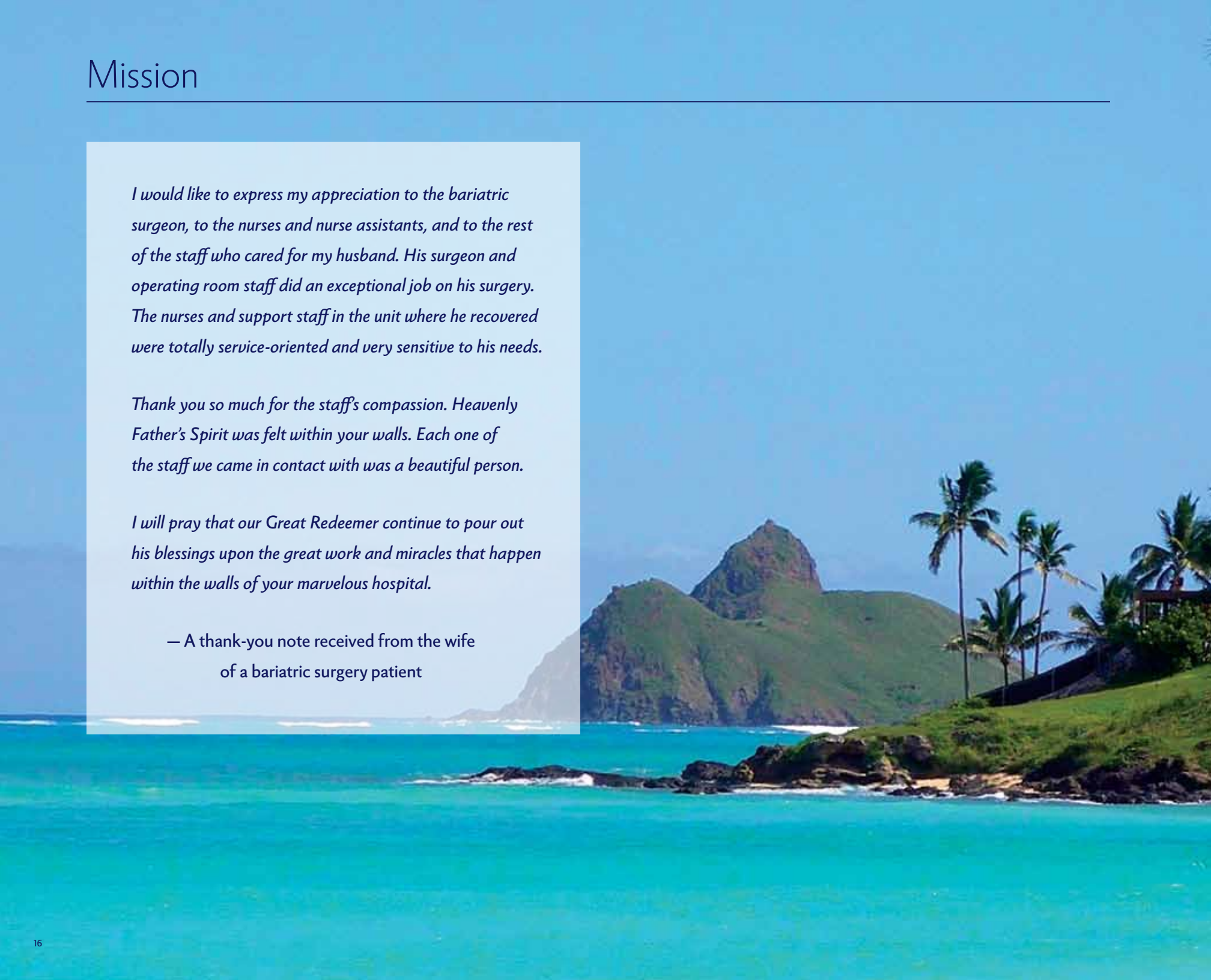
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*I would like to express my appreciation to the bariatric surgeon, to the nurses and nurse assistants, and to the rest of the staff who cared for my husband. His surgeon and operating room staff did an exceptional job on his surgery. The nurses and support staff in the unit where he recovered were totally service-oriented and very sensitive to his needs.*

*Thank you so much for the staff's compassion. Heavenly Father's Spirit was felt within your walls. Each one of the staff we came in contact with was a beautiful person.*

*I will pray that our Great Redeemer continue to pour out his blessings upon the great work and miracles that happen within the walls of your marvelous hospital.*

— A thank-you note received from the wife  
of a bariatric surgery patient



# Mission

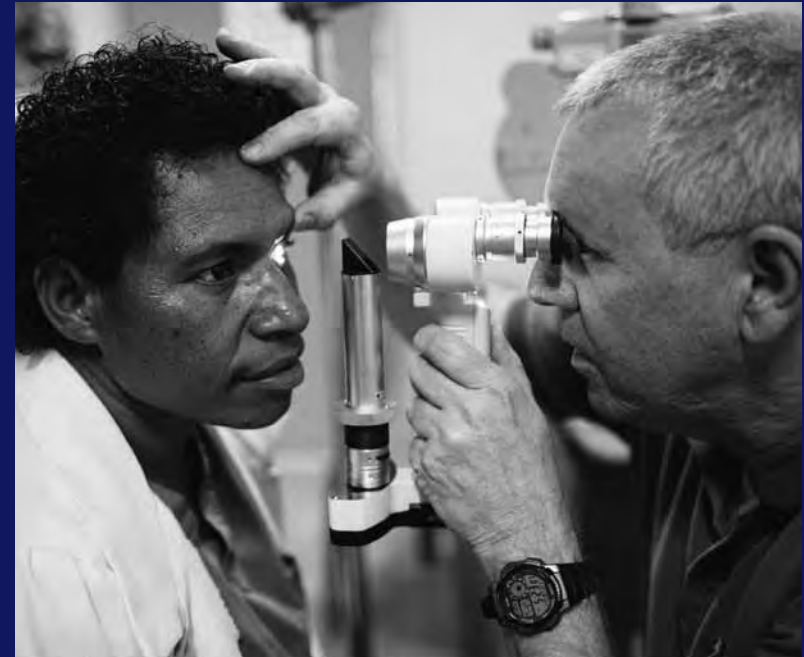
## Mission Trip to Papua New Guinea

In February of 2014, a team from Castle Medical Center made its fourth mission trip to Porgera Hospital, located in the highlands of Papua New Guinea. Members of the team included Kailua ophthalmologist and former Castle Chief of Staff George Nardin, M.D., M.P.H., Castle President and CEO Kathy Raethel, R.N., Director of Bio-Medical Services Rick Yenke, rehabilitation therapist Kara Carlyle, O.T., and Chris Simons of Marketing. The team brought a full load of medical supplies for the hospital, hundreds of new and used prescription glasses, clothing, and knitted caps.

The trip from Hawai'i takes three days, including a six-hour drive over a bumpy, treacherous road in the New Guinea highlands. Once there, the team set up an eye clinic and assisted Dr. Nardin in fitting over five hundred villagers with glasses.

In addition to running the eye clinic, the team also worked with the hospital there to:

- Provide physical therapy
- Help make service repairs to hospital medical equipment, restoring it to full functionality
- Distribute four hundred knitted caps to appreciative children and adults who experience chilly nights all year round
- Provide twelve laptop computers, donated by the IT department of Castle's corporate parent Adventist Health, to a small elementary school, a local church pastor, and the hospital.



# Mission

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## Wellness Wednesdays at Weinberg

Over four years ago, Castle Medical Center's Wellness and Lifestyle Medicine Center first partnered with Weinberg Village Waimānalo, a transitional housing program for homeless families with minor-age children, to establish Wellness Wednesdays at Weinberg.

Wellness Wednesdays are monthly hour-long presentations by Castle-affiliated health care experts on an important health topic, followed by a question-and-answer session. These talks provide a convenient and personalized way for parents to learn about and practice healthy living. By becoming informed about important health issues and learning how to incorporate health-promoting habits into their lives, parents can then be role models for positive lifestyle changes.

The topics for the talks are tailored to the residents' needs and interests, with attention paid to current health issues and their relevance to promoting overall family health. For example, in 2014, Castle's Wellness Center provided a series of tobacco treatment classes at Weinberg Village because several of the residents had expressed the desire to quit smoking together.

Wellness Wednesdays at Weinberg would not be possible without the generosity of Castle-affiliated providers, associates, and Windward-area health experts who devote their time and expertise to the program.



# Mission

## Holiday Community Outreach

- In an effort that has become an annual event, hospital associates provided some seventy needy Windward O’ahu families with gift cards for Thanksgiving meals in 2014.
- Once again, before Christmas of last year, Castle’s Medical Staff and Castle Health Group, a consortium of physicians affiliated with the hospital, contributed Christmas trees, lights, and ornaments to Weinberg Village Waimānalo, a nearby independent non-profit facility that provides transitional housing and other services to families that are homeless or at risk. As the director of the facility said, this holiday giving is particularly meaningful because “some of the residents have never once had a Christmas tree in their lives.”
- Castle’s Giving Tree Project has for more than twenty years now assembled large collections of gifts during the Christmas season for Windward families who otherwise would have to go without them. Last year, twenty-seven such families were treated to these gifts, and several more families received canned and non-perishable food, all donated by Castle associates and physicians. The value of the gifts donated this year was over \$14,000.
- For the third year, Castle associates arrived in the early morning hours at the homeless shelters run by the Honolulu-based Institute for Human Services to prepare Christmas breakfast for some 315 residents. Food was donated by the hospital, and after breakfast, gifts donated by Castle’s leadership were distributed by Santa and Mrs. Claus to the children who were staying at the shelter.



# Mission

## Mission Week 2014

For five days starting Monday, June 9, Castle Medical Center hosted Mission Week for all of its associates. This week, which was titled “Inspired Care,” culminated with keynote speaker and nationally known author Rich Bluni, R.N., from Studer Group®.

Also speaking during the week were:

- Leesa Souza, R.N., of Castle’s ICU, who spoke about her mission trip to Papua New Guinea and how it has changed her life
- Gloria Chapman of Patient Access, who shared her personal stories about her prison ministry and about her adopted, orphaned son in Uganda, who has recently completed his bachelor’s degree in law
- Mike Barber, director of Cardiovascular Services at Castle, who talked about the importance of having mentors in one’s life and of being a mentor for others
- Psychiatrist and Castle’s Chief of Staff Denis Mee-Lee, M.D., who spoke about the aloha spirit and the proven role that true empathy plays in healing.

On the last day, associates had the option of attending several sessions by Rich Bluni, whose topic was “Connecting to Purpose: Why Are You Here?” Through his experiences over twenty-one years as a nurse, in risk management and patient safety, and in leadership, Rich related life-changing experiences that led him to connect to his purpose as a health care provider.

Many of Castle’s associates found the week genuinely thought-provoking and extraordinarily touching.



# Mission



## **“Soil to Soul” Food Day Fair**

More than three hundred members of our community braved record-setting heat and humidity on a Sunday in September to attend the Food Day fair at Castle. The 2014 fair, titled “Soil to Soul,” featured an informative and lively panel discussion on the correlation between the food we eat, how we grow that food, and our health. The panel comprised community nutrition and farming professionals and four Castle physicians—in neurology, nephrology, cardiac surgery, and internal medicine. Kailua neurologist Kore Liow, M.D., served as panel moderator.

The event also included exhibits, a farmers’ market, home garden starter kits, refreshments, and entertainment.

Also contributing to the event were Castle’s Food Day community partners, the Hawai’i Dietetic Association, Waimānalo Country Farms, Waimānalo Seventh-day Adventist Church, and Sweet Annie, a community health education and advocacy organization.

# Mission

## “I Love Kailua”

As it has for many years, Castle Medical Center presented a mini-health fair during the Lani-Kailua Outdoor Circle’s 22nd annual “I Love Kailua” Town Party in April of 2014.

At the fair, Castle offered free screenings, health and wellness information, and an opportunity to visit with physicians at its “Ask a Doctor” table.



## Child and Youth Day

The first Sunday of October each year is Child and Youth Day, which is celebrated with a public event at the Hawai’i State Capitol in Honolulu. More than three hundred exhibitors participated in 2014, providing education and entertainment for children and their families.

Among the exhibitors last year was Castle, whose booth focused on educating families about the path that food takes, from the ground to the table to composting. Visitors to Castle’s booth were given home garden starter kits and invited to take part in activities, including a sugary beverage challenge and constructing a plate of food based on the MyPlate model that was developed by the USDA for nutritional education.





# Mission

## Breast Cancer Awareness Month and American Heart Month

Once again in October, Castle Medical Center celebrated Breast Cancer Awareness Month by decorating the forty-foot-tall Cook pine tree in front of the hospital with an enormous pink ribbon and lighting it from top to bottom with hundreds of pink lights.

Further outreach for the month included Castle's "Think Pink!" events, held at Macy's department stores in Kāne'ohe, Kailua, and Kahala. At these events, shoppers learned about breast cancer, its detection, and treatment and talked to experienced mammography technologists. The hospital also produced a video that was submitted as an entry in the national Pink Glove Dance video contest, which is sponsored annually by the American Cancer Society for the purpose of breast cancer awareness.

In February, and for the second time, Castle recognized American Heart Month by lighting the hospital's Cook pine tree with red lights.

Anyone traveling to and from the neighboring communities of Kailua and Waimānalo saw our brilliant tree during February and October, decorated to increase general awareness of cardiovascular disease and breast cancer.



# Mission

## ***Inpatient Satisfaction with Spiritual Care***

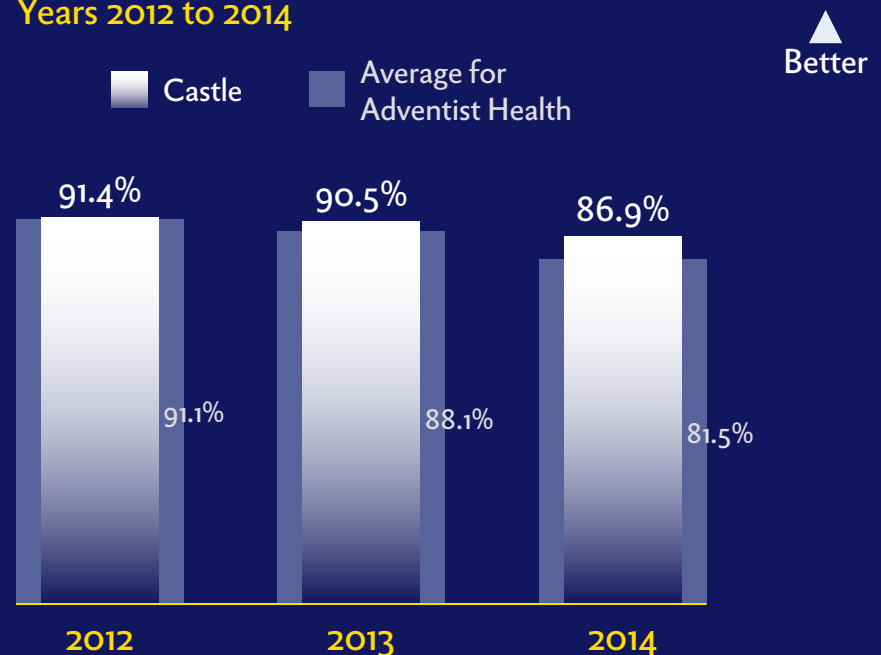
Castle Medical Center is a faith-based organization dedicated to meeting the spiritual needs of our patients.

In addition to the initiatives described in the preceding pages, we focused in 2014 on the following:

- Overhead prayers every morning at 8 a.m. and every evening at 8 p.m.
- Inspiration prayer cards on all patient meal trays
- Encouraging associates to listen to the spiritual needs expressed by their patients and to pray with them, or to refer them to the chaplain when appropriate
- Daily rounding of patients by Castle chaplains
- Bereavement and grief support by members of our Pastoral Care staff.

The chart on the right compares the level of satisfaction that Castle's patients have with their spiritual care to the average found at the other eighteen hospitals within the Adventist Health system

## **Satisfied with Attention to Unique Religious/Spiritual Needs Years 2012 to 2014**



# Patient Satisfaction

---

*I would like to convey my appreciation to the entire staff! From those checking me in at the emergency room and the registration staff to the nurses, aides, and doctors in the ER, the telemetry department, my X-ray technicians, the nurses and nursing assistants on my unit, and the housekeepers. Everyone was amazingly helpful, courteous, caring, gentle, efficient, and good-natured.*

*I have never experienced such caring and love at any other hospital.*

— A thank-you card received from a patient

*I am impressed with the team approach, involving all three doctors, the nursing staff, and the nutritionist. I really appreciate the bedside shift report, the visit by the nurses every hour, and the updated board in my room.*

*All kept me and my wife informed about my meds, procedures, and care plan.*

*Even my room was very spacious and had a beautiful view.*

— A thank-you card received from a patient

# Patient Satisfaction

## Inpatient

Castle Medical Center participates in the Hospital Consumer Assessment of Healthcare Providers and Systems survey, known as HCAHPS, which measures the patient's perspective on hospital care. This standardized tool allows objective and meaningful comparisons between hospitals in areas that are important to consumers.

The charts on this and the following three pages show Castle's patient satisfaction ratings from 2014. We are proud to score in the top 25% of hospitals nationwide in most areas.

## Inpatient Satisfaction National Percentile Ranking Year 2014

Better ►

### Overall rating



### Cleanliness and quiet



### Would recommend hospital



### Responsiveness of staff



### Communication with doctors



### Pain management



### Communication about medicine



### Communication with nurses



### Discharge information



# Patient Satisfaction

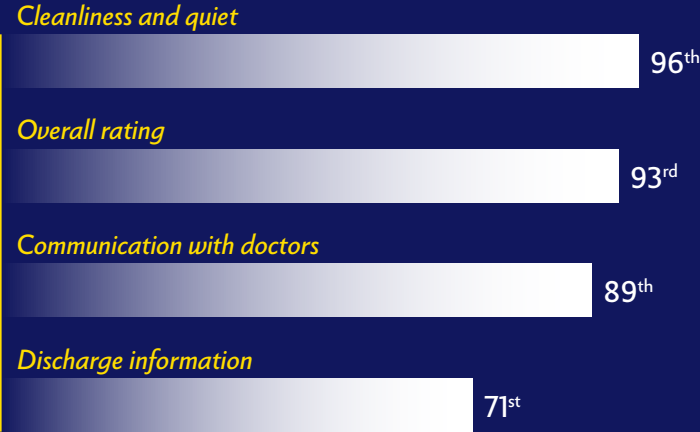
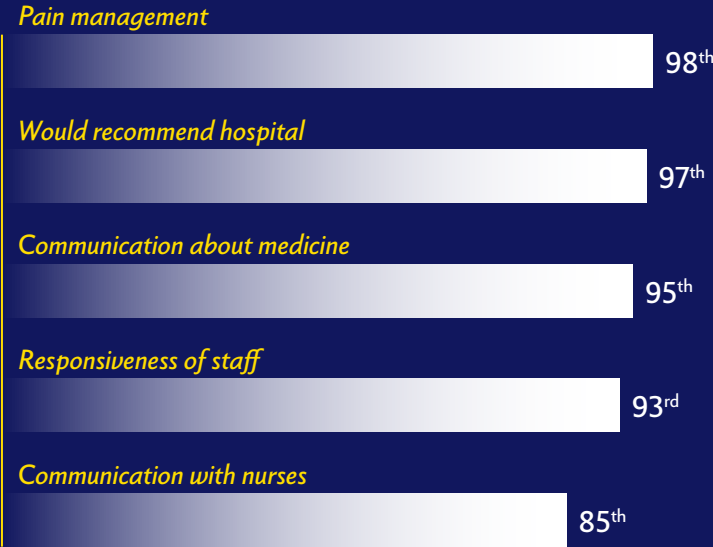
## Birth Center

Patient satisfaction with Castle Medical Center’s Birth Center has continued to improve each year.

We are most pleased that the number of patients who said they would recommend our Birth Center to others placed us in the 97th percentile nationally.

### Birth Center Patient Satisfaction National Percentile Ranking Year 2014

Better ►



# Patient Satisfaction

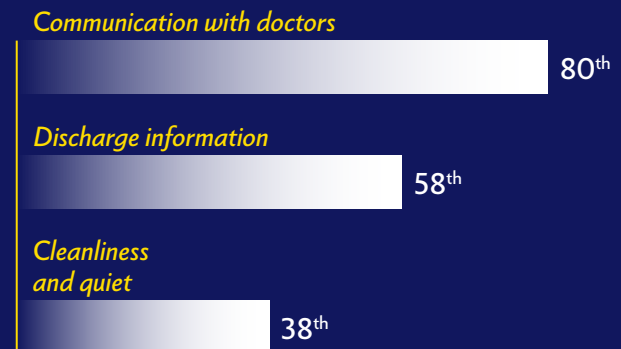
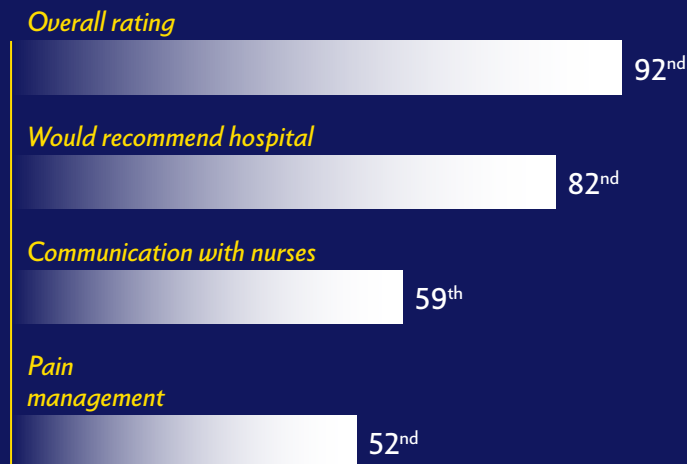
## Emergency Department (ED)

Our patients' overall rating of Castle's Emergency Department has consistently been among the top in the nation. We are especially proud that overall, our patients ranked us in the 92nd percentile of hospitals nationwide in 2014.

The Emergency Department recently began a full-scale renovation to provide more space and a more pleasant experience for the increasing number of patients needing our services. (Please turn to page 76 to read more about this major project.) We believe that the expansion and modernization of the department will improve our scores with regard to the cleanliness and quiet of the facility.

### ED Patient Satisfaction National Percentile Ranking Year 2014

Better ►



# Patient Satisfaction

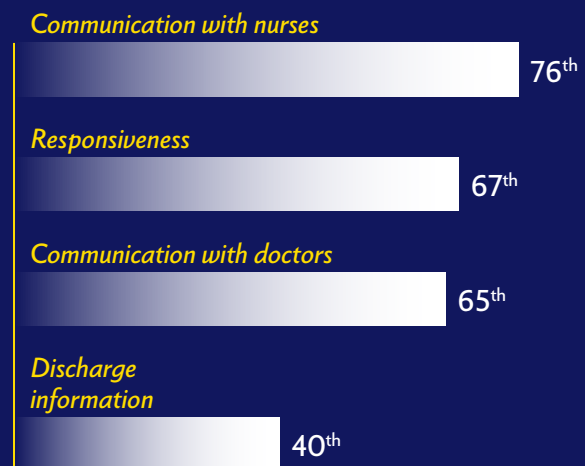
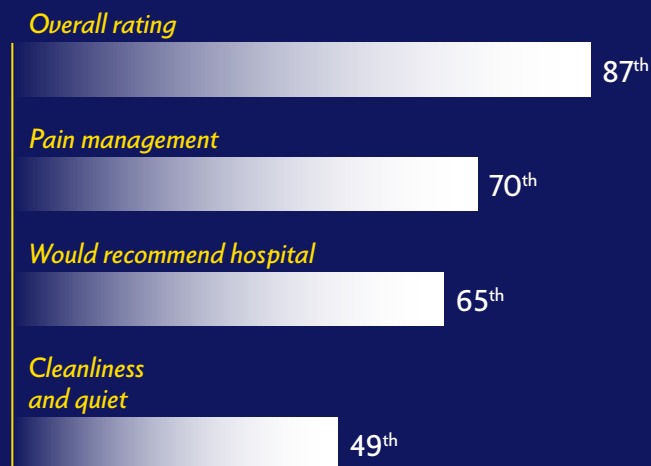
## Outpatient Surgery

Our patients' overall rating of outpatient surgical services at Castle is now approaching top-decile performance.

Our goal for 2015 is to reach the 90th percentile in our overall rating and to raise all other measures to at least the 75th percentile.

## Outpatient Surgery Satisfaction National Percentile Ranking Year 2014

Better ►



# Physician Satisfaction

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*Most people who know me realize that I am definitely a man oriented around family. I'm sure that is why my relationship with Castle has not only continued but flourished through the years.*

*At Castle Medical Center, we not only provide excellent care to our patients, but to the surrounding community as well. This outreaching support and the sense of family I find at the hospital have actually convinced me to move my family into the community that Castle serves.*

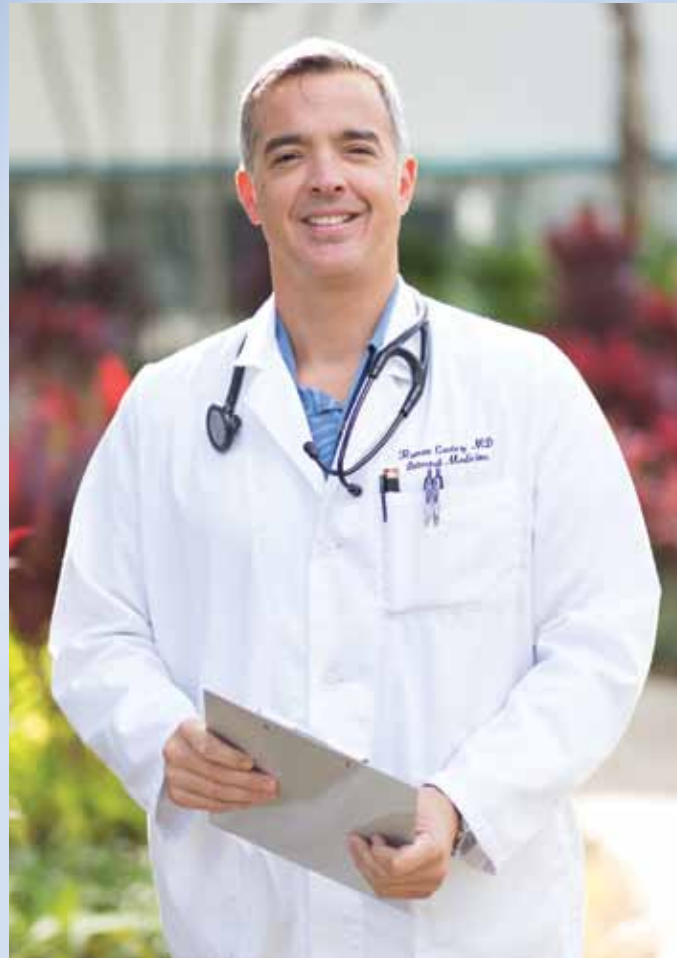
*On my recent move, I actually had an experience as a customer and was able to view Castle from a totally different perspective. A family member of mine needed medical attention due to an adverse drug reaction, and although her physicians were all in Honolulu, I convinced her to come to Castle's emergency room. She was given thorough and efficient care, all while her spirits were kept high by the staff. By doing little things like*

*cracking a joke or even providing visitors with coffee, the staff really went above and beyond. Even now, six weeks after the incident, I still have staff members asking how she is doing. The continued empathy shown me not only makes me feel like I'm a member of a supportive team, but also a part of an extended family here at Castle.*

*Having worked and trained at nearly every other hospital on this island, I have to say that Castle really does rise to the top. Especially now that I have seen the patient experience from a patient's point of view, I can really stand by that statement.*

*Moving into Kailua and becoming a member of the community here is something I will never regret. The care we received at Castle has given my family an extra sense of security. In fact, more of my family members will*

*be moving to the community that we serve, thanks to the comfort Castle Medical Center has provided.*



— Roman Cortez, M.D., hospitalist practicing at Castle Medical Center



# Physician Satisfaction

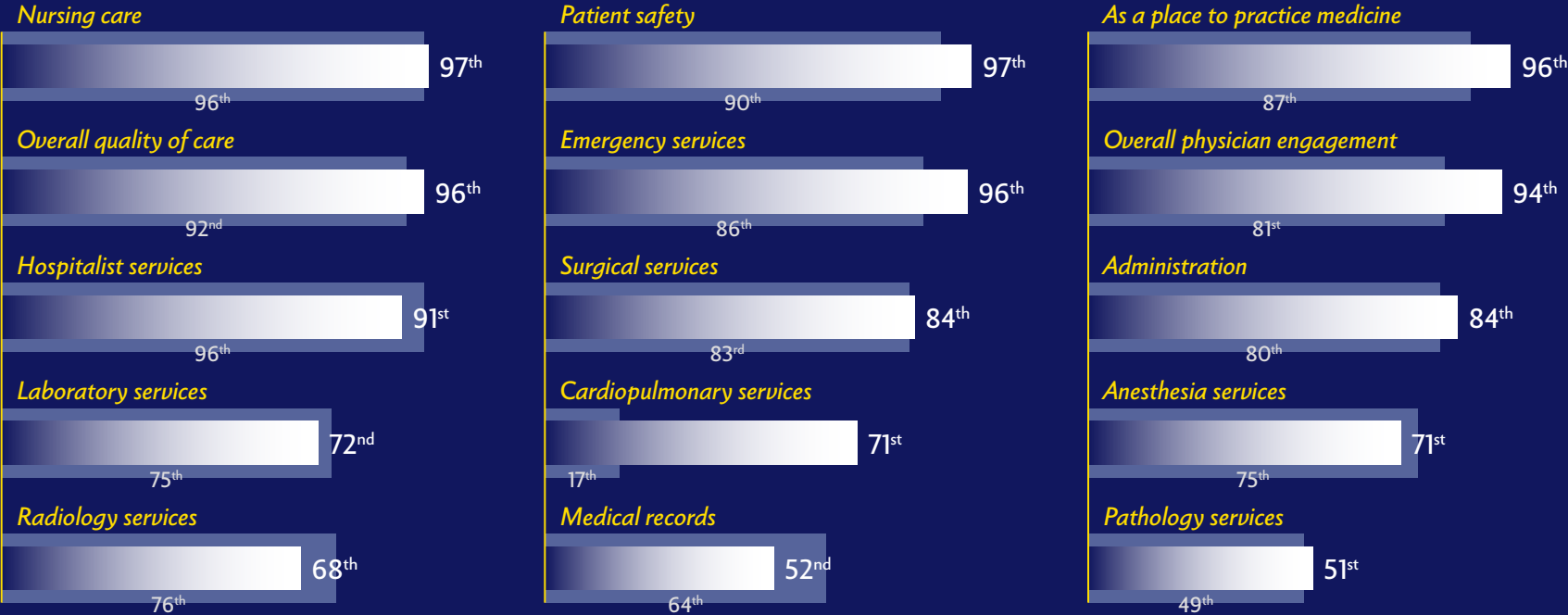
Castle’s medical staff provided feedback on the hospital’s clinical service areas, administration, and overall quality by participating in the 2014 Physician Loyalty Survey. This survey is administered by Professional Research Corporation (PRC), which compares our results with over 350 other hospitals nationally that also participate in the survey.

Castle is proud that the hospital ranked in the top 10% nationally in seven of the fifteen measures shown on the chart below, including as a place to practice medicine and in overall physician engagement. The survey also provided us with information that we can use to increase physician satisfaction, especially in the areas of pathology services and medical records.

## Physician Satisfaction PRC Percentile Ranking 2014 and 2013 Surveys

2014 2013

Better ▶



# Associate Engagement

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*I like to say that I was born to be here. Perhaps that's because I have been part of the Castle 'ohana for a very long time. In high school, I worked as a volunteer here. Later, I worked part time in Admitting and then briefly as a unit secretary in the Birth Center. After I received my nursing degree, I chose to return to Castle to be part of the family again. But perhaps the real reason I say that I was born to be here is because I actually was born at Castle. For me, this is where it all started.*

*The feeling of family at Castle has never wavered for me over the years. I remember growing up and spending time at the hospital, because my mom has been employed at the hospital for over fifteen years. When I was looking for a volunteering opportunity, it was only natural that I would choose to volunteer here. It was then that I began to get a better appreciation of the close-knit feeling that Castle is known for.*



*While working in Admitting, I was exposed to patients in the ER, and this is where my interest in patient care was first piqued. A personal tragedy further solidified my desire to become a nurse after seeing the care and the compassion the employees gave to my family. That is truly when I knew I wanted and needed to be part of this hospital.*

*Many people know me to be careful in my decision-making. So while in nursing school, I chose to do clinicals at other hospitals so I could be exposed to how other hospitals operated. Wherever I went, though, there was something in me that always wanted to come back home to Castle. After*

*becoming aware of how the other hospitals worked, I knew Castle was where I wanted to plant my roots and never leave. And as I continue to grow and learn here at Castle, I know the decision was the right one. How could it not be? It's simply where I was born to be.*

— Liberty Ka'ahanui, nurse manager of the Pūlama unit

# Associate Engagement

In 2014, Castle Medical Center's corporate parent, Adventist Health, began using a survey developed by Gallup, Inc., to measure associate engagement in all of its member hospitals. This survey is used by numerous health care and social service institutions across the United States, with a total of 1.3 million persons participating.

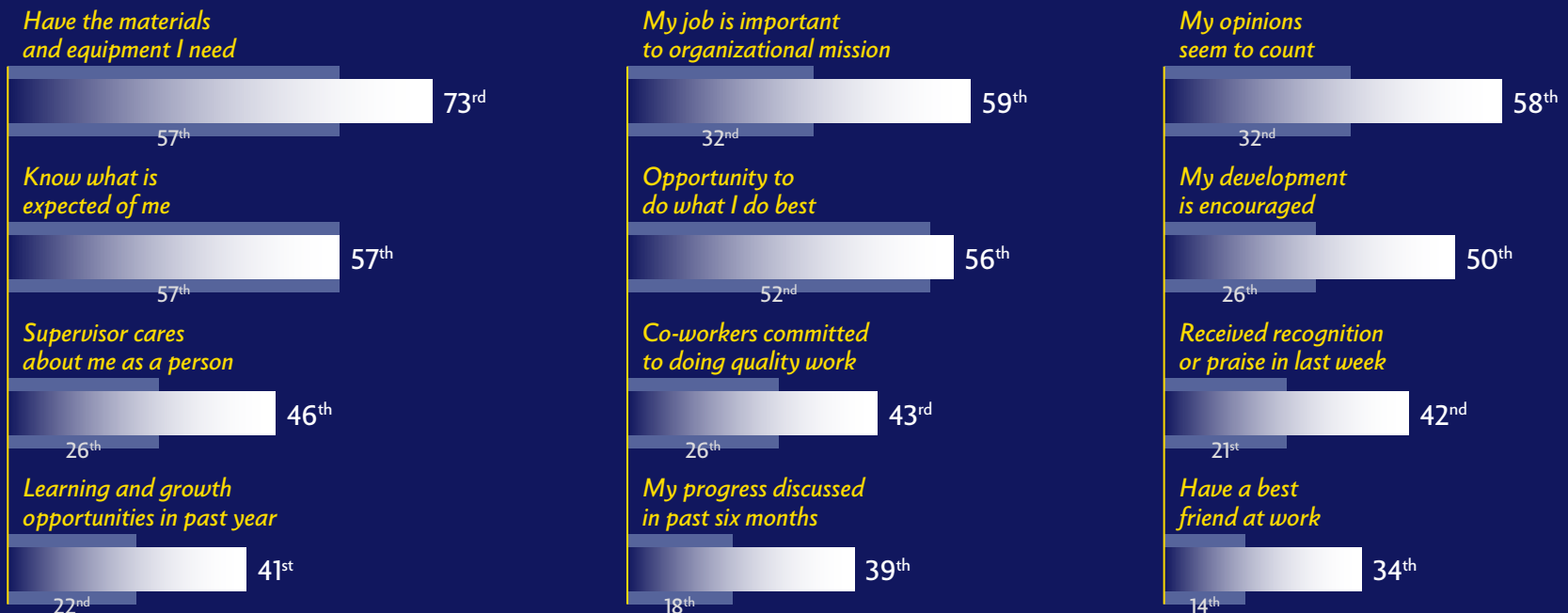
On a scale of 1 to 5, Castle's composite score on the survey was 4.09, ranking the hospital in the 94th percentile of organizations that were using the survey for the first time.

The chart below shows Castle's national percentile rankings of our associate engagement scores in various areas. These percentile rankings are also compared to the average rankings of all hospitals in the Adventist Health system. We are pleased that Castle was the top performer in the system.

## Associate Engagement Gallup Percentile Ranking 2014 Survey

Castle
  Average for Adventist Health

Better ►



# Inpatient Care

*Heidi Woo and her husband Brad Yankiver were vacationing in Kailua this past August and decided to hike the popular Pillboxes Trail above Lanikai with some friends. It's a fairly short, intermediate-level hike, but the trail is steep in places, and gravelly.*

*Sometime during the hike, Heidi experienced ventricular fibrillation (VF), a potentially fatal cardiac condition in which the heart ventricle muscles quiver instead of contracting properly, and she collapsed. Among the couple's friends on the hike were a dermatologist and a nurse, and they immediately began to administer CPR while others called 911.*

*Castle Medical Center's director of Cardiovascular Services and his wife were also hiking that day not far away. "I noticed the helicopter and alerted our Intensive Care Unit," he says.*

*As a result of the heroic efforts of both the paramedics and Heidi's friends, she arrived at Castle with a pulse but was unresponsive, and she was put on a ventilator.*

*The ICU charge nurse on duty when Heidi was admitted relates, "When Heidi got to the unit, we immediately started therapeutic hypothermia protocol." Five years ago, Castle Medical Center joined a growing number of hospitals across the nation that use this special body-cooling therapy to help prevent brain injury and improve a patient's chances of survival after cardiac arrest.*

*The very next day, the same ICU nurse was spending time off on the golf course. "It was a beautiful day, and I looked up at the Pillboxes and thought about Heidi, so I called in to the unit, and they told me that she was awake," she said. "On Monday morning when I came in, there she was, sitting up in bed using her iPad!"*

*"Heidi's story really exemplifies how it does 'take a village' to care for each other," says Castle's Cardiovascular Services director, who reports that with Heidi's new pacemaker, her prognosis should be good. "What with her friends, the EMS first responders, the ED and ICU medical and nursing staff, and the full range of cardiovascular services at Castle, it all came together and contributed to her amazing recovery."*

*Back home in San Francisco, Heidi writes, "I want to express my gratitude to those who took care of me during my stay at Castle. All I can say is that my recuperating heart is saturated with love and gratitude towards my amazing care team.*

*"I don't remember many things about my hospital stay—especially during those initial days—however, a feeling of sincere care and concern strongly resonates with me when I think of my interactions among all the nurses and physicians whom I encountered. I feel beyond blessed and am comforted to know that I was surrounded by such wonderful people."*

# Inpatient Care

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At right, Heidi Woo and her husband Brad Yankiver pose for a snapshot in front of Castle Medical Center on the day she left the hospital.



# Inpatient Care

## Acute Myocardial Infarction (AMI), Heart Failure (HF), and Community-Acquired Pneumonia (CAP)

Research has established guidelines for the optimal treatment of patients experiencing heart attack, heart failure, or pneumonia. Castle has shown great improvement over the last several years in compliance with these guidelines.

In 2014, we achieved 100% compliance with every guideline for community-acquired pneumonia. The hospital continues to focus its efforts on clinical feedback and collaboration with physicians to make further improvements.

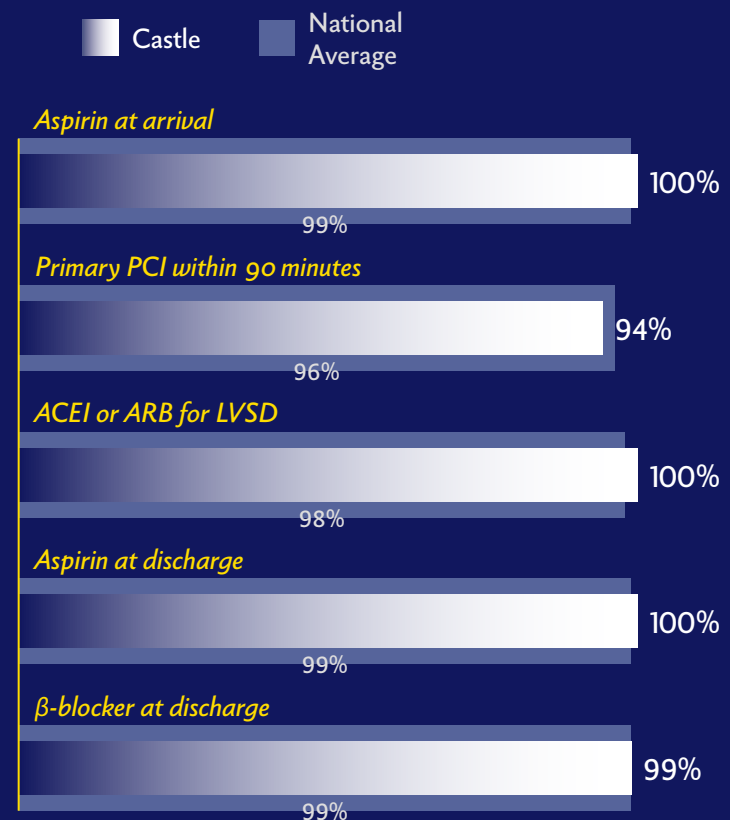
The following charts display the most recent results available from Premier, Inc., a national health care research firm that consolidates data on quality measures from over 3,000 hospitals and 100,000 other providers across the United States.

- PCI = Percutaneous coronary intervention
- ACEI = Angiotensin-converting enzyme inhibitor
- ARB = Angiotensin receptor blocker
- LVSD = Left ventricular systolic dysfunction

## AMI Guideline Compliance

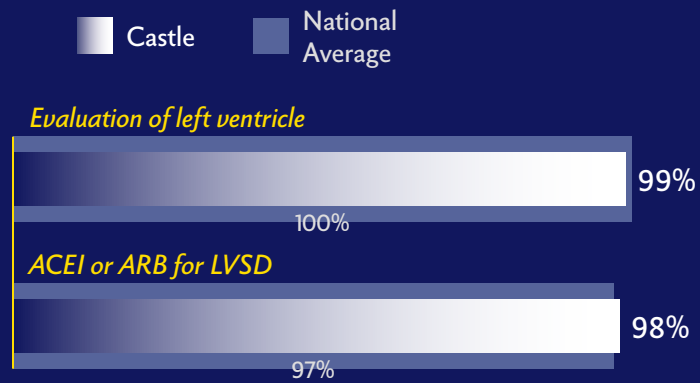
Year 2014

Better ►



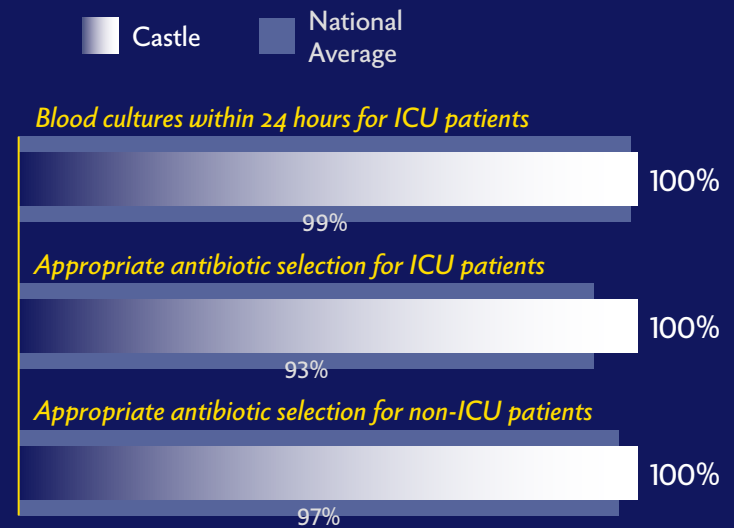
# Inpatient Care

## HF Guideline Compliance Year 2014



## CAP Guideline Compliance Year 2014

Better ►



# Inpatient Care

## ***Surgical Care Improvement Project (SCIP)***

Research has established guidelines that, when followed, produce the best clinical outcomes for surgical patients.

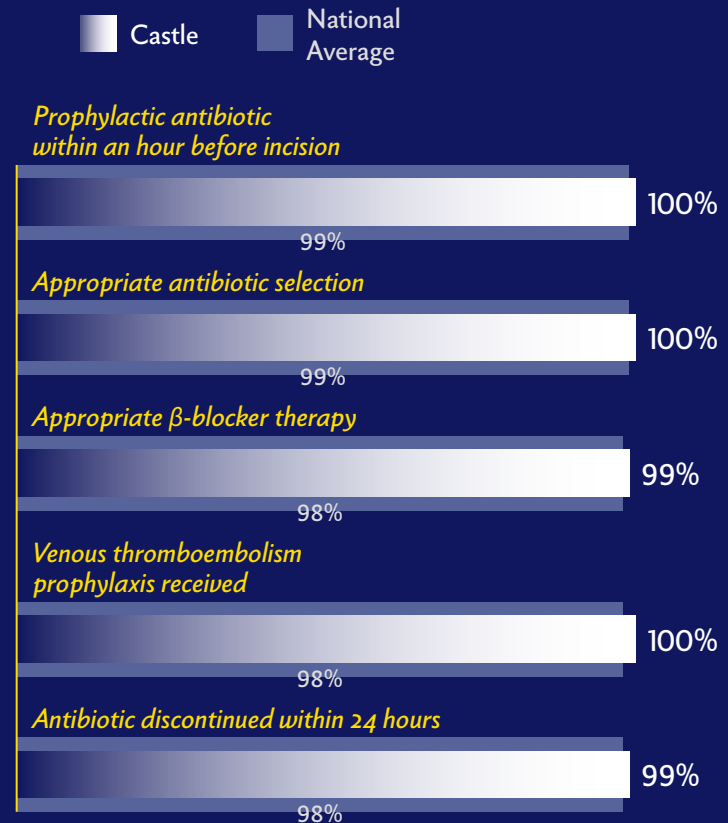
As shown in the chart on this page, during the latest twelve-month period for which data are available, Castle performed better than the national average in all measures.

We attribute our success to the following processes:

- Implementation of a tracking board on the surgical unit to help monitor best-practice care
- Continued use of bedside shift reports with all staff on the nursing units to consistently relay information to oncoming staff and to update patients on their progress and care plan
- Conducting “time out” verifications before starting surgical procedures
- Providing performance feedback to staff and engaging them to improve processes.

## **SCIP Compliance** **Year 2014**

Better ▶





# Inpatient Care

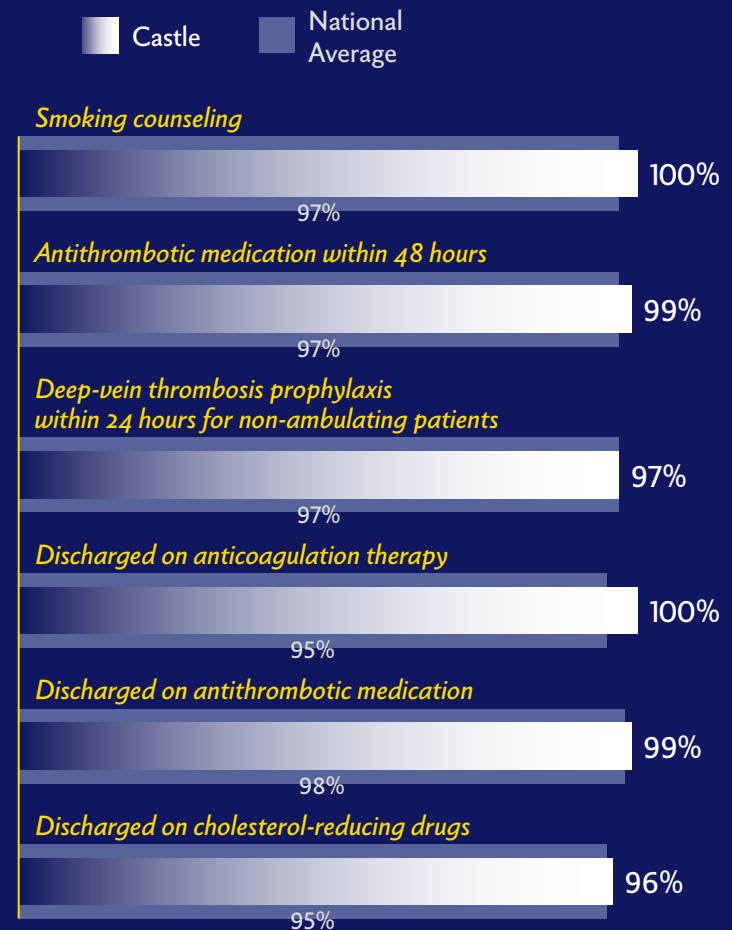
## Stroke

Castle has maintained its designation as an official “Get With The Guidelines®” (GWTG) hospital for stroke since 2006, after implementing the secondary prevention guidelines issued by the American Heart Association and American Stroke Association.

In 2014, Castle was again awarded the Gold Achievement Award for our adherence to all the GWTG stroke treatment guidelines for twenty-four consecutive months.

## Stroke Guideline Compliance Year 2014

Better ▶



# Inpatient Care

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## ***Patient Fall Rate in the Medical and Surgical Units***

Based on the average number of patient falls reported by the California Nursing Outcomes Coalition, and in accordance with our parent corporation, Adventist Health, Castle Medical Center set for 2014 a stringent target of no more than 2.0 falls per 1,000 patient days. Over the last six years, the hospital has not only met but exceeded its target in fall prevention.

We attribute this success to the following ongoing measures recommended by Castle's Fall Task Force, which is made up of team members from a variety of disciplines, including nursing, pharmacy, imaging, physical therapy, and quality:

- We ensure that our associates accurately assess each patient's individualized risk for falls shortly after the patient's arrival. This assessment helps with the timely placement of appropriate measures to prevent falls.
- When a patient is assessed as being at risk for falling, they are provided with specially designed fall prevention footwear. They are also given a special armband and door display that help alert the entire health care team that they are at risk for a fall and may need urgent assistance.
- "No pass zones" are in place so that all health care team members are involved in responding to a patient's request for assistance. No team member will walk by a patient room in which a call light has been activated without first checking on the patient.

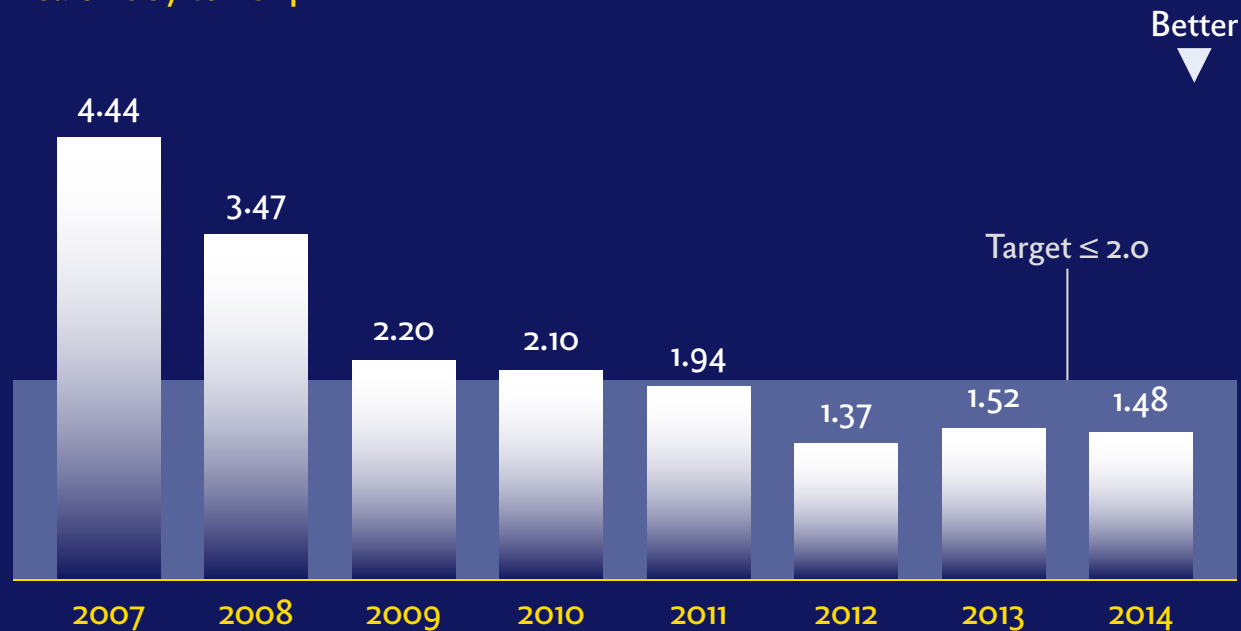
- Nursing rounds occur hourly to anticipate and meet patient needs before a call light is used.
- Staff has been given special training to help unstable patients who might prefer to be left alone in the bathroom, but who still need assistance getting back to bed safely.
- Nurses are regularly tested on their competency in the use of fall prevention equipment.
- Feedback is provided to staff, and additional safety measures are put in place as needed, based on analyses performed by our multi-disciplinary team of fall responders.
- "Call, Don't Fall" signage is located on the ceilings above patient beds. This continually helps to remind all patients of the importance of asking for assistance before getting out of bed.
- Information on fall prevention is included as a part of Castle's welcome packet.
- Patients and their visiting friends and family members are encouraged to be an active part of the fall prevention team. Educational pamphlets are provided that explain why patients are more prone to falls in the hospital than at home and what the patients and family members can do to help prevent them.

While we successfully met our target for 2014, we believe that even a single patient fall is one too many. We continually and aggressively seek ways to prevent falls and any associated injuries entirely.

# Inpatient Care

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**Patient Falls per 1,000 Patient Days**  
Years 2007 to 2014



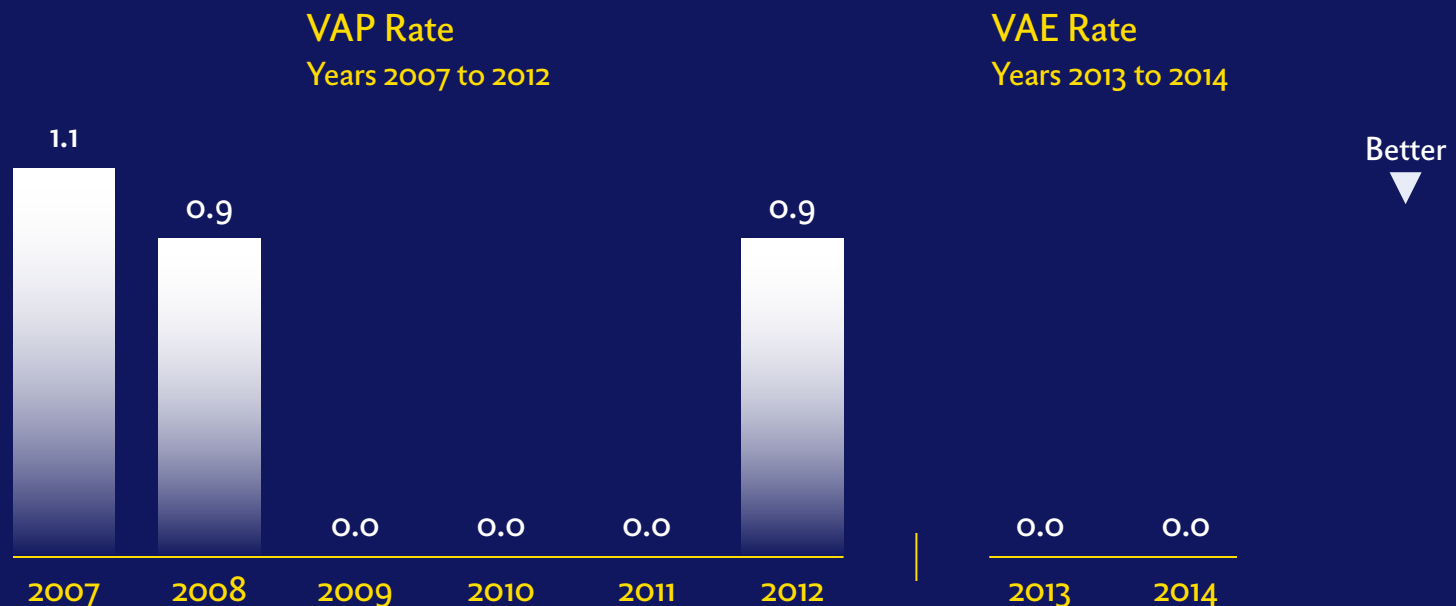
# Inpatient Care

## Ventilator-Associated Events

Through 2012, Castle reported all cases of ventilator-associated pneumonia (VAP). In 2013, the CDC expanded the group of ventilator-associated conditions and complications to include pulmonary edema, acute respiratory distress syndrome, and others. The CDC criteria now classify these as ventilator-associated events (VAEs).

Clinicians at Castle prevent VAEs by utilizing a “bundle of care” for all ventilated patients. Bundle elements include oral care with chlorhexidine, elevating the patient’s head, and assessing the need for the ventilator daily.

## Ventilator-Associated Rates per 1,000 Ventilator Days



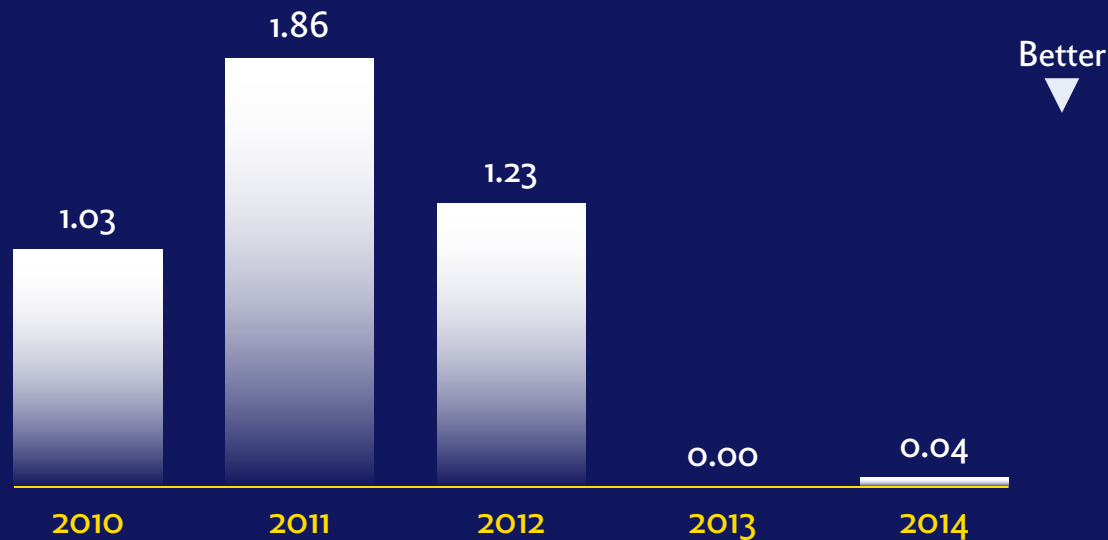
# Inpatient Care

## ***Catheter-Associated Urinary Tract Infections***

Catheter-associated urinary tract infections (CAUTIs) make up over 35% of all hospital-acquired infections in the United States. CAUTIs can lead to subsequent bacteremia, extended illness, higher hospital costs, longer lengths of stay (LOS), and even patient death.

Castle has implemented rigorous measures to ensure the safe and effective care of all patients with indwelling urinary catheters.

### **Catheter-Associated Urinary Tract Infections per 1,000 Patient Days Years 2010 to 2014**



# Inpatient Care

## Central Line–Associated Bloodstream Infections

Central line–associated bloodstream infections (CLABSIs) can increase patient mortality rates up to 25%. CLABSIs cause severe illness, extended lengths of stay (LOS), and loss of function.

We are pleased to report that we achieved our goal for 2014 by completely eliminating CLABSIs for the year.

Castle uses evidence-based practices for CLABSI prevention, including full-barrier precautions during line insertion, IV tubing caps to keep ports sterile, the use of sterile drapes during hemodialysis, and daily patient bathing with chlorhexidine to reduce bacteria that could enter the central line catheter.

## Central Line–Associated Bloodstream Infections per 1,000 Line Days Years 2010 to 2014



# Inpatient Care

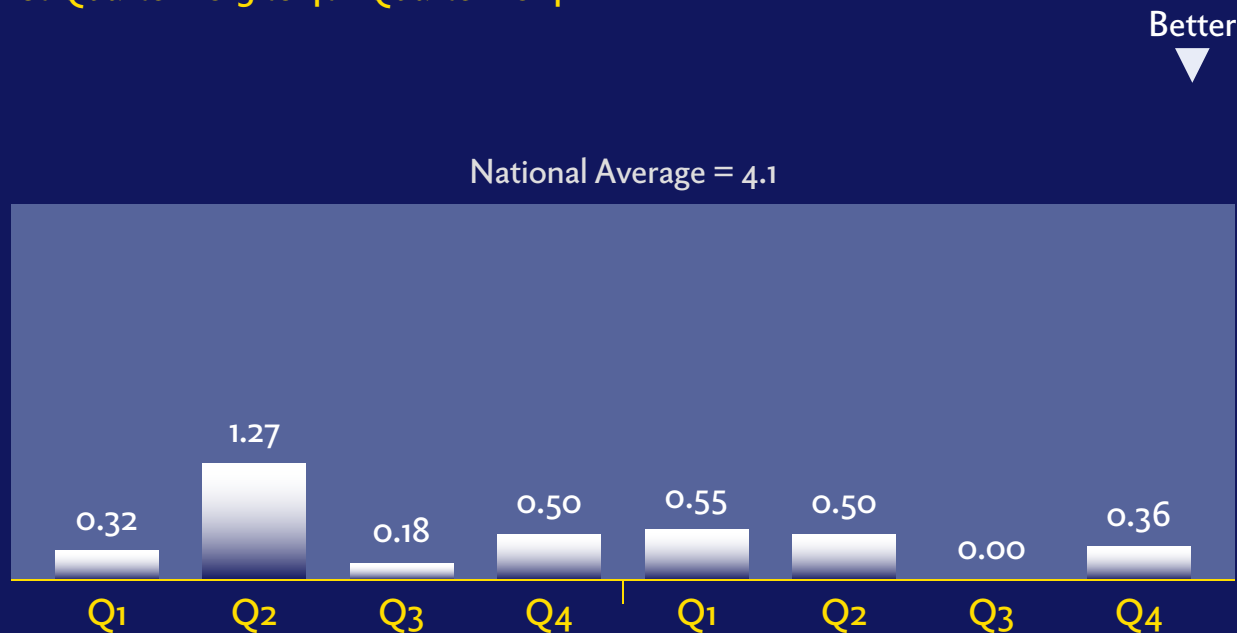
## Hospital-Acquired Pressure Ulcers

Pressure ulcers are areas of damaged skin caused by a patient's remaining in one position for too long. They typically form where bones are close to the skin, such as the ankles, back, elbows, heels, and hips. Pressure ulcers can lead to patient discomfort, increased length of hospitalization, and other more serious complications.

Strategies to prevent pressure ulcers include keeping the patient's skin clean and dry, changing position frequently, and using pillows and other products that relieve pressure.

We are pleased that Castle's rate of hospital-acquired pressure ulcers is well below the national average of 4.1 per 1,000 patient days.

## Hospital-Acquired Pressure Ulcers per 1,000 Patient Days 1st Quarter 2013 to 4th Quarter 2014



# Inpatient Care

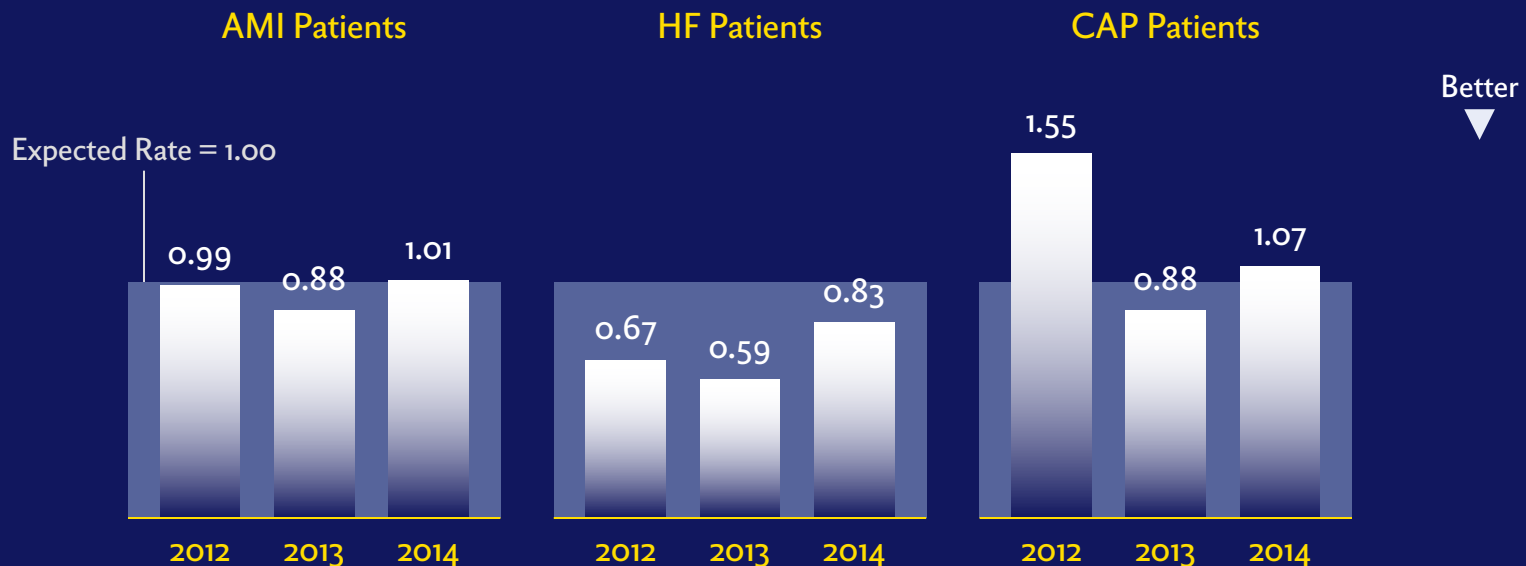
## Thirty-Day Readmissions

The number of patients who experience unplanned readmissions within thirty days of discharge is another measure used to assess the quality of care for patients with acute myocardial infarction (AMI), heart failure (HF), or community-acquired pneumonia (CAP). It is important to note that unplanned hospital readmissions may or may not be related to the previous visit, and some unplanned readmissions are not preventable even when the hospital provides quality care.

The rates on the chart below are risk-adjusted based on the patient's age, gender, past medical history, and other diseases or conditions that are known to increase the patient's risk of readmission. The expected risk-adjusted rate is 1.00. A lower rate is considered better than expected, and a higher rate is worse than expected.

Castle continually reviews all readmissions, evaluating processes and quality of care to bring about improvements. Our goal is to always provide a transition of care that is conducive to continued healing after discharge.

## Thirty-Day Readmission Rates Years 2012 to 2014





# Inpatient Care

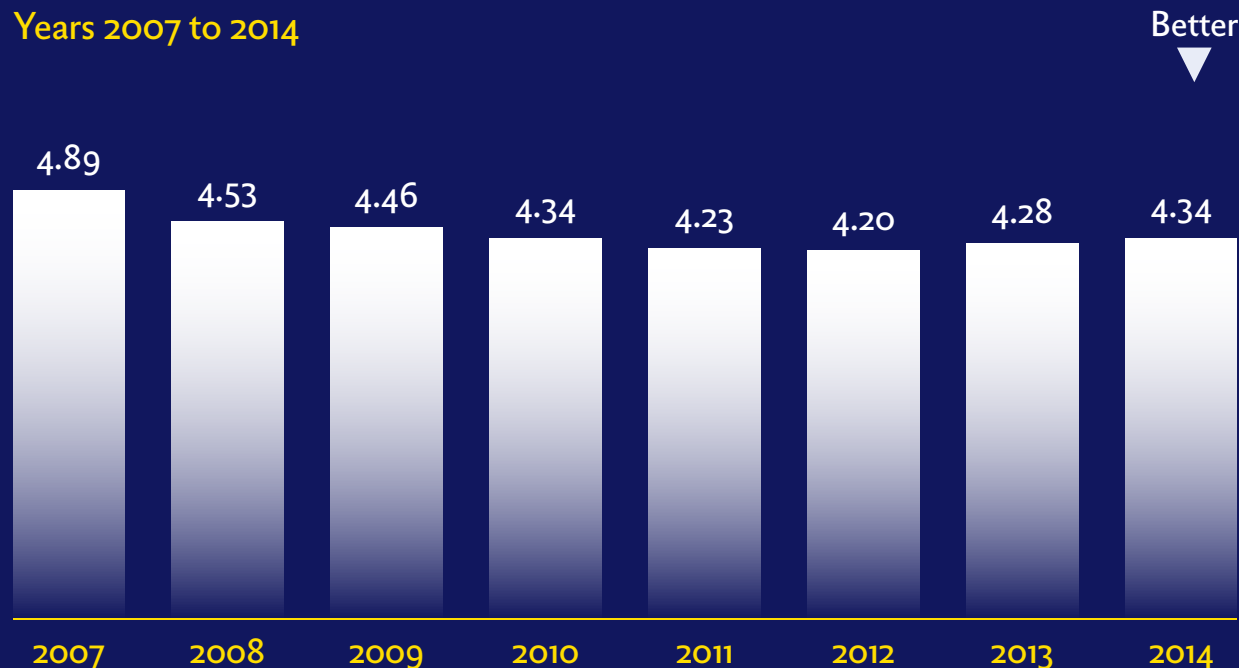
## Acute Length of Stay

For several years, Castle Medical Center has focused efforts on streamlining care processes so that patients can be discharged from the hospital and returned to the healing environment of their own homes as soon as it is appropriate for them.

Our biggest challenge in this area is to find proper placements for our patients who are economically and/or socially challenged, may not have health insurance that covers external placements, and need long-term therapy.

Efforts have been made to strengthen relationships with community-based facilities through Windward Community Partners, a coalition of health care organizations formed in 2011, in order to expedite long-term care placements for those patients who require them.

**Average Acute Length of Stay**  
Years 2007 to 2014



# Outpatient Care

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*Please convey my appreciation to your staff.*

*It started with the free valet services. Wow! What a friendly welcome! Got coffee at Kailua Sunrise, and the barista was so pleasant! Grabbed a number to register, and the lady was very pleasant and even wished me a good outcome with my CT scan. The upgrades at the main lobby are also very nice and welcoming.*

*I don't like hospitals, but the way I was treated so nicely by everyone including the CT staff made all the difference!*

— A thank-you card from an outpatient

# Outpatient Care

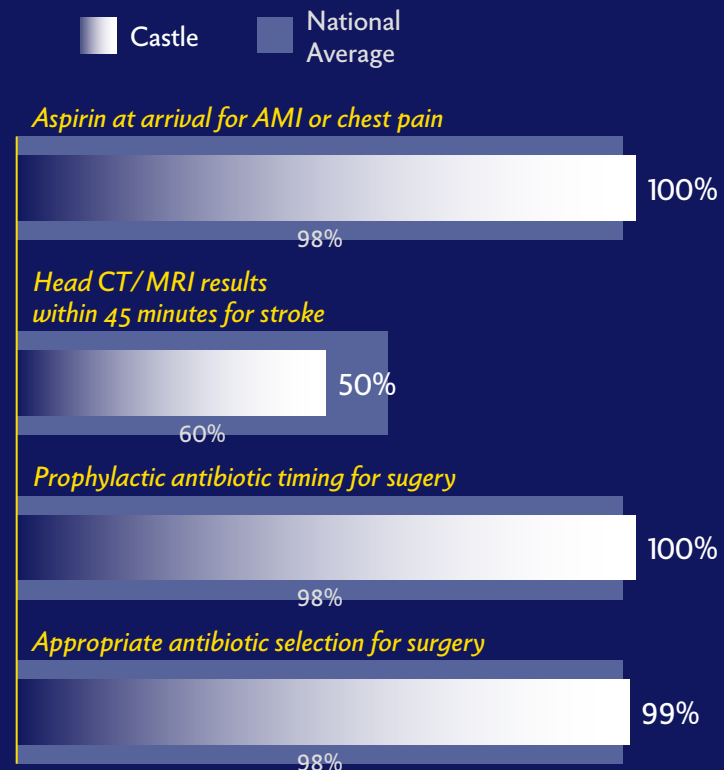
Based on research, the Centers for Medicare and Medicaid Services (CMS) have established a uniform set of quality measures to be implemented in hospital outpatient settings. The primary purpose of these measures is to promote high quality of care for patients who receive outpatient services, such as emergency care and outpatient surgeries.

The term “outpatient” often refers to a patient who leaves the facility after treatment on the same day, but it may also include patients who spend the night at the hospital but for whom a doctor has not written orders for inpatient admission.

In 2014, the four measures shown in the chart on the right were given the highest priority for improvement. Castle’s Imaging Services and the Emergency Department continue their collaboration to streamline our process of ensuring rapid turnaround times of CT/MRI results.

## Outpatient Guideline Compliance Year 2014

Better ►



# Emergency Care

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*This is the most amazing, efficient, and friendly ER I have ever experienced!*

*I am a Canadian doctor and have worked in many ERs. Everyone was efficient and friendly, including to my spouse. They explained everything well. You made me feel that each patient here is important, and you all seem to enjoy your work.*

— A thank-you card from a patient

*From admitting to discharge, our experience here today in the ER was exceptional.*

*Our nurse helped my mom with great care and patience. He spent quite a bit of time to be sure she was comfortable and made sure all of her needs were met. Our doctor was the best—calm and caring! Great qualities to have when in the ER! We came in stressed, but the doctor put us both at ease quickly. He explained everything that was happening and going to happen, so there was no need for us to wonder, “What’s next?” And then the ER tech made us laugh. Good medicine, to smile and laugh.*

*Overall, all the people we came in contact with were pleasant and gave us the feeling that they were there to help. They kept us updated frequently.*

— A thank-you card from a patient

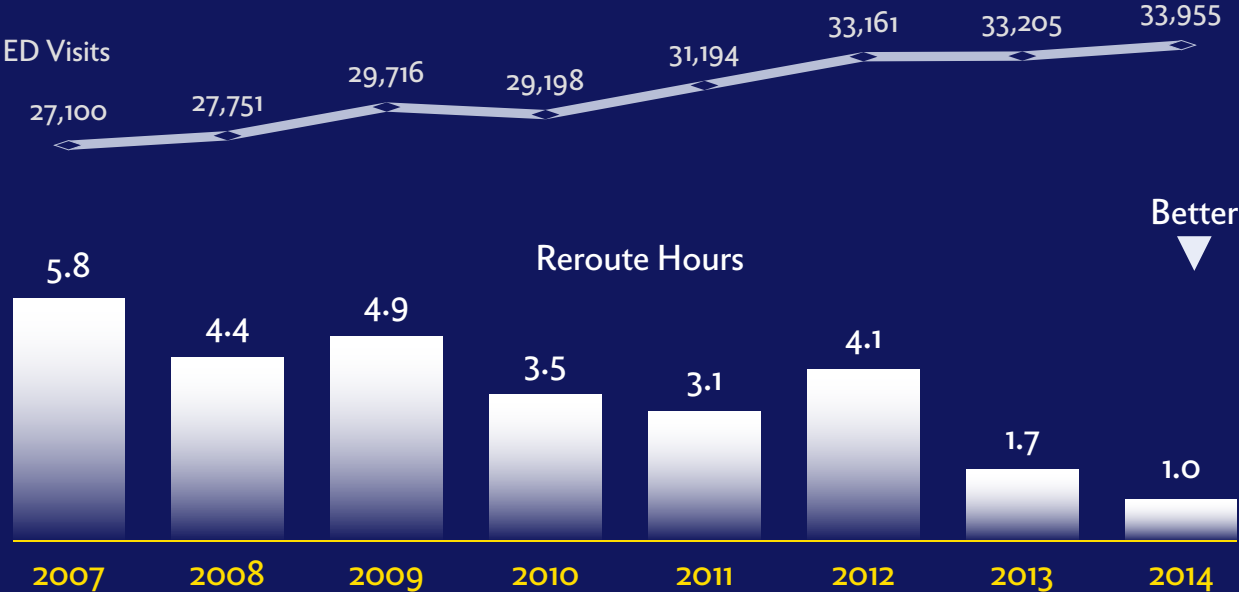
# Emergency Care

## Reroute Hours

Reroute hours are the hours of an emergency department's operation during which ambulance patients are unable to be admitted because of high patient volumes and consequently need to be rerouted to other hospitals. Castle monitors its reroute hours on a monthly basis to ensure that the Windward O'ahu community has unrestricted access to our Emergency Department (ED). Reducing the number of reroute hours becomes more difficult with greater patient volume.

We are pleased that Castle's ED was able to reduce reroute hours even further in 2014, despite the increased number of patient visits.

### Reroute Hours per 1,000 ED Visits Years 2007 to 2014



# Emergency Care

## Patients Left Without Being Seen

The most recent publicly available analysis shows that about 2.0% of emergency patients in the United States leave an emergency facility without ever being seen, frequently due to long wait times. Even though Castle's patient volume has grown over the years, only 0.2% of our patients in 2014 left the Emergency Department (ED) without being seen.

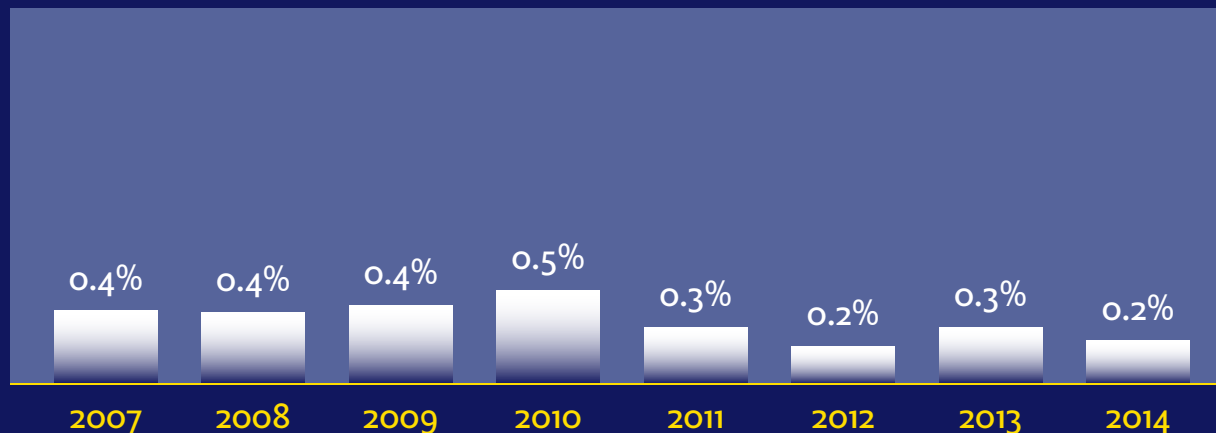
Castle attributes our success to the following efforts:

- Moving ED patients from intake to treatment as quickly as possible
- Getting a physician rapidly to each patient's bedside
- Ensuring efficiencies that reduce the time patients must spend in the ED.

## ED Patients Left Without Being Seen Years 2007 to 2014

Better  
▼

Most Recent National Rate = 2.0%



# Emergency Care

## Wait Times

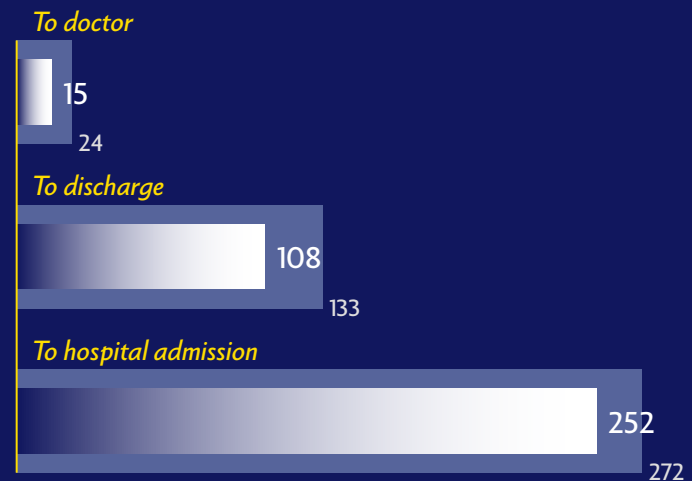
A major part of a patient's experience at any ED is how long the patient has to wait for care. The chart on this page shows our ED wait times, from the moment a patient enters the door to the times the patient sees a doctor, is discharged, or is admitted to the hospital.

In 2014, patients coming to Castle's ED had significantly shorter wait times in all three categories compared to the national averages.

## ED Wait Times Minutes after Entering Year 2014

◀ Better

■ Castle   ■ National Average



# Castle Health Group

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*Pictured above are Brijit B. Reis, M.D., Castle Health Group's medical director, and Steven M. Lum, M.D., the president of Castle Health Group.*

Castle Health Group (CHG) is a partnership between Castle Medical Center and more than one hundred area physicians.

Originally founded in 1996 as a group of physicians associated primarily for the purpose of contracting for managed care with health insurance carriers, in 2012, Castle Health Group became what is known as a Clinically Integrated Network. This is a specific type of collaboration between a hospital, its ancillary services, and local physicians that implements programs for the prevention and treatment of medical conditions in the community. Clinically Integrated Networks have been established nationwide to better achieve some of the goals of the Affordable Care Act, including the aims of improving patient satisfaction, greater quality outcomes, and contained cost.

In 2007, the major associations of primary care physicians in the United States developed and endorsed a model for the delivery of health care called the Patient-Centered Medical Home (PCMH). The principles of the PCMH model stipulate that health care ought to be comprehensive, patient-centered, coordinated, accessible, and committed to quality and safety.

Castle Health Group has partnered with HMSA, the largest health insurer in Hawai'i, to fully implement the PCMH model for patients who are covered by most HMSA plans.

CHG has become a top performer in the state in its adherence to the PCMH principles.



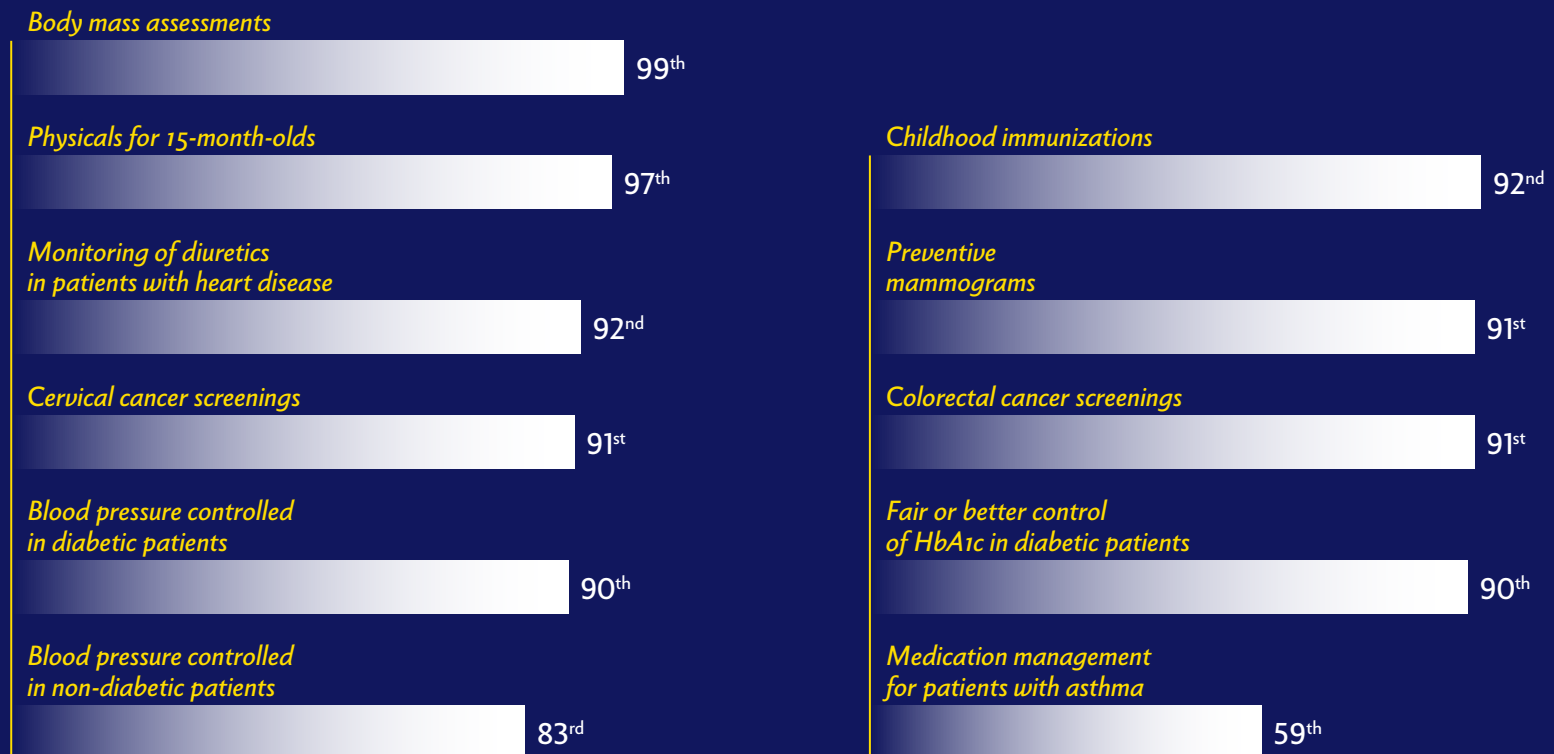
# Castle Health Group

As a Clinically Integrated Network, Castle Health Group (CHG) implements various programs both to prevent and to treat medical conditions in the community.

As shown in the chart below, CHG's performance in the implementation of many of these programs is in the top decile in the nation, as calculated by the National Committee for Quality Assurance (NCQA), a national non-profit organization dedicated to improving health care quality. CHG continues to work on improving medication management for patients with asthma.

## Castle Health Group Performance National Percentile Ranking October 2013 to September 2014

Better ►



# Advancements and Innovations

## Renovation of Behavioral Health Unit

A yearlong, complete renovation of Castle Medical Center's 29-bed Behavioral Health unit transformed it last year into a safer and more appealing facility.

Features of the newly renovated unit include:

- An open nursing station that helps facilitate interaction between staff and patients
- Simulated hardwood floors throughout the unit that are designed to prevent fatigue
- Extra-heavy furniture everywhere for staff and patient safety
- Various other improved safety measures, including slanted doors, safety doorknobs, and special window blinds that are installed between layers of glass
- A new examination room that eliminates the need for most patients to have physical assessments performed elsewhere in the hospital
- A dedicated room where patients can participate in therapeutic and educational activities and group fitness classes such as yoga and low-impact exercise
- A console piano and stationary bike kept in the activity room for the use of our patients.



# Advancements and Innovations



# Advancements and Innovations

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## CT Lung Cancer Screening

Computed tomography (CT) is an imaging technology that can detect lung cancer early, at a stage when it's most curable. While each year in the United States more people die of lung cancer than of any other type of cancer, when it's caught early, there are more treatment options and much higher survival rates than when it's discovered late.

To promote early detection and save lives, Castle now offers lung cancer screening that uses low-dose CT for earlier diagnosis of cancers. The U.S. Preventive Services Task Force recommends annual screening for lung cancer with low-dose CT in persons from 55 to 80 years old who have a history of smoking at least thirty packs of cigarettes per year and who are either currently smoking or have quit within the past fifteen years.

A CT scan is a diagnostic test that uses X-ray beams to create cross-sectional images of the body, both horizontally and vertically. CT scans are very detailed and can help physicians diagnose many conditions that may not be easily diagnosed with other methods of imaging. CT scanning has been shown to be the best way to find small lung cancers and save lives.

# Advancements and Innovations



## **GE Panda® Warmers for Birth Center**

In 2014, Castle's Birth Center purchased six state-of-the-art infant warmers. Dubbed Panda® Warmers by General Electric, their manufacturer, these act as infant crash carts and have all the necessary equipment to perform a neonatal resuscitation. For the first time, the warmers in Castle's labor rooms are all completely uniform. While resuscitation is needed in only about ten percent of births, on those occasions, it is highly advantageous that all equipment be standardized and immediately available.

Neonatal resuscitation has changed vastly over the years. Pulse oximetry is required for every high-risk delivery, along with the blending of oxygen and air rather than the administration of oxygen alone. The new infant warmers are equipped with a T-piece resuscitator, which allows for the delivery of blended air, built-in oximetry, and a scale for the accurate calculation of resuscitation measures and medications.

# Advancements and Innovations

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## Psychiatric Hospitalist Program

More than five years ago, Castle Medical Center began its Hospitalist Program, which provides for dedicated in-house physicians to care for our inpatients around the clock. In 2012, this program expanded to include intensivists, who are physicians specializing in the critical care required for patients in our Intensive Care Unit. Last year, Castle expanded the program further by beginning its Psychiatric Hospitalist Program in order to provide better care for the patients in our Behavioral Health unit.

The experienced, community-based psychiatrists who participate in the Psychiatric Hospitalist Program provide in-house care to our patients twelve hours a day, seven days a week. This coverage allows for better response to psychiatric emergencies and for more patient interaction in the Behavioral Health unit. Further, patients in Castle's Emergency Department now have more immediate access to a psychiatrist when needed during emergent crises.



# Advancements and Innovations

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## Pharm2Pharm

Medication management is a real challenge for people living with complex medical conditions that require multiple medications and treatments. The Pharm2Pharm program, which began at Castle in July of 2014, is a collaboration between pharmacists, the hospital, and the community that is designed to address common gaps in care and reduce medication-related hospitalizations and emergency room visits.

Pharm2Pharm involves the work of two pharmacists who identify problems with drug therapy and help physicians resolve them for patients most at risk when they move from hospital to home.

- A hospital consulting pharmacist identifies patients most likely to benefit from the program, works to ensure that any problems with medication are resolved, begins educating the patient about medications, and ensures a smooth transition with regard to medications right after discharge.
- A community consulting pharmacist meets with the patient after discharge and reviews all of the patient's medications, assesses each for possible problems, reviews insurance coverage, and works with the patient and family to create a medication schedule. The pharmacist then makes recommendations to the patient's physician if appropriate and continues to follow up with the patient at least once a month for a time after hospital discharge.

Because the Pharm2Pharm program is fully funded through a CMS Innovation Award in collaboration with the Daniel K. Inouye College of Pharmacy at the University of Hawai'i at Hilo, these services are provided free of charge to all patients. In addition, patients do not have to change pharmacies or insurance companies to be in the program. They are eligible no matter where they buy their medications or what insurance plan covers their health care.



# Advancements and Innovations

## Open Heart Team ICU Simulation Training

In 2013, Castle Medical Center began its open heart surgery program to fill a health care need for Windward O'ahu and the larger Hawai'i community. Then last year, as part of an annual open heart simulation review, a team of nine of Castle's open heart ICU nurses traveled to University of Hawai'i Mānoa for customized simulation training. Hospital managers worked closely with UH's Translational Health Science Simulation Center to update Castle's original 2013 curriculum and to develop a two-day simulation exercise to meet the hospital's current training needs.

The goals of the simulation training were to standardize open heart care and to provide new staff who had previous open heart experience with the opportunity to learn Castle's procedures in a safe, controlled environment. The training focused on twelve



different clinical scenarios specific to the open heart patient. In addition to standardization of care practice, competency reviews were conducted to ensure that Castle's open heart team is able to provide the highest standard of patient care.

The exercises the nurses performed at UH allowed them to practice making clinical judgments in a clinically safe setting. The structured, customized simulation training gave the

nurses an opportunity to see and observe themselves in simulated emergencies and to learn from experiences they might have quite infrequently in actual clinical practice.

Castle Medical Center is proud that it is now a major contributor to the growing number of ICU nurses in Hawai'i who are highly skilled in open heart care.



# Advancements and Innovations



An Independent Licensee of the Blue Cross and Blue Shield Association



## Healthways Care Transitions Solution™

In 2014, Castle Medical Center partnered with Hawai'i Medical Service Association (HMSA) to implement Healthways Care Transitions Solution™, a program to reduce the number of preventable hospital readmissions of HMSA patients who have received care at Castle.

Healthways uses best-practice models to reduce readmissions through the following steps:

- Identifying patients at risk for readmission through predictive models and a re-hospitalization risk index
- Evaluating the discharge needs of at-risk patients, assigning them a care transitions coach, and providing care interventions where appropriate

- Providing post-discharge follow-up by involving the primary care physician in care planning and by engaging the patient using the most effective methods of communication possible.

These techniques for engagement with the patient, coordination of care, and follow-up after discharge provide optimal care delivery to patients across the continuum of care, greatly reducing the risk of readmission.

# Advancements and Innovations

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## **New Software to Protect Patient Privacy**

Patients trust us to keep their health information private, and at Castle Medical Center, we take this responsibility very seriously.

In early August of 2014, Castle adopted a new, sophisticated software system that detects attempts to inappropriately access patient records. Called FairWarning, this system interfaces with all other technology systems used at Castle. It's a so-called "smart" system that knows whose access to a patient's records is appropriate and whose is not.

FairWarning generates daily reports for our facility privacy officer, who then reviews them with department directors and employees as needed.

As always, inappropriately accessing medical records is a violation of privacy law and can lead to disciplinary action at the medical center.

# Advancements and Innovations

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## Kailua Sunrise

In 2013, Castle completely renovated and redesigned the main lobby in the front of the hospital. As an adjunct to the lobby, Castle now offers Kailua Sunrise, a coffee nook just adjacent to the hospital's main entrance that welcomes everyone to Castle with the aroma of freshly brewed coffee.

Kailua Sunrise features various microbrew coffees and offers a daily selection of pastries. The shop is open Monday through Friday, from 6:30 a.m. to 2 p.m.



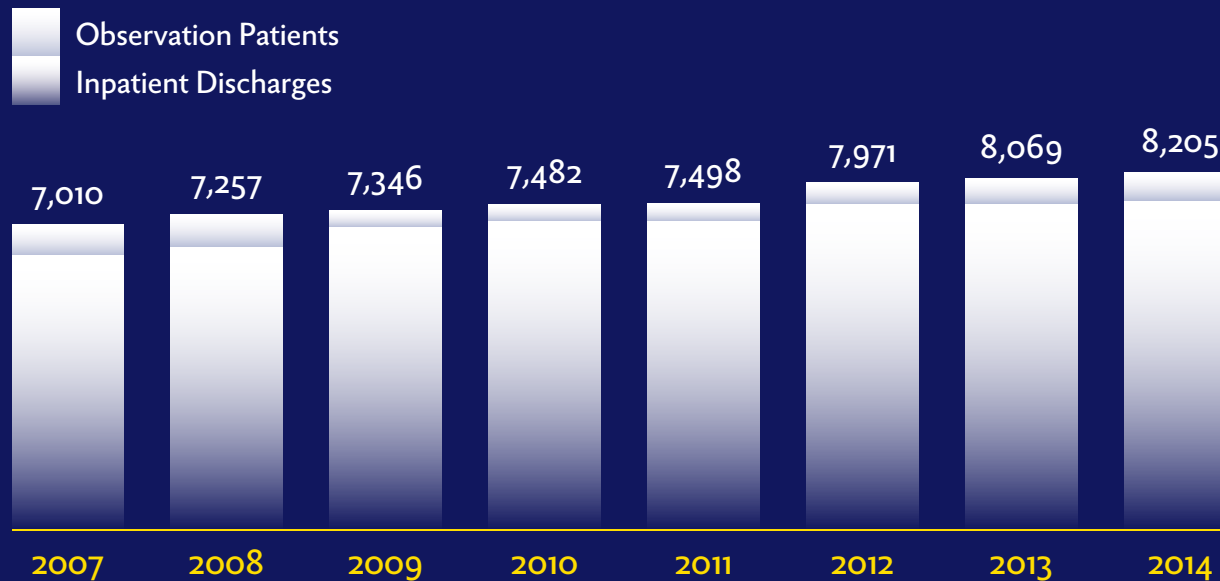
# Volumes

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## ***Inpatient Volume***

In 2014, Castle Medical Center had the highest number of inpatient discharges in our history. Inpatient volume continues to grow each year.

### **Inpatient Volume** Years 2007 to 2014



# Volumes

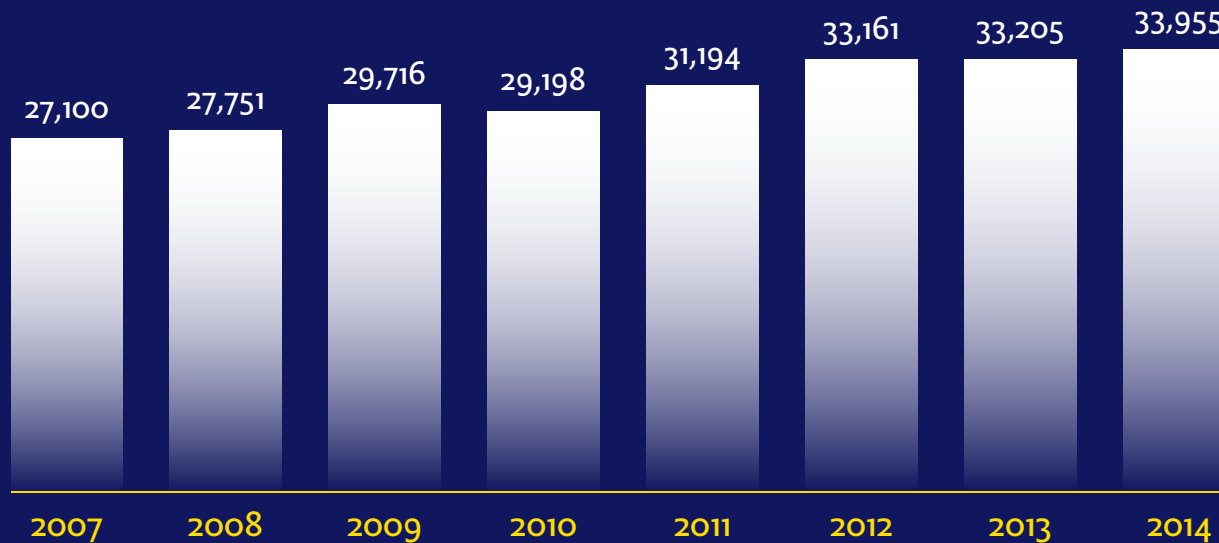
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## ***Emergency Department Visits***

The Emergency Department at Castle had its busiest year ever in 2014, and the number of visits continues to grow.

Work began in October of 2014 to completely remodel the facility and expand it from eighteen to twenty-five beds in order to accommodate future growth. (Please turn to page 76 to read more about this remodeling and expansion.)

## **Emergency Department Visits** **Years 2007 to 2014**



# Volumes

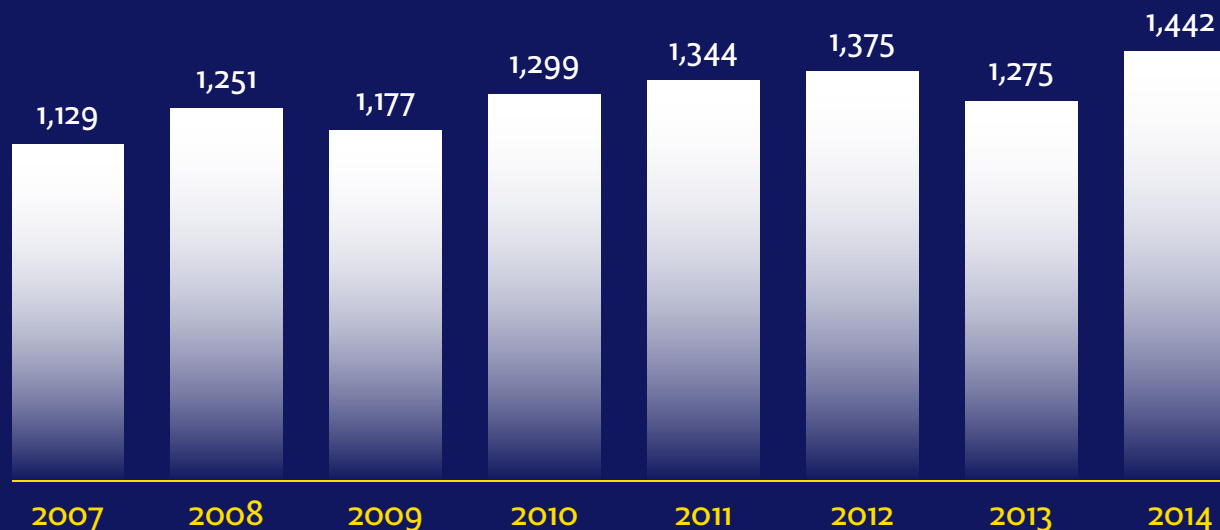
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## ***Behavioral Health Discharges***

Last year, Castle's Behavioral Health unit had the highest number of patient discharges in the medical center's history.

Extensive renovations to the Behavioral Health unit were completed in the spring of 2014, resulting in a safer and more modern unit to provide these essential services to our community. (Please turn to page 56 to read more about these improvements.)

### **Behavioral Health Discharges** Years 2007 to 2014



# Volumes

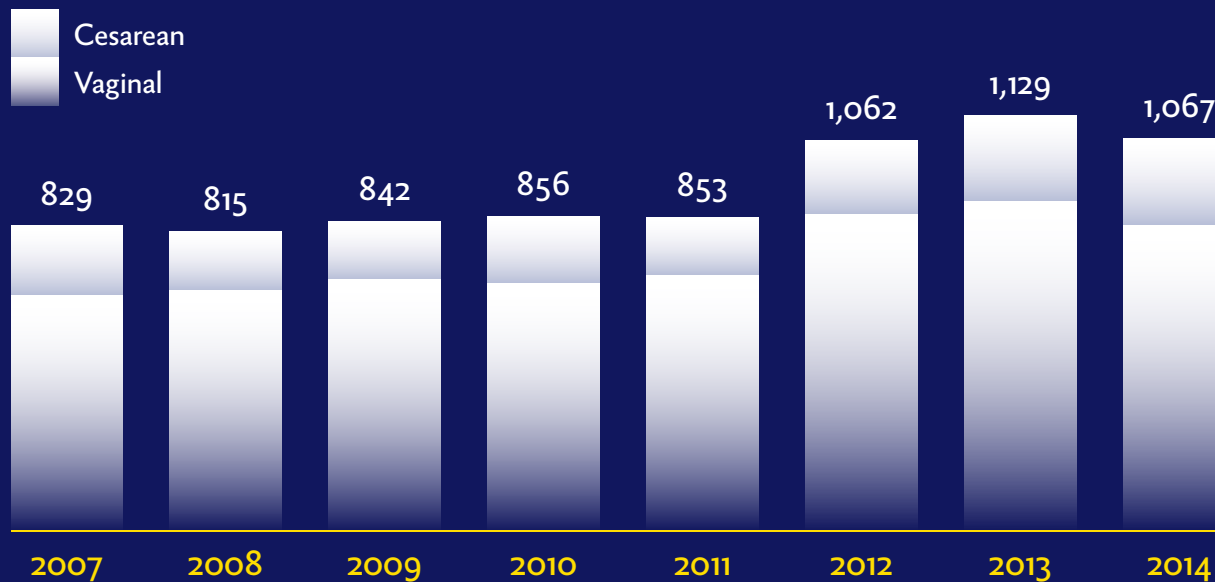
## Births

2014 was another busy year at Castle's Vera Zilber Birth Center. Our hospital provides quality birthing options that draw patients from all parts of the island of O'ahu.

Castle continues to celebrate each new arrival to our Birth Center with the playing of Brahms's Lullaby over the hospital's public address system.

## Births

Years 2007 to 2014



# Volumes

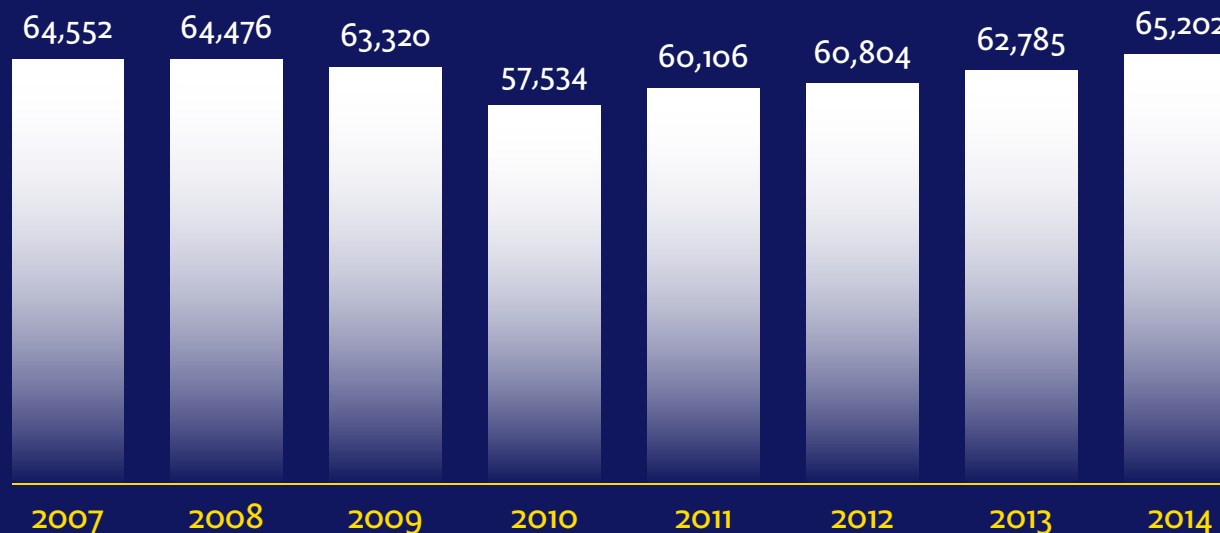
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## **Outpatient Visits**

The chart below shows the number of outpatient visits to the Outpatient Clinic, Outpatient Surgery, Respiratory Care, Cardiovascular Services, the Cardiac Cath Lab, Imaging, Angiography, Neurophysiology, the Laboratory, Rehabilitation Services, and the Wellness and Lifestyle Medicine Center.

Castle's various outpatient services continued to experience steady growth in 2014.

### **Outpatient Visits (excluding Emergency) Years 2007 to 2014**







## Wellness and Lifestyle Medicine Center

During 2014, Castle's Wellness and Lifestyle Medicine Center provided inspiration and tools to help participants build a healthy body, mind, and spirit through an array of programs.

- More than 1,368 people from our community participated in the center's health and wellness outreach programs at thirty-seven events.
- 790 patients in the hospital received tobacco-use cessation services.
- We exceeded our goal, established in a grant from the Hawai'i Community Foundation, by providing outpatient tobacco-use counseling to 156 low-income, low-education, or unemployed people. At their option, these people were provided with complimentary nicotine-replacement medications.
- In 2014, we saw 781 diabetic patients in our diabetes program, which is accredited by the American Association of Diabetes Educators. We provide small group classes twice a week, quarterly grocery shopping tours, and diabetes cooking classes for our participants.
- Our Aloha Kidney Class, taught by nephrologist Ramona Wong, M.D., serves those individuals who have stage 3, 4, or 5 chronic kidney disease but who are not on dialysis. 105 such patients completed this six-class series, which was offered seven times.
- Nine different types of group fitness classes were offered throughout the year, with 132 people participating. Four other classes were also offered during the year on specialized fitness topics.
- Thirteen Wellness Cuisine Cooking classes were held, with 370 people participating.
- Seven different community support groups met regularly, with more than 500 people attending altogether.
- The Wellness Center receives referrals for children and adolescents diagnosed with obesity or diabetes.
- Castle continues to offer massages and aromatherapy provided by licensed massage therapists. Over 905 individuals took advantage of this popular service in 2014.

# Staffing

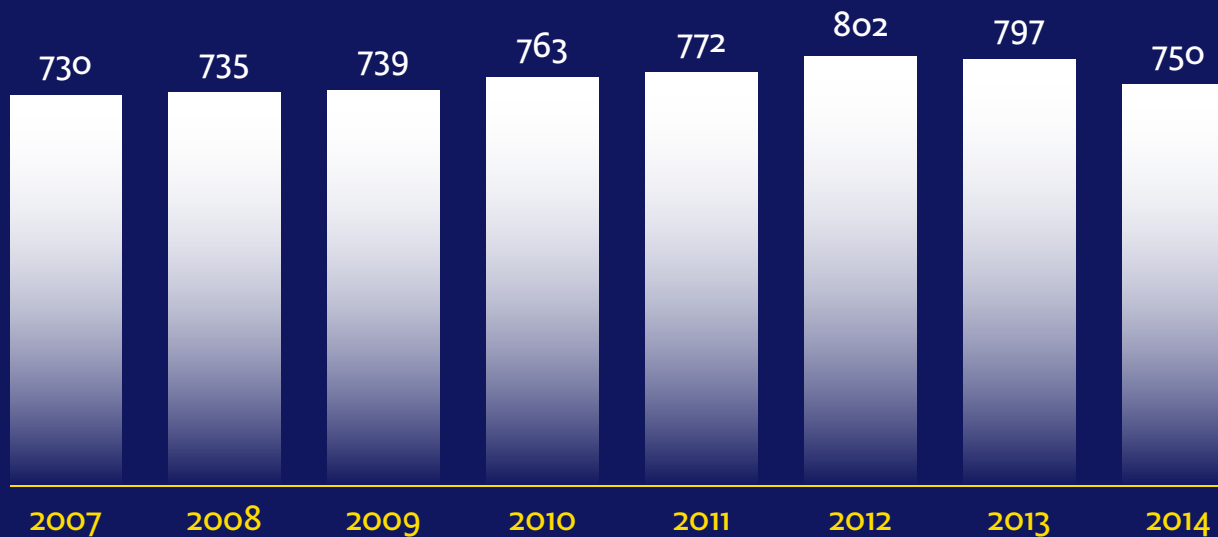
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## **Total Hospital Full-Time Equivalents (FTEs)**

Over the years, the number of Castle's FTEs has generally grown along with patient volume.

The apparent reduction in our FTEs seen in 2014 can be entirely attributed to the transfer of Castle's home care division to our corporate parent, Adventist Health.

## **Total Full-Time Equivalents (FTEs)** Years 2007 to 2014



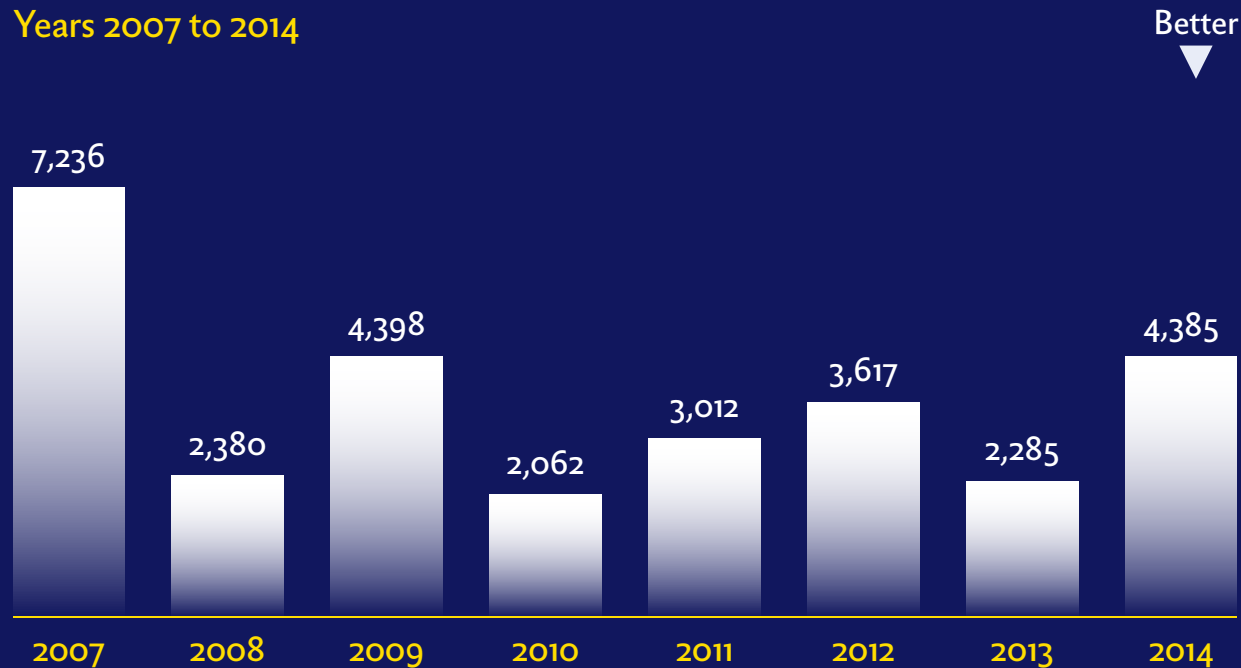
# Staffing

## Agency Use

For several years, Castle Medical Center has focused on reducing reliance on agency staffing in order to lower costs and improve quality.

In 2014, the use of agency staffing rose somewhat due to increased patient volume. However, we continue efforts to minimize agency use, as we believe the very best care for our patients is provided by our own associates.

## Agency Hours Years 2007 to 2014



# Quality Improvement Goals for 2014 and Their Results

## Goal

Continue efforts to perfect performance in recognized evidence-based clinical guidelines for:

- Surgical Care Improvement Project
- Stroke
- Outpatient core measures.

## Results

Considerable improvement was made in all three areas.

In 2014, we again received the “Get With The Guidelines®” Gold Achievement Award for the care of stroke.

Continue to reduce the rate of readmissions to the hospital.

We continue to work on reducing readmission rates, which is a complex issue for hospitals nationwide. Castle has allocated considerable resources to reducing the number of readmissions by creating an inter-disciplinary team that seeks to refine our discharge process and enhance the continuity of care for our patients after discharge.

Achieve top-decile performance in patient satisfaction for:

- Inpatient
- Outpatient surgery
- Emergency Department.

Efforts to reach the 90th percentile continue in all three areas.

Improve physician satisfaction with cardiopulmonary services.

Great improvement was seen in this measure of satisfaction. We believe our expanded cardiovascular services largely contributed to this result.

Improve associate satisfaction scores in key driver categories.

For the first time this year, our corporate parent, Adventist Health, had Castle employ a survey created by Gallup, Inc., to measure associate engagement, so we are unable to compare our results with those of previous years.

Eliminate the incidence of central line–associated bloodstream infections.

We successfully eliminated central line–associated bloodstream infections in 2014.

# Quality Improvement Goals for 2015

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## **In the treatment of stroke:**

- Continue efforts to perfect performance in providing head CT/MRI results within 45 minutes
- Achieve certification as a primary stroke center.

## **Improve the care of sepsis:**

- In the hospital
- Through early detection in the community.

## **Continue to reduce the rate of readmissions to the hospital.**

## **Achieve top-decile performance in patient satisfaction for:**

- Inpatient
- Outpatient surgery
- Emergency Department.

## **For Castle Health Group, improve the management of medications for patients with asthma.**

## **Improve physician satisfaction with:**

- Pathology services
- Medical records.

## **Improve associate engagement scores.**

# Current Renovations



## Remodeling and Expansion of the Emergency Department (ED)

On October 13, 2014, Castle Medical Center launched a two-phase renovation of the hospital's Emergency Department. This project will expand the department from 7,500 to 12,000 square feet and increase the number of beds from eighteen to twenty-five.

More than seventy percent of Castle's hospitalized patients come through the ED, making it the front door for the majority of our patients. Our ED volumes have doubled in the last twenty years, and, in 2014 alone, the department had nearly 34,000 patient visits, so this project is essential for the hospital and for Windward O'ahu.

In addition to providing more capacity to serve the community, the completed renovation will bring a number of new features to improve the patient experience, including:

- Private rooms for patients
- Improved workflow, with a separate entrance for behavioral health patients
- An all new outdoor lānai
- An updated waiting room.

# Current Renovations



As construction moves from the first to the second phase, the locations of registration for the ED and of the ED waiting room will shift to accommodate the work that is being done. However, at no time during the construction project will access to the ED be interrupted.

We do expect some noise and vibration associated with exterior demolition during the first phase. We appreciate the patience, attentiveness, and aloha spirit exhibited by our patients and visitors during this initial work. In the end, we believe this project will have a tremendous, positive impact on our community.

# Current Renovations



## Renovation of Castle Professional Center in Kāneʻohe

Castle Medical Center has owned Castle Professional Center in downtown Kāneʻohe since 1977. The medical office building contains a satellite rehabilitation facility for the hospital, a laboratory, pharmacy, X-ray facility, and various doctors' offices where members of the community can obtain both primary care and specialty services.

Since approval of the project in 2013, Castle's design and construction teams have been refining plans to give Castle Professional Center a fresh new look, both inside and out,

with upgrades to air conditioning, elevators, and sprinkler systems, as well as the construction of a new three-story parking garage. New facilities will be built for Castle Imaging and Lab, Rehabilitation Services, Pharmacy, primary care, pediatrics, an outpatient specialty clinic, and an urgent care clinic in order to strengthen Castle's ability to provide integrated services to the community. Energy-efficient roofing, windows, and lighting are also to be installed.

Modernization of the elevators is already complete, with new hydraulic cylinders and contemporary cab interiors.



# Current Renovations



# Notes

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*Castle Medical Center*



*Exceptional Medicine  
by Exceptional People*

640 ʻUlukahiki Street, Kailua HI 96734

Castle Medical Center is a member of Adventist Health, a network of hospitals and health care organizations operating in California, Hawaiʻi, Oregon, and Washington.

Please visit us on the Web at [castlemed.org](http://castlemed.org).

