

QUALITY REPORT₂₀₁₃



Castle Medical Center



*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 2012.



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Introduction

Castle Medical Center is proud of our longstanding focus on quality. In this, the seventh 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 year over year, and our patient satisfaction scores and comments continue to reflect an excellent patient experience.

As in years past, Castle Medical Center has been the recipient of many awards and accolades in 2012. These awards are based on our achievements in quality and performance improvement. They are the product of the efforts of many physicians and hospital associates who are determined to provide both excellent patient care and superior customer service.

Castle remains 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. Wherever possible, we provide appropriate benchmarking data for purposes of comparison.

In Castle Medical Center's 2013 *Quality Report*, 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 and staff to be both enlightening and heartwarming.



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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, outpatient, and home-based services. With 160 beds, more than 1,100 associates, 200 volunteers, and 300 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 care in a caring environment that extends well beyond hospital and clinic walls. Our many programs are developed to serve the medical needs of our communities.

In 2012, Castle's services included:

- 24-hour emergency services
- Inpatient acute care
- Vera Zilber Birth Center
- Joint Care Center
- Inpatient behavioral health services
- Interventional cardiology services
- Surgical Weight Loss Institute (bariatric surgery)
- Multi-specialty surgical services
- Neurological services
- Harry and Jeanette Weinberg Outpatient Center
- Chemotherapy Clinic
- Extensive outpatient and home-based services
- Imaging and laboratory services in Kāne'ōhe
- Wellness and Lifestyle Medicine Center.

Awards and Recognition



The Joint Commission Recognizes Castle as a Top Performer

In 2012, Castle Medical Center was named one of the nation's "Top Performers on Key Quality Measures™" 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 many significant medical conditions.

Castle was one of 620 hospitals in the nation recognized as being in the top 18% of accredited hospitals reporting core measure data in 2011, with performance above 95% in its composite score. Castle will be featured in The Joint Commission's annual report "Improving America's Hospitals."

Awards and Recognition



Best Places to Work in Hawai'i

Again last year, Castle Medical Center was named one of the top “Best Places to Work in Hawai'i” in the large company category, this time placing third in the state.

Since the awards program began eight years ago, this is the seventh time that the hospital has been recognized with a place on the “Best Places to Work” list. For its consistent performance over the years, Castle was one of eighteen workplaces chosen to be recognized in the award's 2012 “Hall of Fame.”

The “Best Places to Work” list is presented by University Health Alliance, with support from the Chamber of Commerce of Hawai'i, and is published annually by *Hawai'i Business* magazine.

Awards and Recognition



Excellence in Emergency Patient Satisfaction

Members of Castle Medical Center's leadership attended the 2012 "What's Right in Healthcare®" conference, held in Nashville, Tennessee, in October. This peer-to-peer learning conference, sponsored by Studer Group, is the largest of its kind in the nation and was attended last year by over 1,400 professionals from 385 different organizations in five countries.

At the conference, Quint Studer, founder of Studer Group, presented Castle with an award recognizing the medical center for achieving emergency patient satisfaction results in the top 10%.

Castle was also one of twenty-five "Best in Class" top performing health care organizations that were selected to give presentations at the conference.

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

Awards and Recognition



Community Value Five-Star™ Award

Cleverly + Associates annually presents the Community Value Leadership Awards™ to recognize hospitals that provide value to the community by being financially viable, appropriately reinvesting back into the facility, maintaining a low cost structure, having reasonable charges, and providing high quality care to patients.

In 2012, Castle Medical Center received the Community Value Five-Star™ award for achieving Community Value Index scores within the top 20% of all hospitals in Hawai'i.

Cleverly + Associates is a privately owned, professional service organization specializing in core financial strength services for the hospital industry. It provides independent, objective information to hospitals and organizations serving the health care industry, and offers quality benchmarking and consulting services to enhance these institutions' financial performance.

Awards and Recognition

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 2012, PRC has recognized Castle Medical Center with seventeen individual National Excellence in Healthcare Awards.



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

- Nursing care
- Surgical services.

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

- Quality of care
- Patient safety
- As a place to practice medicine
- Emergency services
- Laboratory services
- Administration.

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

- As a place to work
- Teamwork between departments
- Senior leadership
- Communication
- Immediate supervisor
- Teamwork within the department
- Overall empowerment
- Training and professional development
- Treating people fairly.

Awards and Recognition



The Healthiest Large Employer in Hawai'i

Castle Medical Center was recognized with a 2012 “Healthiest Employers in Hawai‘i” award by *Pacific Business News* magazine. The medical center won in the large employer category for leading the way by creating the best work wellness programs.

Pacific Business News presented the annual awards at a luncheon at the Sheraton Waikiki on September 20, and all “Healthiest Employers in Hawai‘i” finalists were profiled by the magazine in its issue of September 21.

Awards and Recognition

Commendation for Cord Blood Transplant

Last year, Castle's Vera Zilber Birth Center was notified that an umbilical cord blood unit donated at the hospital was transplanted in a young patient suffering from a life-threatening blood disease. This was the hospital's first donated cord blood unit to be utilized in a transplant since joining Hawai'i Cord Blood Bank's (HCBB) program in 2007.

Hospital obstetricians, midwives, and nursing staff at the Vera Zilber Birth Center have collected over 300 donated umbilical cord blood units over the past five years. Of those 300 units, more than 70 have

been successfully banked for future use. Transplanted units have traveled the globe, touching lives in a variety of different countries as well as in various places across the United States.

HCBB commended Castle Medical Center's contribution to its life-saving efforts and expressed appreciation to the donors, physicians, and nurses at the hospital for its continued support of the program.



Awards and Recognition



Silver Performance Award for the Care of Stroke

In 2012, Castle Medical Center received the American Heart Association's "Get With The Guidelines®" (GWTG) Silver Achievement Award for at least twelve consecutive months of 85% or greater adherence to all the GWTG stroke treatment guidelines. Castle delivers patient care using these latest scientific AHA guidelines, which have been shown to raise patients' survival rates and lower their risk of readmission for the same problem.

Based on Castle's performance over the last two years, the hospital is now eligible for the Gold Achievement Award for maintaining guideline compliance levels of 85% or greater over at least twenty-four consecutive months.

As an award-winning medical center, Castle was featured in the AHA's recognition advertisement published in *U.S. News & World Report* and on an interactive map created for the Web sites of the AHA and the American Stroke Association.

Awards and Recognition

Windward Health
440 Ulaohiki Dr.
Honolulu, HI 96824

Castle Medical Center
Adventist Health
Exceptional Medicine by Exceptional People

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Windward Health

JOURNAL OF WELLNESS AND GOOD HEALTH CARE WINTER 2012

THE AMAZING ROTATOR CUFF

By KEVIN H. HIGASHIGAWA, MD

The shoulder joint is one of the most dynamic joints in the body, and the way that it works is very complex. The exact cause of shoulder pain can be difficult to diagnose because most shoulder problems have the same signs and symptoms.

ANATOMY OF THE SHOULDER The shoulder is a very sophisticated joint which consists of a relatively round ball that sits on a comparatively small and flat socket. The difference in shape and size between the ball and the socket allows the shoulder to have a great range and freedom of motion—the most of any joint in the body. However, this difference also makes the shoulder inherently unstable.

The rotator cuff is a group of four muscles and their tendons that surround the shoulder and help to stabilize the ball on the socket. These muscles are important in rotating and elevating the shoulder.

INJURIES ARE NOT JUST FOR ATHLETES Generally speaking, the cause of shoulder pain can be inferred based on the age of the individual. The rotator cuff tendons can become inflamed, a condition called tendonitis. Tendonitis typically occurs in younger people and is the result of overuse.

Middle-aged people may develop shoulder pain as a result of bone spurs, which can pinch and abrade the rotator cuff tendons. This condition is commonly referred to as impingement syndrome. Patients typically will complain of pain during overhead activities

such as reaching for things.

Treatment usually begins with rest, anti-inflammatory medicines and physical therapy. A cortisone shot may also be helpful, both diagnostically and therapeutically. If the pain persists despite these measures, the physician may suggest arthroscopic surgery (a rotator procedure) to remove the bone spur.

THE EFFECTS OF AGING Complete tears of the rotator cuff tendons do occur and can be a significant source of pain and disability. Rotator cuff tears are normally the result of wear and tear, and typically occur in those over the age of 50. The likelihood of developing a tear increases with age, and it is estimated that 50 percent of people over the age of 70 have one.

Most of the time, tears develop gradually, and patients do not report a specific injury. Sometimes, rotator cuff tears occur after a seemingly harmless event, such as pulling luggage from the overhead bin of an airplane. Less often they are the result of major trauma, such as a serious fall or a shoulder dislocation.

Although rotator cuff tears are very common among seniors, the majority of tears have no symptoms.

WHAT YOU CAN EXPECT In order to determine if you have a rotator cuff tear, your physician will first ask you about your pain and perform a physical examination. X-rays may be needed to see if you have arthritis. Ultimately, an MRI of the shoulder may be ordered in order to confirm the diagnosis and document the size of the tear and the quality of the rotator cuff muscles.

Surgery to repair a torn rotator cuff depends on many variables, such as the age and activity level of the patient, the severity of the patient's pain and disability, and the nature (traumatic or degenerative) and size of the tear.

Meet Castle's orthopaedic surgeons

Seven board-qualified, certified orthopaedic surgeons provide services at Castle Medical Center. For a referral to any of these orthopaedic surgeons, call 263-5400.

 Kevin H. Higashigawa, MD, sports medicine, orthopaedic shoulder and knee reconstruction	 Salim S. Khan, MD, surgery of the shoulder and elbow	 Robert J. Medoff, MD, wrist, hand and orthopaedic surgery	 Linda J. Rasmussen, MD, total hip and knee replacement	 Stuart N. Wakatsuki, MD, foot and ankle surgery and sports medicine
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LOOK INSIDE!
A NEW LEASE ON LIFE

Special insert: Surgical Weight Loss Institute.

PRINTED IN HONOLULU

Gold Aster Award for Windward Health

Castle Medical Center received a gold Aster Award for the Winter 2012 issue of *Windward Health*, its quarterly community health news journal. The Aster Awards Program, an elite competition recognizing the nation's most talented health care marketing professionals for outstanding excellence in advertising, is sponsored by *Healthcare Marketing Report* magazine.

A national panel of judges reviewed all entries based on creativity, quality, message effectiveness, graphic design, and overall impact. Nearly 4,000 entries were received, making this year's the largest health care advertising awards competition. Only 253 entries received gold awards.

Castle Medical Center has published a health news journal since 1983, when it was called *Health Scene*. In 1999, the hospital inaugurated *Windward Health*, which is distributed by mail to over fifty thousand homes on the Windward side of O'ahu.

Awards and Recognition

Koa Hammer and Anvil Awards for Marketing

The Hawai'i chapter of the Public Relations Society of America (PRSA Hawai'i) honored Castle Medical Center's Marketing Department with eleven of its Koa Awards in 2012, including two for the 2011 edition of the *Quality Report*. These awards were the most ever received by the hospital.

PRSA professionals in chapters across the nation judged the entries after marketing and communication professionals throughout the state of Hawai'i submitted their best work of 2011 to the Koa Awards program.

Each year, PRSA presents awards in two main categories:

- Koa Hammer Awards — Outstanding public relations tactics that are part of a communications campaign, including research and writing
- Koa Anvil Awards — Complete public relations programs incorporating sound research, planning, execution, and evaluation.



Castle received nine Koa Hammer Awards for:

- Annual Reports, Non-Profit: *2011 Quality Report*
- Other Publications: *2011 Quality Report*
- External Web Site: *Castle's Web site, castlemed.org*
- External Newsletters: *Windward Health*
- Direct Mail/Direct Response: *Windward Health*
- Audio Programs: *"In Sickness & In Health" (radio)*
- Internal Newsletters: *Castle MD*
- Internal Magazines: *Ulupono*
- Internal Newsletters: *Kū I Ka Mahalo.*

Castle also received two Koa Anvil Awards for:

- Public Service (non-profit): *"In Sickness & In Health"*
- Internal Communications (more than 250 employees): *Ulupono.*

Awards and Recognition



Department of Defense Patriot Award

In March of 2012, the Department of Defense's organization for Employer Support of the Guard and Reserve (ESGR) honored Castle Medical Center with a Patriot Award in recognition of the hospital's outstanding support of emergency room nurse Maria Moreno-Chow, CDR, USNR, and all other active and reserve military associates.

In nominating Castle Medical Center, Maria wrote, "My employer has made it possible for me to work full time in the Emergency Department while serving my country as a reservist. The hospital hires someone to fill in for me when I'm on military orders without

penalizing me as a reservist. I've been mobilized twice since 2003 and, most recently, returned from Afghanistan in 2011."

Maria went on to say that Castle's support was in part responsible for her ability to advance her military career, and for the awards and recognition she has received as a reservist. Further, giving kudos to the hospital for the employee benefits she continued to receive during her deployments, Maria wrote, "This organization rewards my military commitment by contributing to my benefits during my absence and pays tribute to my work in the local and regional newsletter."

Mission

The following is a letter sent to Castle Medical Center from nurse Krista Boyens and her very young son, CJ. Krista's husband, Dr. Christian Boyens, was a prominent family practitioner in Kailua and a member of Castle's medical staff who suddenly passed away in 2012 at the age of 45. We believe Krista's letter is a testimony to the mission that drives Castle Medical Center's 'ohana to commit acts of love for all the members of our community, each and every day.

I am writing to thank you and the Castle family for the much appreciated love and support you gave CJ and me when Christian passed away—and continue to give us to this day, even a year later. I could not have asked for a better place to work. I am convinced there is no place on this earth for which I will ever have close to the love I feel for Castle, its employees, and physicians. I have no doubt that my husband is looking down from Heaven on all of you, thanking you for taking such good care of us and proud to have called himself a Castle physician.

Let me tell you about the ways in which people from Castle helped me. Just about everyone helped us out with expenses. With their gifts, I was able to keep up on my bills and burial expenses. People gave up their time to come visit me at the house—nurses, physicians, pastors, and patients alike. Some spent the night with me because I couldn't sleep alone, and some gave up what was going on in their busy lives just to see to it that I could sleep a few hours at night. Others brought food over, which was so welcome because cooking and eating were the last things I felt like doing. Some people brought diapers over for CJ. A select few people helped with funeral arrangements,

thank you notes, and photo collages for the funeral. This was so helpful because it was hard for me to even think clearly. I had to muster all my energy just to take care of CJ and get through the day. Some members of the Castle family spoke at Christian's funeral and said words I wanted to say myself, but couldn't. Others helped me move furniture into my new house so CJ and I could live safely. Others took over Christian's practice and covered patients, which was good because there was simply no way for me to handle all of this by myself. Some people played video games with me over the iPhone, and even kept on playing with me at 4 a.m. when I couldn't sleep. Some helped me watch CJ so I could go to meetings with attorneys and doctors and funeral homes. And everyone gave CJ and me his or her prayers and love, and this is what keeps us going to this day.

There are so many ways the Castle 'ohana helped CJ and me that it's difficult to put it all into words. I tried to cover everything that people did for us without mentioning names, because I know how humble Castle employees are. They are caring and selfless, and I am a testament to their love. My family is from the Mainland, and they were here witnessing all this love and support, and they couldn't believe it, because this would not have happened there. I told them that this was the aloha spirit that keeps me here in Hawai'i. But this kind of spirit far exceeds the aloha spirit. It is the unique Castle hospital spirit that has kept us moving forward this past year, and for that I thank all of you.

With Warmest Aloha and Love,

Krista Boyens, R.N., with CJ Boyens

Mission



Porgera Hospital in Papua New Guinea

In 2010, Castle Medical Center began a relationship with Porgera Hospital, located in the remote highlands of Papua New Guinea, by sponsoring a medical mission that traveled to the hospital and provided care for hundreds of local people. In June of 2012, a team from Castle completed its third mission trip to Porgera, continuing our efforts to deliver care, perform vision checks, treat ophthalmologic cases, repair equipment, assist with rehabilitation and nursing education, and reach out to the broader community.

The mission trip is not the only way in which Castle strengthened its relationship with Porgera Hospital last year. In March, two physicians on Castle's medical staff used the Internet to participate in our first patient video-consult with a surgeon at Porgera. In February, Castle partnered with MedShare, a nonprofit organization that recovers surplus medical equipment and redistributes it to underserved hospitals, to send a much-needed shipment to Porgera.



Mission



Partnership with Salem Media

Last year, Castle Medical Center began a partnership with Christian broadcaster Salem Media of Hawai'i to host a thirty-minute radio community outreach program on local stations KHNR and KGU. The radio show, "In Sickness & In Health (On Air)," hosted by Castle's director of Marketing and Communications, is an expansion of the branded "In Sickness & In Health" television segments that air on KHON2 every Wednesday on the evening news.

In the past year, guests on the radio program have discussed a wide range of health topics relevant to Hawai'i's communities. The program is designed to ensure that listeners know that Castle Medical Center and other health institutions are not only here when they are sick, but when they are healthy as well.



"I Love Kailua"

Castle Medical Center offered health screenings and health and wellness information to hundreds of people at a free health fair the hospital held at the annual "I Love Kailua" Town Party. In addition to the usual cholesterol, glucose, vision, skin cancer, and blood pressure screenings, this past year the hospital offered free foot screenings.

Most popular at Castle's tent at the party were the free bike helmets and fittings for children. Castle neurologists oversaw the helmet fittings, and the free helmets were provided through gifts from Hawai'i Pacific Neuroscience and others. All children who were fitted were eligible to win a child's bike, and adults who visited the hospital's tables were eligible to win a gift pack that included an adult bike helmet.

Mission



“Let’s Talk Food!” Fair

On a Sunday last October, Castle Medical Center and the Hawai‘i Dietetic Association joined forces to present the first “Let’s Talk Food!” Fair. Open to the general public and held on the hospital’s front lawn, this fair attracted nearly a thousand people.

“Let’s Talk Food!” is a program organized by the Center for Science in the Public Interest. The program supports a national movement towards healthy, affordable, and sustainable food, and advocates for nutrition and health, food safety, and sound science.

The food fair included a farmers’ market, a panel discussion with physicians and other distinguished guests, vegetarian food demonstrations and informational displays, and a tour of Castle’s new rooftop garden. Through fun, hands-on activities, the fair focused on education and promotion of local produce and healthy whole foods and on the importance of local food production.



Mission

Breast Cancer Awareness Month

In October, Castle Medical Center celebrated Breast Cancer Awareness Month in a dramatically new way. The 45-foot-tall Cook pine tree, located in front of the hospital and standing just feet away from the main highway, was decorated with an enormous pink ribbon and lit from top to bottom with hundreds of pink lights. Anyone traveling to and from the neighboring communities of Kailua and Waimānalo saw our brilliant pink tree, which we hoped would increase general awareness of breast cancer.

In September, Castle's Marketing Department filmed and assembled a video that was entered in the Pink Glove Dance™ competition, a national contest sponsored by Medline Industries to raise awareness of breast cancer. This video, which starred two hundred associates from nearly every Castle department, was featured on local television and posted on YouTube.

In conjunction with the video, cards were mailed to every household on the Windward side of O'ahu to encourage women to get their mammograms.



Mission

Inpatient Satisfaction with Spiritual Care

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

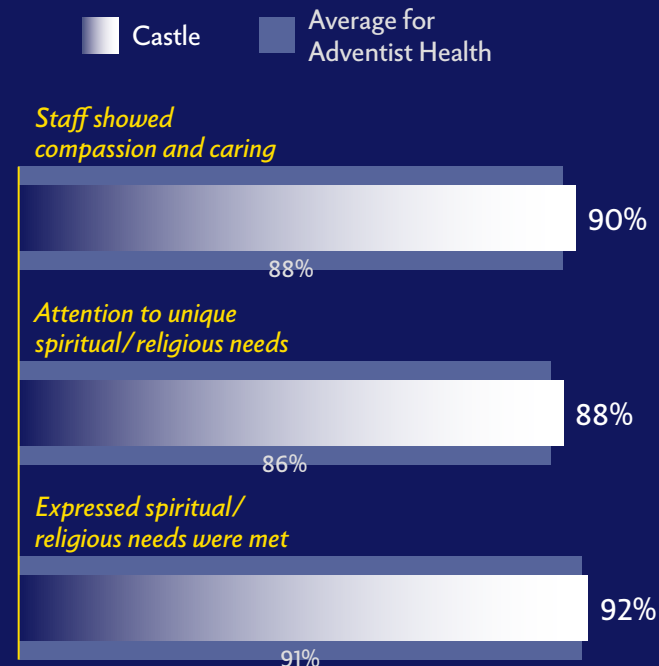
In addition to the initiatives described in the preceding pages, we focused in 2012 on the following:

- 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.

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 seventeen hospitals within the Adventist Health system.

Inpatient Satisfaction with Spiritual Care **Year 2012**

Better ►



Patient Satisfaction

I am writing to tell you that I am sure there is no finer staff at any hospital ANYWHERE than the staff you have at Castle.

From the second I came into the ER, every person—admitting personnel, nurses, student nurses, and physicians—could not have been more focused and concerned with giving me the best possible care. They were kind, sensitive, and responsive. I just do not have sufficient words to describe the confidence it gave me, in the midst of a very scary situation, to have these outstanding people taking care of me.

Then there's the third-floor Pūlama unit. From the housekeepers to the CNAs, the nurses, and the hospitalists, I could not have asked for more loving, concerned, dedicated attention. A smile and a kind word came with every visit to my room, along with impeccably and professionally delivered care. No one ever failed to ask before they left my room (including the housekeepers), "Is there anything else I can do for you before I go?"

Again, I don't have sufficient words to tell you how wonderful each and every one of these individuals positively affected and hastened my recovery. I know my recovery would have been longer without the spirit-lifting attitude of each and every staff member. Everyone was wonderful, and I would name every nurse and CNA and housekeeper if I could remember them all by name. Each person I encountered was exemplary in his or her particular role in my care. (And of course, my gastroenterologist is a superb doctor in my opinion. He's been my specialist for twelve years.)

I have no doubt that the standard of care is excellent across the board at Castle, but I just wanted to let you know that the staff of Pūlama in particular is an amazing group, deserving of a special "shout out" and mahalo nui loa from a very grateful patient!!

— A letter from a patient to Kathy Raethel, Castle's president and CEO

Patient Satisfaction

Inpatient

Castle Medical Center contracts with health care research and quality improvement firm National Research Corporation (NRC) to send out surveys to a representative sample of patients after their discharge in order to learn how satisfied they were with the care they received at Castle. NRC's large database allows us to compare our performance with hundreds of hospitals across the nation.

The charts on the following five pages show Castle's most recent patient satisfaction ratings. While we are pleased that most of our scores exceed the 50th percentile (that is, the national median), we are actively engaged in raising our scores to the top 25% in the nation.

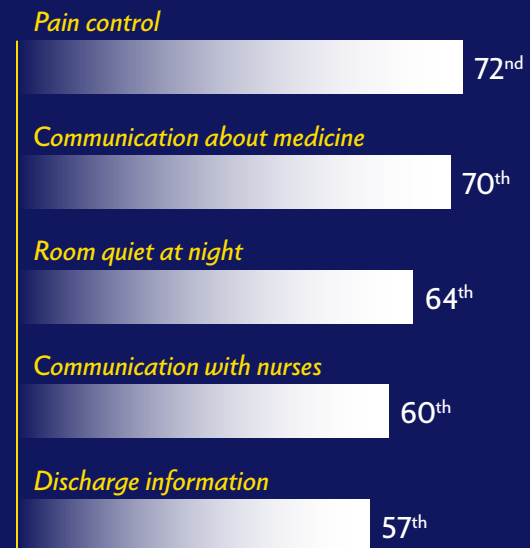
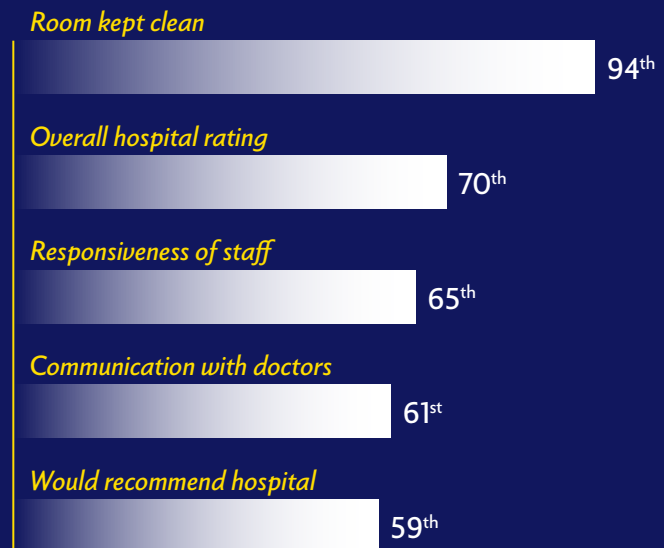
In looking at our inpatient satisfaction scores, we attribute our successes thus far to the following processes:

- Hourly patient rounds that focus on meeting patients' needs.
- The AIDETSM communication tool, which stands for **A**cknowledge, **I**ntroduce, **D**uration, **E**xplanation, and **T**hank. All staff received training and were assessed for their competence in using AIDETSM.
- The "Take Five" program in which nurses sit down and listen carefully to patients' concerns.
- Rounding on patients by nurse leaders to ensure that all patient needs are being met.
- Patient care boards to enhance communication between associates, patients, and families.
- Post-discharge phone calls to patients to assist in their transition home.
- Bedside shift reports between on-coming and off-going nurses.
- Feedback to associates regarding patient satisfaction, including monthly postings on communication boards.
- Mission-driven loving care that goes beyond customer service.

Patient Satisfaction

Inpatient Satisfaction NRC Percentile Ranking Year 2012

Better ▶



Patient Satisfaction

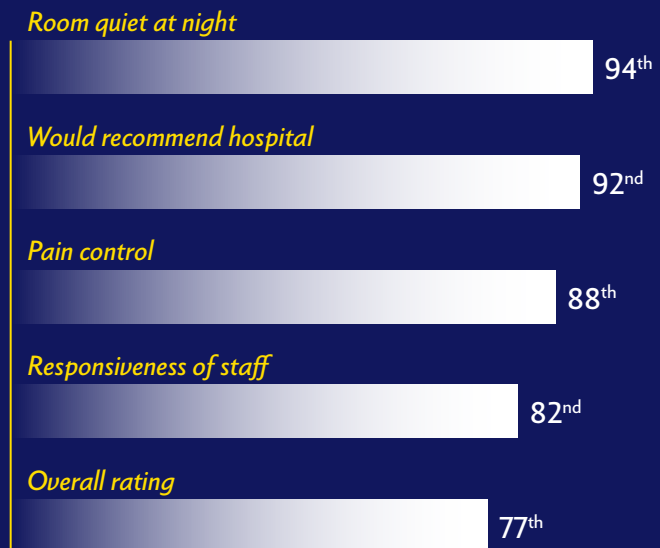
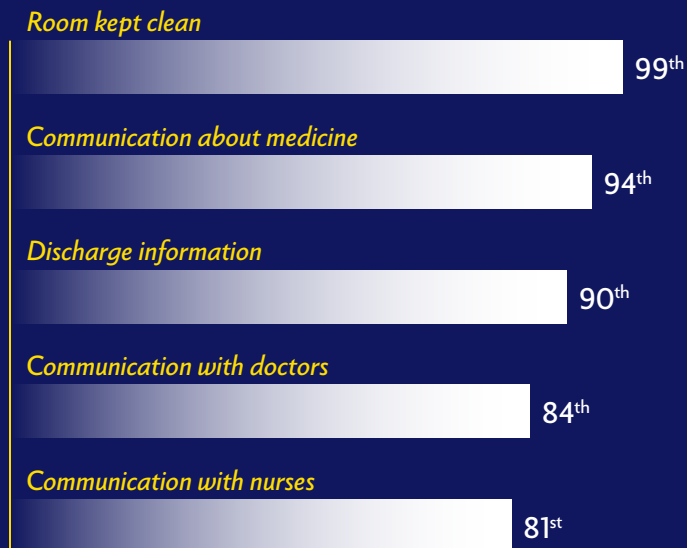
Birth Center

Patient satisfaction with Castle Medical Center's Birth Center has kept our hospital in the top 25% of hospitals nationwide over the past several years.

We are most pleased that the number of patients who said they would recommend our Birth Center to others placed us in the 92nd percentile nationally.

Birth Center Patient Satisfaction NRC Percentile Ranking Year 2012

Better ►



Patient Satisfaction

Emergency Department

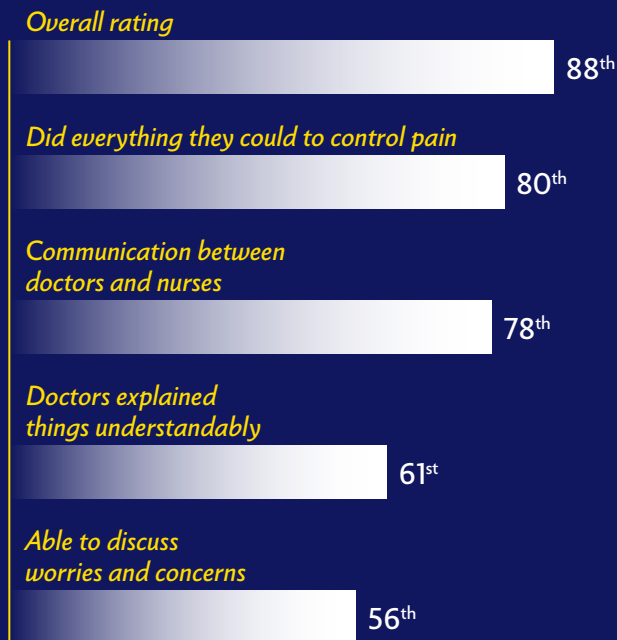
Castle's Emergency Department has consistently ranked in the top 25% of hospitals nationwide over the past several years.

We attribute this success to the following processes:

- Use of the AIDETSM communication tool (**A**cknowledge, **I**ntroduce, **D**uration, **E**xplanation, and **T**hank)

- Minimal wait times due to efficient patient flow processes
- Hourly rounding by physicians and nurses
- Post-discharge calls by physicians to patients to help them with their transition home
- Thank you cards sent to ED patients after their visit
- Feedback to ED staff regarding patient satisfaction comments and scores.

ED Patient Satisfaction NRC Percentile Ranking Year 2012



Better ►



Patient Satisfaction

Outpatient Surgery

In the latter half of last year, construction work done to improve and modernize our operating room had a greater negative effect on our outpatient surgery satisfaction scores than we had expected, due to noise and patient displacement.

Now that the construction is complete, we expect that patient satisfaction scores will return in 2013 to the top 25% in the nation, as they were in previous years.

Enhancements to our outpatient surgical processes include:

- Use of the AIDETSM communication tool (**A**cknowledge, **I**ntroduce, **D**uration, **E**xplanation, and **T**hank)
- New monitors for families to track their loved ones through the surgery and recovery processes
- Rounding on surgical patients by nurse leaders to ensure that all patient needs are being met
- A newly renovated pre-surgical and post-anesthesia care unit, shown below.



Patient Satisfaction

Outpatient Surgery Satisfaction NRC Percentile Ranking Year 2012

Better ►

Overall rating



Nurses listened carefully



Doctors explained things understandably



Enough say in your care



Confidence and trust in nurses



Able to discuss worries or concerns



Communication between doctors and nurses



Nurses explained things understandably



Information prior to surgery



Communication about new medicine



Physician Satisfaction



I moved to Hawai'i several years ago and was immediately intrigued by the Hawaiian language. Initially, I focused on getting the pronunciation of the words right, but once I improved, I tried to understand the meaning of some of the words and phrases.

I was raised multilingual, and I know that some words and phrases are difficult to translate directly into English because they carry a deeper meaning. I can honestly say I have discovered the true meaning of a few of these words at Castle.

"E komo mai, nou ka hale," which means, "Welcome, the house is yours," sincerely describes the atmosphere at Castle. Staff and patients alike treat one another with a rare degree of compassion and kindness. I see and feel daily examples of selfless attitude on every level throughout the hospital. This is likely the reason I often hear patients speak of staff members as they would of a highly regarded family member.

Having moved away from my own family on the Mainland, I felt an immediate connection to the sense and spirit of community at Castle Medical Center. All of these individuals, with whom I actually spend more time than with my immediate family, have truly become my extended 'ohana. My experience here has been like no other, with this caring group of people who seamlessly unite as a solid team focused on providing exceptional patient care.

I believe it is this sense of 'ohana, camaraderie, and mutual respect that sets Castle apart.

— Rupal Gohil, M.D., hospitalist practicing at Castle Medical Center

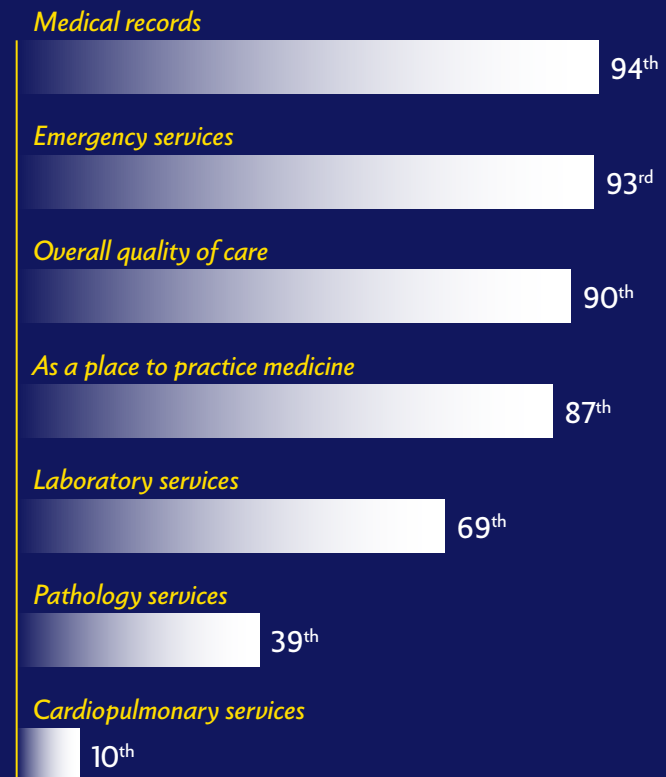
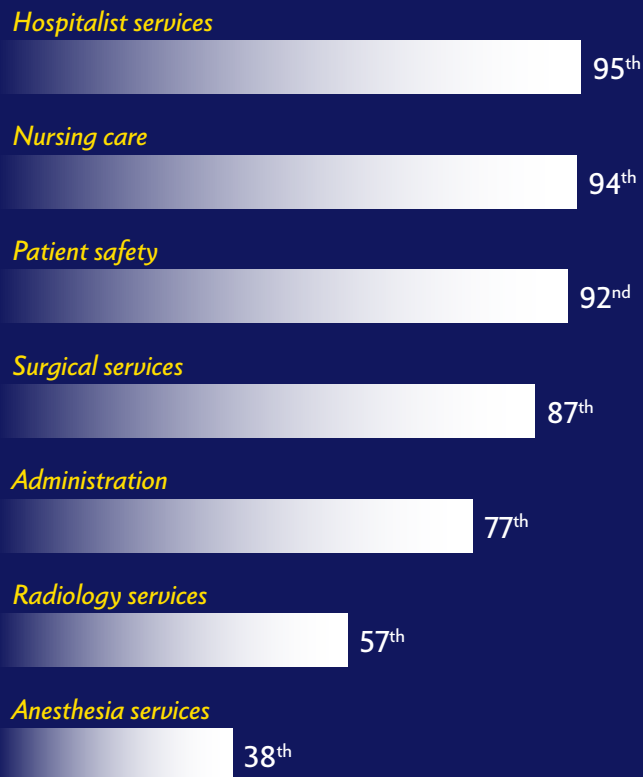
Physician Satisfaction

Castle's medical staff provided feedback on the hospital's clinical service areas, administration, and overall quality by participating in the 2012 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 in six of the fourteen major measures shown on the chart on this page, the hospital ranked in the top 10% nationally, and that Castle achieved a ranking in the 87th percentile "as a place to practice medicine." The survey also provided us with information that we can use to improve physician satisfaction, especially in the area of cardiopulmonary services.

Physician Satisfaction PRC Percentile Ranking 2012 Survey

Better ►



Associate Satisfaction



I began working at Castle Medical Center as a per diem employee, but I knew almost immediately that I wanted to be part of the organization in a more permanent way. From the first moment at the hospital, I was in awe of how friendly everyone was and that each person took the time to welcome me to the organization. Within a month, I had moved to working at the hospital permanently, and I know I made the right decision.

The one word that I could use to describe my time here is “opportunity.” I believe that opportunities abound here. Whether it is by learning from the other members of a quality group or by being promoted, the staff is given ample opportunities to grow. In my case, I am now the manager of the medical-surgical unit where I help manage an amazing staff and a busy unit. I would never have guessed this is where I would be in just a few short years.

I also truly believe in Castle’s mission, “Caring for our community and sharing God’s love.” As a unit, we try to get actively involved in community projects such as the Giving Tree, which helps members of our community during the holidays. When one of our own was in a time of crisis, the staff organized a fundraiser and donated vacation days to help support her.

I am proud to say that I work at Castle Medical Center. I am proud to work with such an amazing group of people. I really couldn’t ask for a better place to work.

— Sondra Leiggi, M.S.N., M.P.H., A.P.R.N., nurse manager of the Pūlama Unit

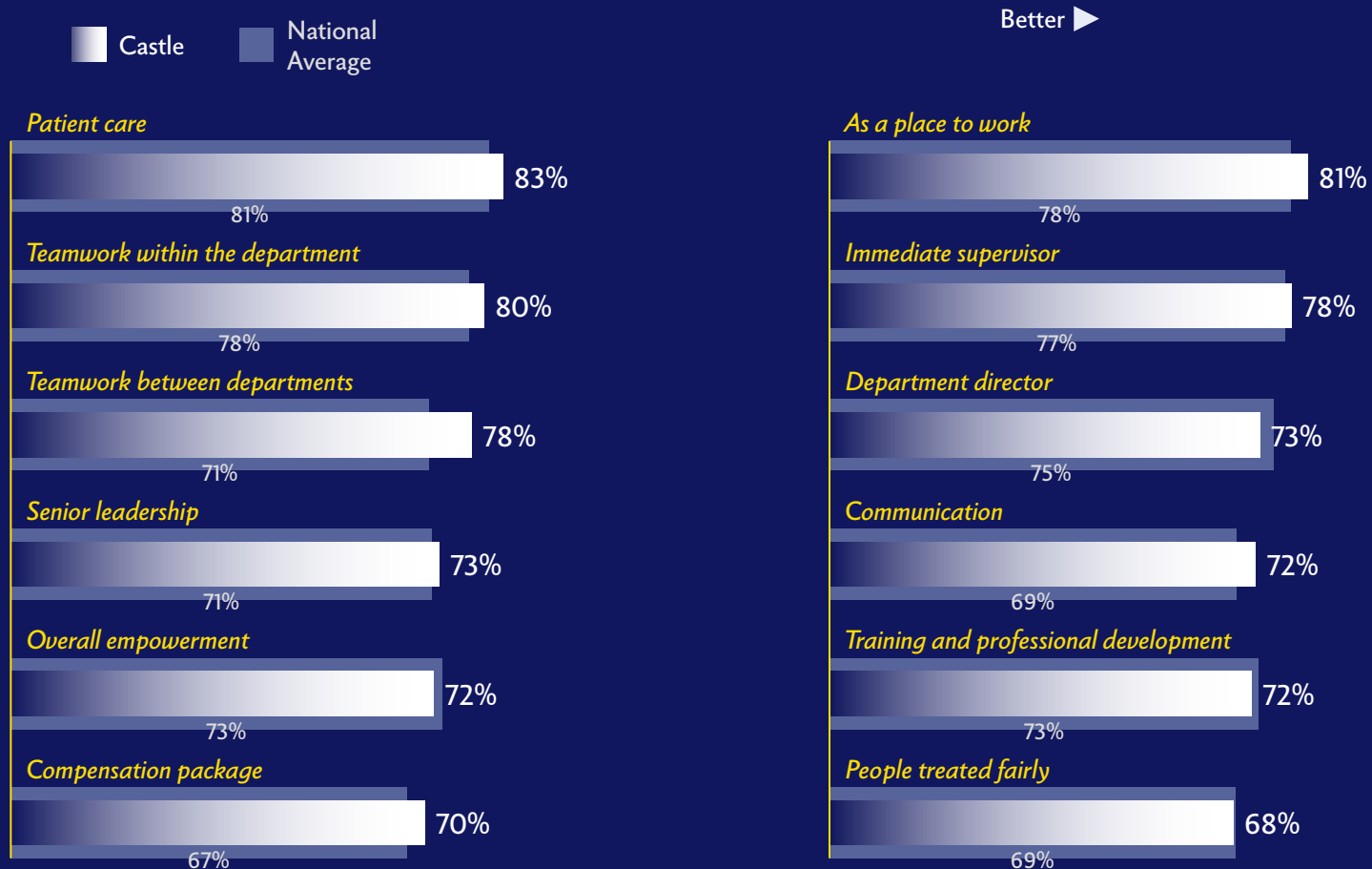
Associate Satisfaction

Castle Medical Center also contracts with health care research and consulting firm Professional Research Consultants (PRC) to survey our associates about how satisfied they are with their employment at the medical center.

In our 2012 Employee Engagement Survey, Castle's performance was better than the PRC national average in most measures.

Castle was also recognized again in 2012 by *Hawai'i Business* magazine as one of the "Best Places to Work in Hawai'i."

Associate Satisfaction PRC Score 2012 Survey



Inpatient Care

The food and the people at Castle were great. The atmosphere is nurturing, peaceful, and clean, and the employees are so happy. I almost hated to come home. Clearly a first-class operation. The amenities, the room, the people, the service, the staff all were great. Excellent.

All my caregivers—even the housekeepers—were outstanding. Everyone knocked before they entered the room, which was very polite. I was never disturbed. Everyone came in on an hourly basis and checked to see if I needed anything. They used the hand sanitizer before and after and then again in the hallway.

Everyone had their name tag on. Even the anesthesiologist was identified. They all had IDs on. I rang my bell, and they would answer within seconds. I felt like I was the only one there. I felt like everything they did was for me—their only concern was me.

The food was excellent. My meals were the best I've had in ages. The food presentation was nice, and there was plenty of it. I think I gained five pounds while I was there.

The renovations... I know the building has been there forever, but you would never know it from the inside.

Ten years ago I was at Castle, and it was good. But now it's fantastic!

— A letter from an appreciative patient

Inpatient Care



Castle Medical Center is committed to the provision of quality health care in a highly complex and high-risk environment. For this reason, the hospital has participated with organizations, such as the Institute for Healthcare Improvement, the National Quality Forum, the American Heart Association, The Joint Commission, the Centers for Medicare and Medicaid Services (CMS), Hawai'i Medical Service Association (HMSA), and Duke University, with the goal of complying with evidence-based, best-practice guidelines. These guidelines have been designed to ensure that patients receive the highest quality care and achieve the best clinical outcomes possible.

The following pages highlight some of the recent improvements to patient safety and medical treatment that have been made as a result of Castle's endeavoring to comply fully with best-practice guidelines.

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 2012, compliance with every guideline for hospital patients diagnosed with heart failure (HF) was 100%. For patients diagnosed with community-acquired pneumonia (CAP), guideline compliance was 100% during the second half of the year. 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 hospitals across the United States.

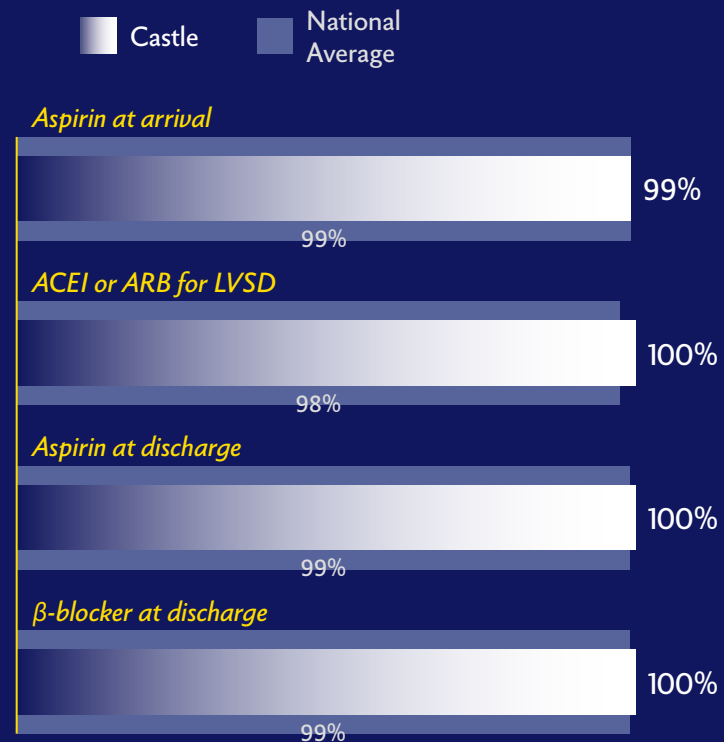
ACEI = Angiotensin-converting enzyme inhibitor

ARB = Angiotensin receptor blocker

LVSD = Left ventricular systolic dysfunction

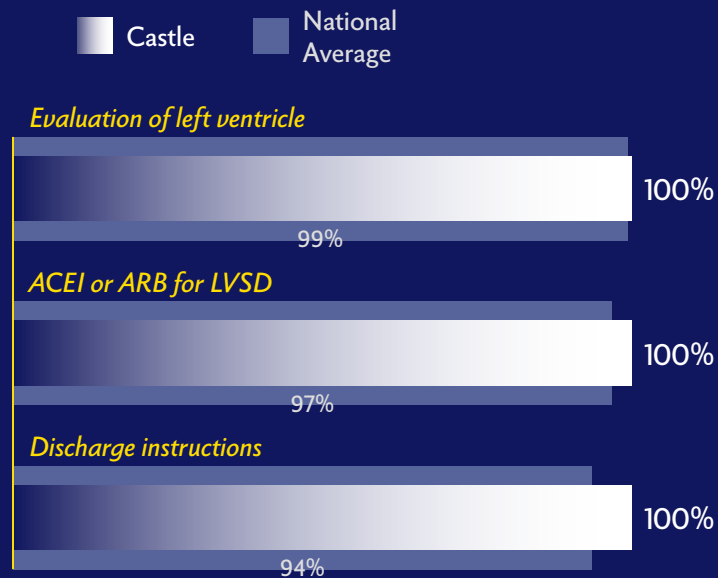
AMI Guideline Compliance Year 2012

Better ►

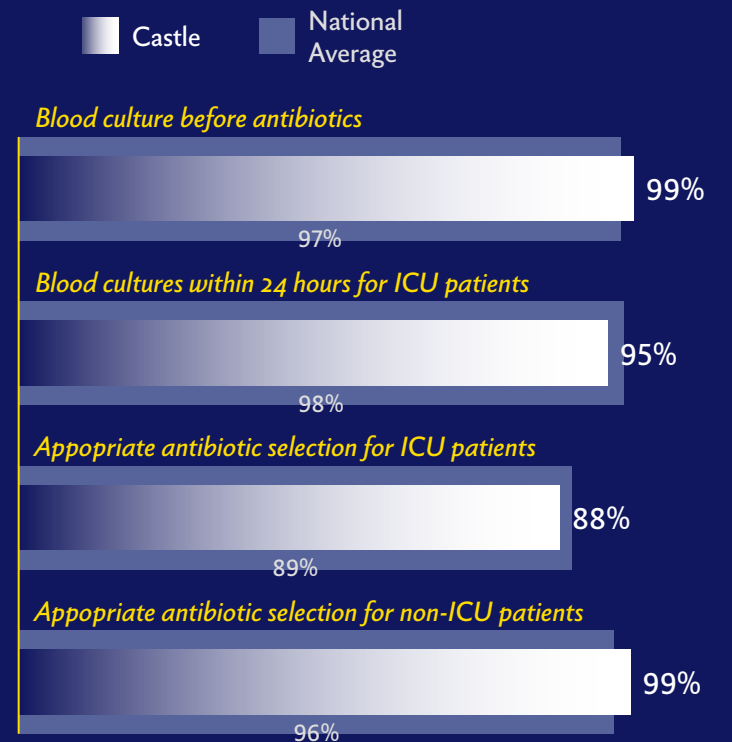


Inpatient Care

HF Guideline Compliance Year 2012



CAP Guideline Compliance Year 2012



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 most measures.

SCIP Compliance

Year 2012

Better ►



Prophylactic antibiotic within an hour before incision



Appropriate antibiotic selection



Venous thromboembolism prophylaxis ordered



Venous thromboembolism prophylaxis received



Antibiotic discontinued within 24 hours



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.

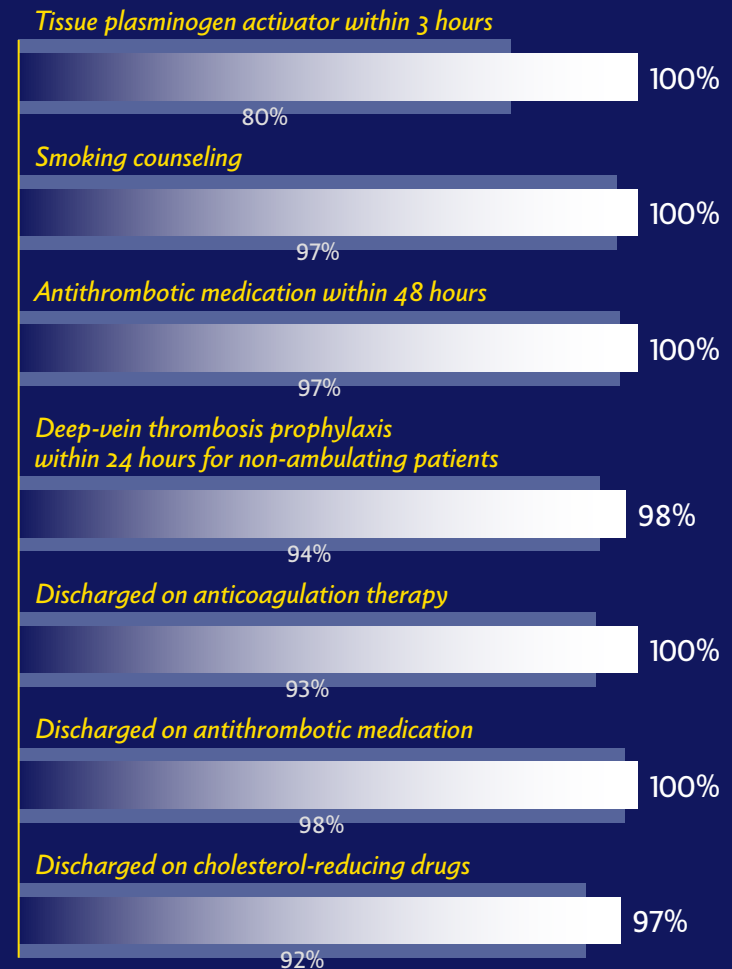
Castle was awarded the Silver Achievement Award in 2012 for our adherence to all the GWTG stroke treatment guidelines. Based on Castle’s performance over the last two years, we are now eligible for the Gold Achievement Award as well.

Stroke Guideline Compliance

Year 2012

Better ▶

■ Castle ■ National Average



Inpatient Care

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 has set an initial target of no more than 3.0 falls per 1,000 patient days, and a stretch target of no more than 2.5 falls per 1,000 patient days. Over the last four years, the hospital has seen considerably fewer falls than even our stretch target.

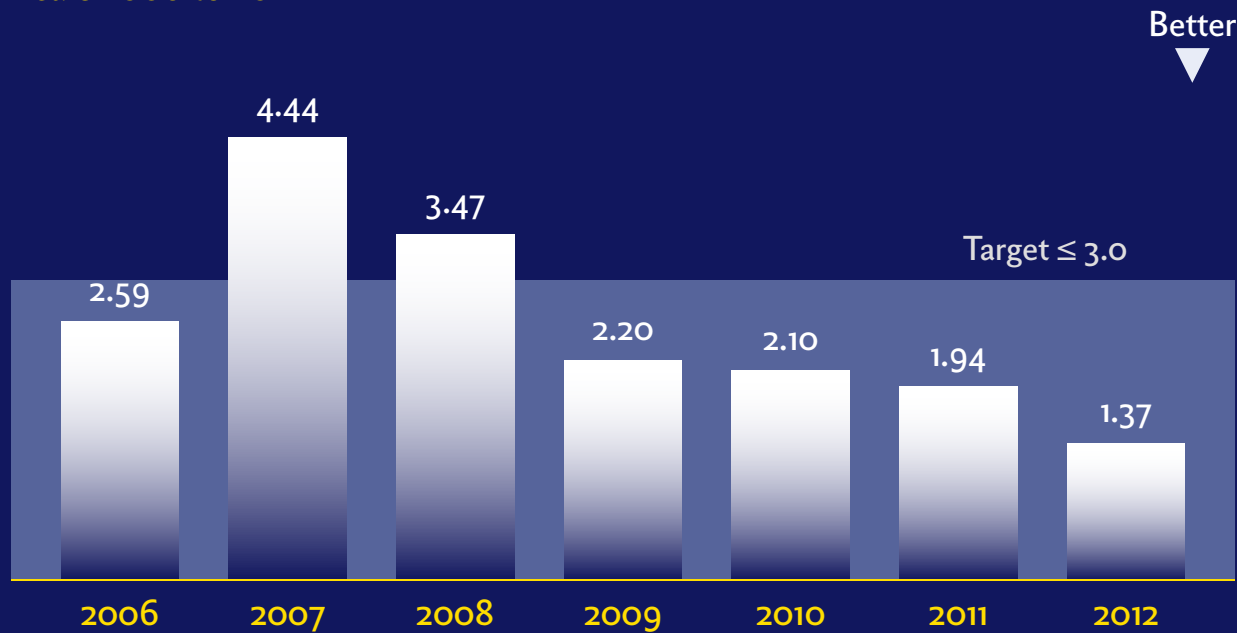
We attribute this success to the following ongoing measures recommended by Castle's Fall Task Force:

- When a patient is assessed as being at risk for falling, an image of a falling leaf is now displayed outside the patient's room to alert caregivers.
- Patient-friendly pull-cords were installed in patient bathrooms, with a very clear instruction: "Pull this cord for help."
- Chair alarms were integrated with existing nurse call systems.
- Competencies were established for nurses on the use of fall prevention equipment.
- 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.
- Feedback is now provided to staff based on analyses performed by our team of fall responders.
- On each bedside table in patient rooms is the message, "Call Don't Fall," and information on fall prevention is now a part of Castle's welcome packet.
- Hourly rounding helps to anticipate and meet patient needs.

While we successfully met our target for 2012, we believe that even a single patient fall is one too many. We will continue to seek ways aggressively to prevent falls entirely.

Inpatient Care

Patient Falls per 1,000 Patient Days
Years 2006 to 2012

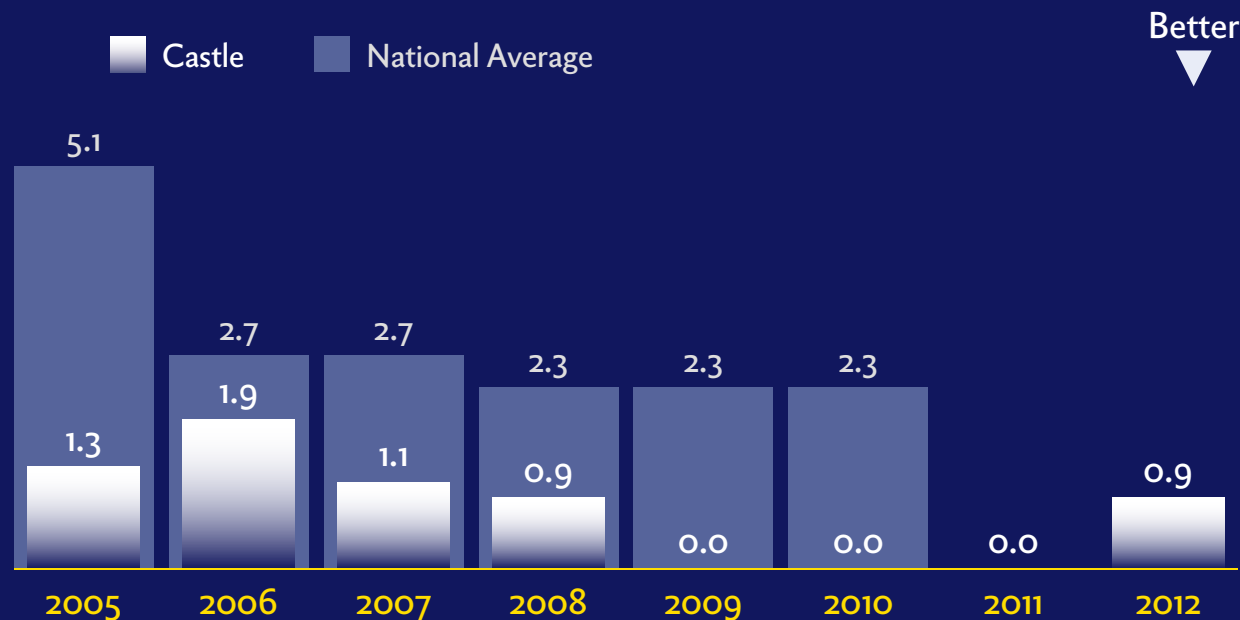


Inpatient Care

Ventilator-Associated Pneumonia

In 2005, Castle Medical Center implemented all elements of the ventilator-associated pneumonia prevention bundle. Since the bundle's implementation, Castle's incidence of ventilator-associated pneumonia has been generally below nationally reported rates. Since 2009, we have experienced only one case of ventilator-associated pneumonia.

Ventilator-Associated Pneumonia Rate per 1,000 Ventilator Days Years 2005 to 2012



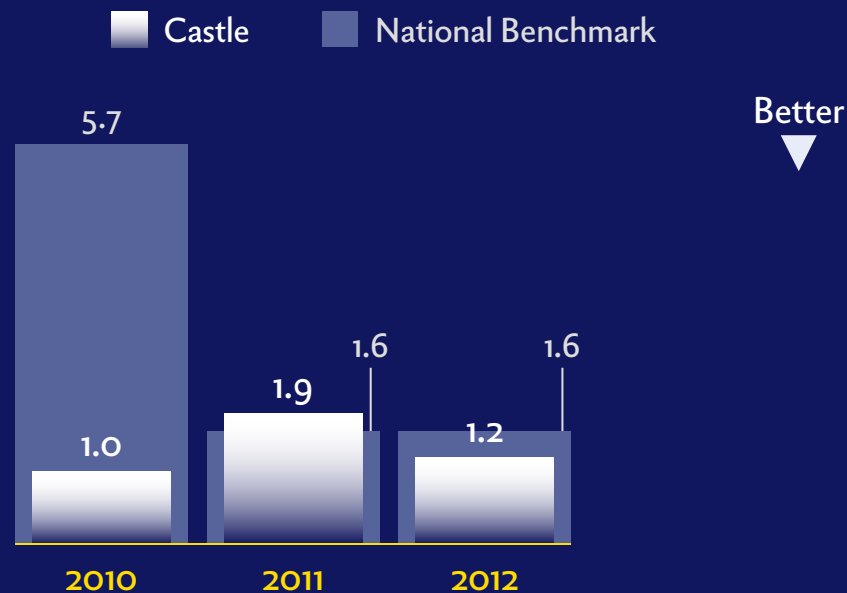
Inpatient Care

Catheter-Associated Urinary Tract Infections

Catheter-associated urinary tract infections (CAUTIs) account for up to 40% of all hospital-acquired infections and are the most common hospital-acquired infections in the United States. CAUTIs have a significant negative effect on the well-being of patients, and they can increase hospital costs substantially.

Castle continues its efforts to reduce CAUTIs by using criteria for the initial insertion of urinary catheters and by daily prompts to have catheters removed if they are no longer needed. Participating in state and national initiatives, Castle has also developed infection control standards based on widely recognized best practices.

Catheter-Associated Urinary Tract Infections per 1,000 Patient Days Years 2010 to 2012



Inpatient Care

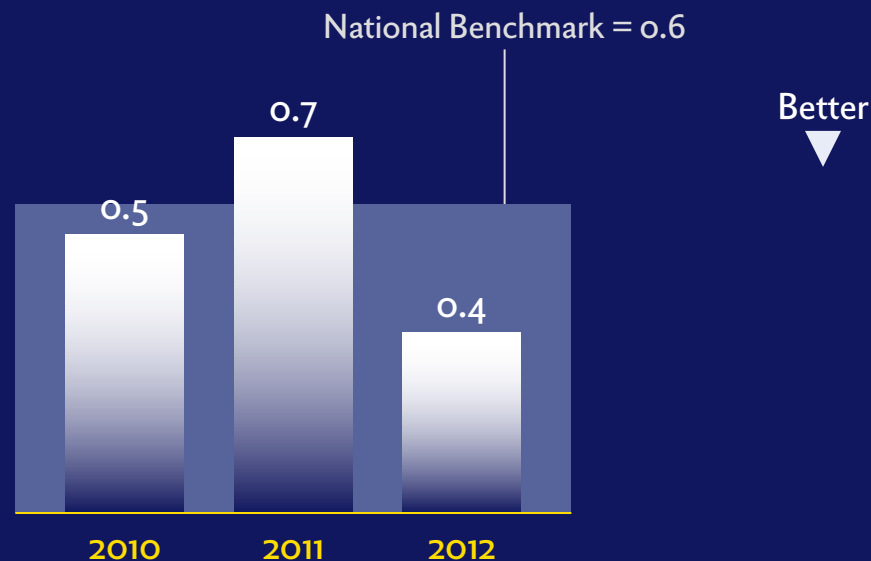
Central Line–Associated Bloodstream Infections

Central line–associated bloodstream infections (CLABSIs) may increase mortality rates by 10% to 20% and increase hospital length of stay and medical costs. Castle’s goal is to eliminate these infections by implementing evidence-based steps that standardize infection-control practices.

Castle is also implementing new technology, such as IV tubing caps to keep ports sterile and new central-line dressing with chlorhexidine to reduce bacteria at the site of the central-line catheter.

On the rare occasion when we do discover a patient with a CLABSI, there is an immediate investigation to help us identify ways to improve treatment.

Central Line–Associated Bloodstream Infections per 1,000 Line Days Years 2010 to 2012



Inpatient Care

Hospital-Acquired Pressure Ulcers

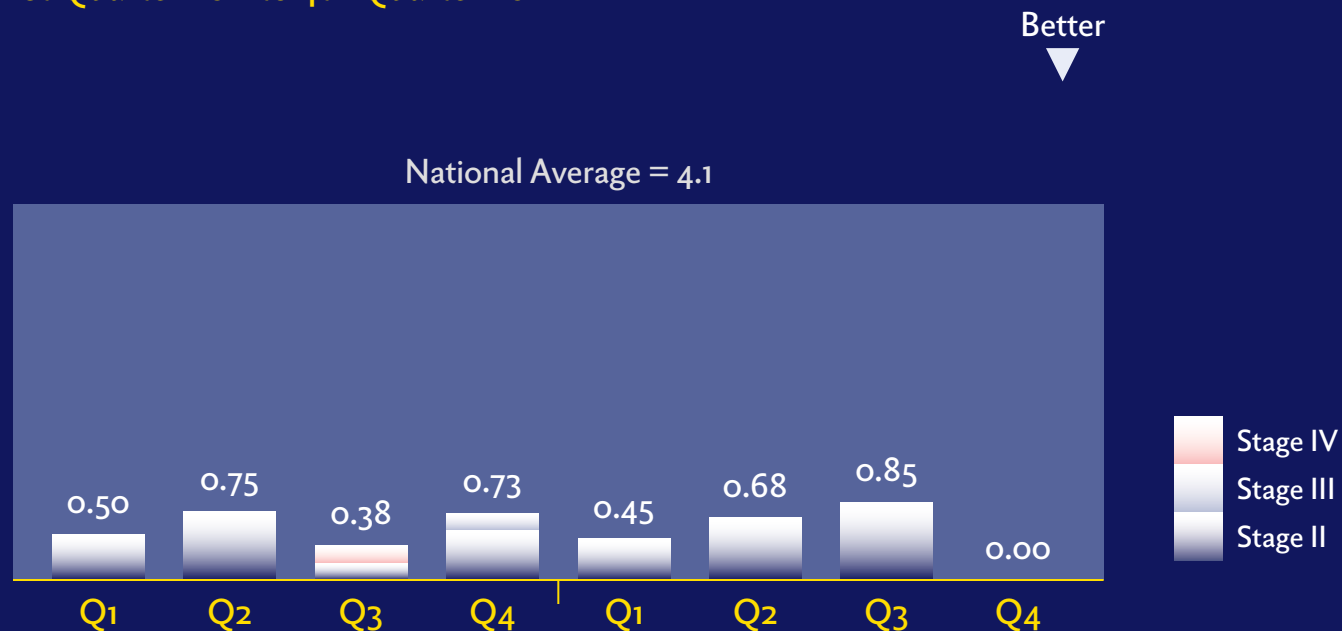
Pressure ulcers can lead to patient discomfort, increased length of hospitalization, and other more serious complications.

Our goal at Castle is to eliminate all Stage III and IV hospital-acquired pressure ulcers. We are pleased that during the year 2012, this goal was completely achieved.

Pressure ulcers can have four stages:

- Stage I:* Intact skin with slight redness
- Stage II:* Red with slight skin breakdown
- Stage III:* Full thickness tissue loss
- Stage IV:* Full thickness tissue loss with exposed bone, tendon, or muscle.

Hospital-Acquired Pressure Ulcers per 1,000 Patient Days 1st Quarter 2011 to 4th Quarter 2012



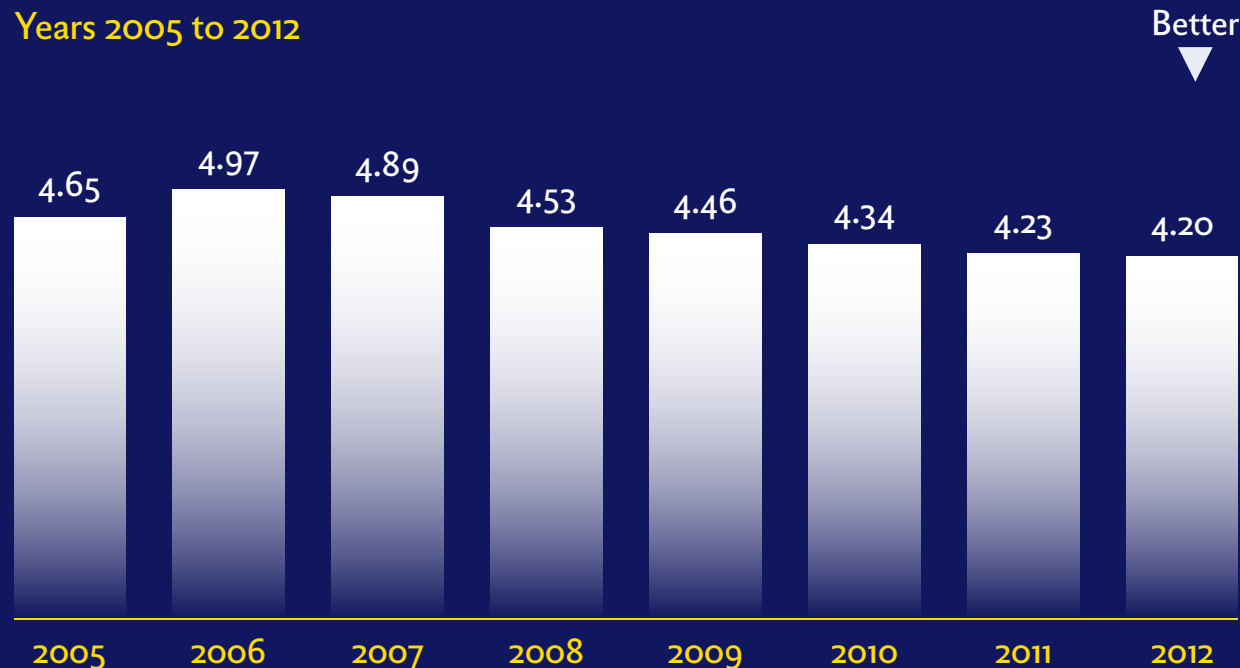
Inpatient Care

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.

Efforts have also been made to strengthen relationships with community-based facilities through Windward Community Partners (please see page 61) in order to expedite long-term care placements for those patients who require them.

Average Acute Length of Stay **Years 2005 to 2012**



Emergency Care



I came in to Castle Medical Center's Emergency Department for an infection in my lower arm. It was very painful, and your team did everything they could to help me feel comfortable, welcome, and in good hands.

The people there are amazing, and they love what they do. It shows.

I can't say enough good things about each and every one there, and the card I received from them when I got home was just icing on the cake.

Thank you all so very much!

— A letter from an appreciative patient

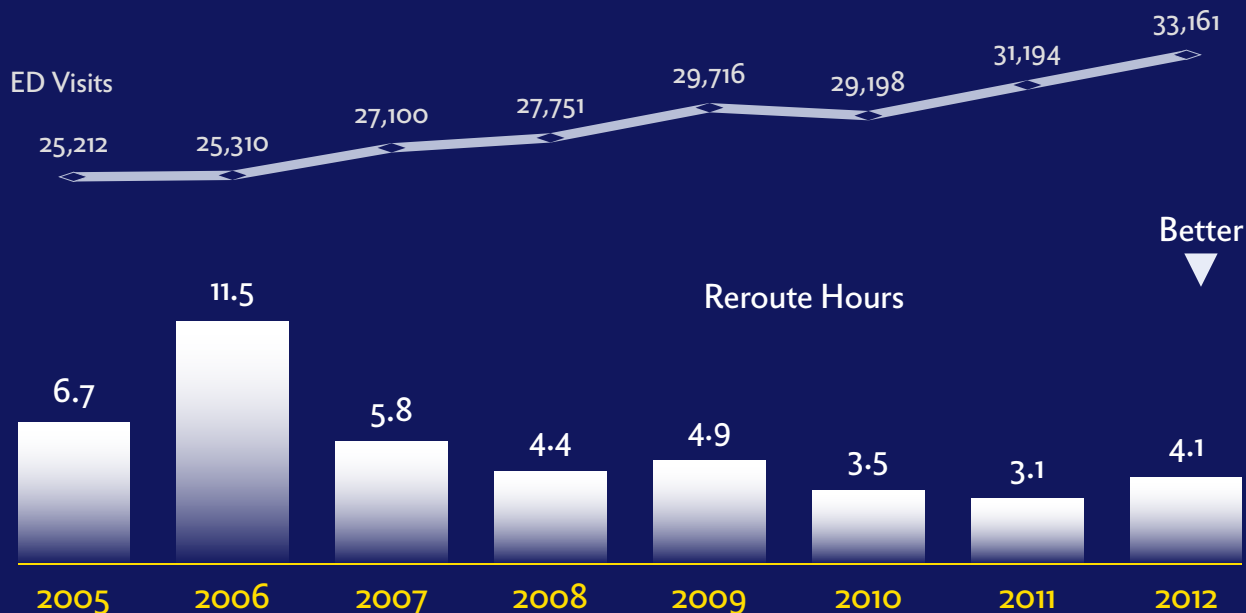
Emergency Care

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.

To accommodate the increasing numbers of patients, expansion of Castle's ED from eighteen to twenty-six beds is expected to begin in August of 2013.

Reroute Hours per 1,000 ED Visits Years 2005 to 2012



Emergency Care

Patients Left Without Being Seen

The most recent publicly available analysis shows that about 2.3% 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 patients left the Emergency Department (ED) in 2012 without being seen.

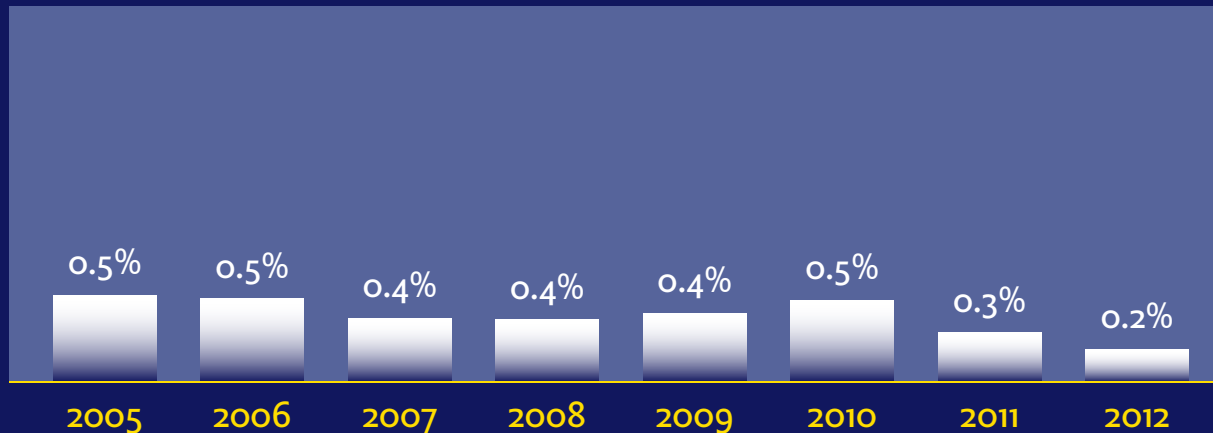
Castle attributes our success to the following efforts:

- Moving ED patients from intake to treatment as quickly as possible
- Getting a physician rapidly to each patient's bedside.

ED Patients Left Without Being Seen Years 2005 to 2012

Better
▼

Most Recent National Rate = 2.3%



Emergency Care

Wait Times

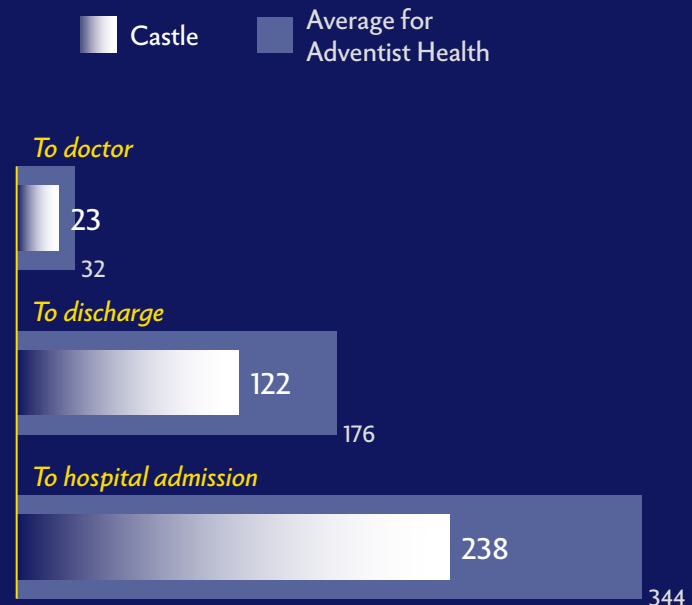
Early in 2011, Castle Medical Center joined with the other hospitals in the Adventist Health system to form a collaborative with the aim of improving the clinical care and patient experience in our Emergency Departments (EDs). In 2012, Castle was tied with one of our sister hospitals for best overall performance in the system.

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 all three categories, Castle was one of the very best performers in the entire Adventist Health system.

ED Wait Times Minutes after Entering Year 2012

◀ Better



Home Care



Dear Pamela,

Over the last year, I had major abdominal surgery, and this left me in need of the services of home health care nursing. For six months, I received two to three visits per week from Castle Home Care nurses. From the moment they entered my home, I knew I was in the hands of highly skilled professionals.

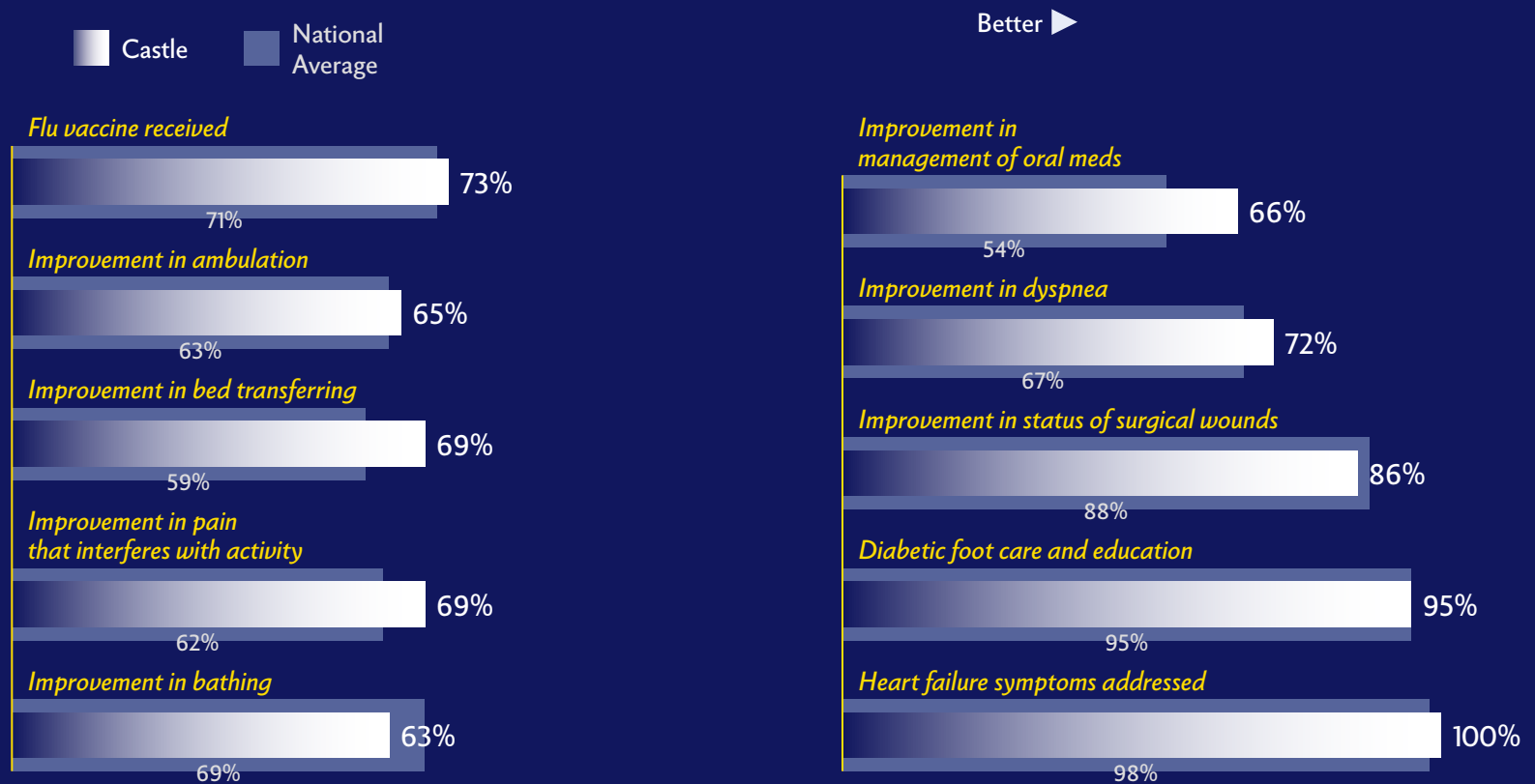
But even more important than their skill were the loving care, the compassion, and healing hands with which they practice their nursing. Both of them knew how to quiet the fear and anxiety that goes with illness. They gave comfort, instilled optimism, and kept my spirits up.

Nurses speak the language of love to the sick, frightened, lonely, and incapacitated.

— A letter sent to Pamela Young, “Applause” columnist for *MidWeek*, a weekly newspaper distributed across O’ahu

Home Care

Home Care Positive Clinical Outcomes Year 2012



Home Care

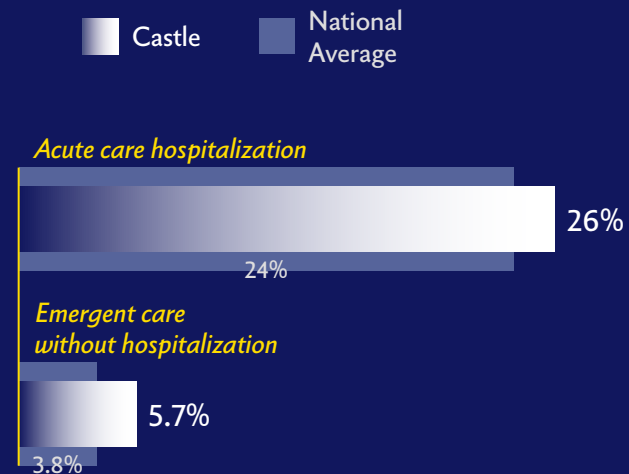
Clinical Outcomes

The measures shown in the charts on these two pages have been chosen by the Centers for Medicare and Medicaid Services (CMS) to be included on their “Home Care Compare” Web site, in order to help improve home health care and to provide information to consumers that might help them make informed decisions about their care.

In 2013, Castle Home Care will focus improvement efforts on reducing the frequency of patients’ needing emergency care or hospitalization.

Home Care Negative Clinical Outcomes Year 2012

◀ Better



Advancements and Innovations



in:novation station

In:novation Station, Adventist Health's New Idea-Generator Tool

Through the work of the Adventist Health's Innovation Council, a new tool was launched in August of 2012 across the hospital system of which Castle Medical Center is a part. This online tool has given Castle associates an opportunity to submit their ideas on how to solve specific business problems that need new and innovative solutions.

Associates have access to the In:novation Station via a link on the home page of the hospital's intranet site. The In:novation Station is a place for associates to use their imaginations to propel innovation to new heights at Castle and at our sister institutions. The In:novation Station features specific questions and allows associates to submit ideas, as well as comment and vote on others' ideas, from across the entire health care system.

Advancements and Innovations



Intensivist Program

Intensive care units (ICUs) became established in the 1950s after hospitals recognized that patient outcomes could be improved by having a consolidated area of the hospital where patients with acutely life-threatening illnesses or injuries could receive around-the-clock specialized medical and nursing care.

By the 1980s, intensive care medicine began to be recognized as its own specialty, attracting board-certified physicians from various specialties who obtain an additional year of fellowship training in this area to become intensivists.

By having intensivists constantly watching over patients in the ICU, these patients tend to do measurably better. Studies have also shown that not only are outcomes improved with such specially trained physicians, but hospitalization is shorter and costs are lower.

In July of 2012, Castle Medical Center established its program for intensivists. As Castle moves toward developing more sophisticated and complex programs to serve our community, intensivists are important to our success. They are yet another way of fulfilling our mission of “caring for our community and sharing God’s love.”

Advancements and Innovations



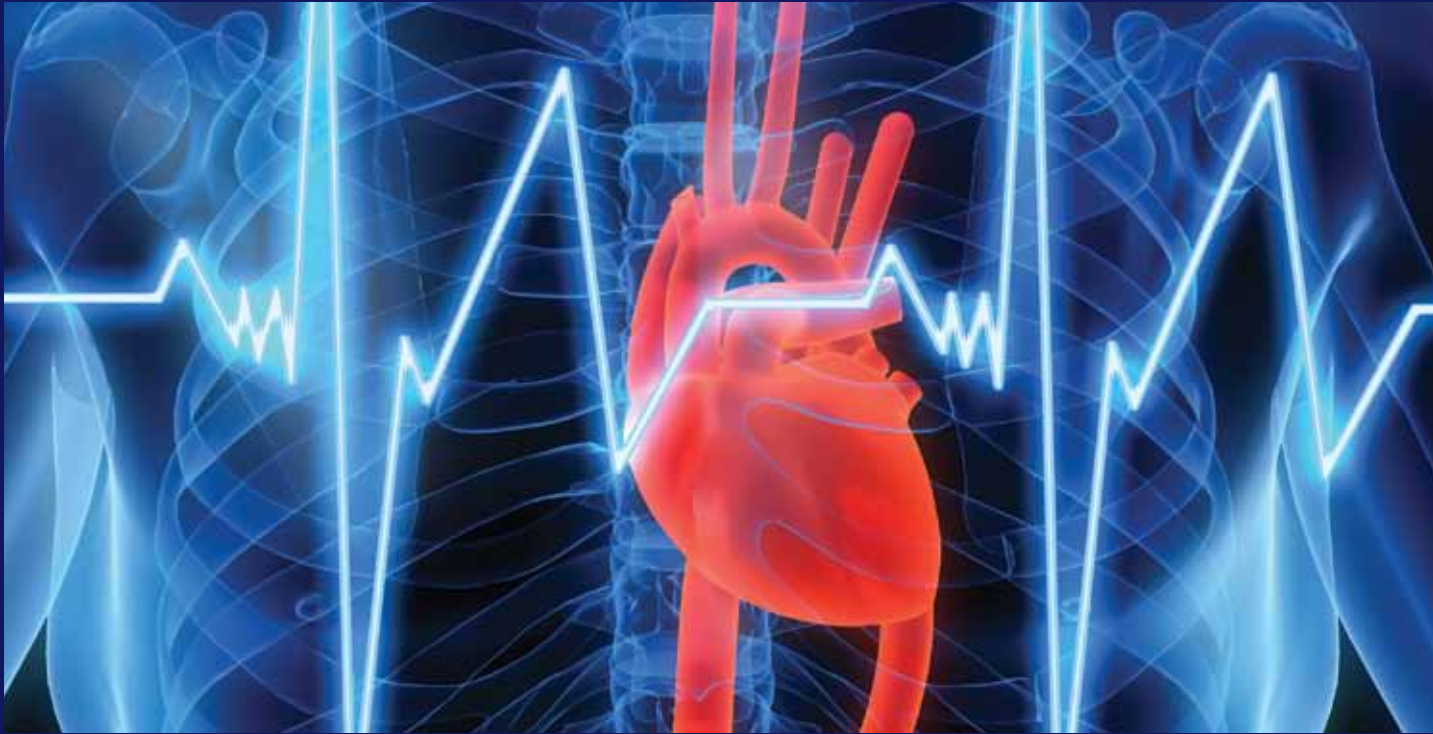
Castle's Rooftop Garden

In September of 2012, Castle Medical Center installed a garden on its roof. The garden system that Castle adopted is called FarmRoof[®], and it uses mesh tubes filled with a certified organic proprietary blend of soil to grow greens and other crops on unused roof space. The FarmRoof[®] system was first developed in 2008 by an innovative company based in the neighboring community of Waimānalo.

The proposal for a rooftop garden was submitted by Castle's director of Nutritional Services as an idea to Castle's corporate parent, Adventist Health, which then approved and released funds for the project.

Patients, associates, and medical staff now enjoy viewing the beautiful garden from the second and third floors of the hospital, and they get to experience the pleasure of eating freshly harvested, healthy, and delicious produce at the hospital's cafeteria, The Bistro.

Advancements and Innovations



PowerChart® ECG

In early 2012, Castle Medical Center initiated a new system for the acquisition and management of electrocardiograms (ECGs). PowerChart® ECG is an interface between five new state-of-the-art ECG machines (Mortara ELI™ 350) and Castle's electronic medical record.

The new system improves cardiology workflow at the hospital by making results for patients who have an ECG appear in their electronic medical record within approximately one minute. This provides our physicians with timely information that helps them make better clinical decisions. The system's display includes information on a patient's allergies, medications, labs, and previous cardiology and non-cardiology tests.

Advancements and Innovations



Bar Code Medication Administration

Castle Medical Center provides checks and balances at every stage of the medication process to help eliminate all medication errors. Research has shown that most such errors occur at the time of ordering, so the hospital has spent the past few years improving the ordering process by mandating the use of computerized provider order entry (CPOE). Having achieved an 83% CPOE rate, Castle is now focused on making further improvements to order accuracy by implementing bar code medication administration (BCMA).

BCMA uses barcode technology, similar to that used on products in supermarkets, to ensure that each patient is being given the right medication, at the right time, at the right dose, and by the right route. Since the BCMA system is connected to the CPOE and pharmacy systems, communication between caregivers is improved and information can be shared on the steps of ordering, dispensing, verifying, and administering medication, thereby helping to reduce the incidence of medication errors.

We are pleased that within just six months, Castle achieved a medication scanning rate of 92%.

Advancements and Innovations

Recycling by Nutritional Services

As part of Castle's continuing effort to be a better environmental steward, the hospital's Nutritional Services department and the public cafeteria, The Bistro, now recycle five different types of material:

- Beverage bottles and cans
- Paper (including plates, napkins, utensils, and other containers), which is sent to Honolulu's H-POWER plant to be converted to energy for our island
- Cardboard, which is separated and recycled for paper products
- Cooking oil
- Food debris, which is recycled as food for livestock and as plant fertilizer.



Advancements and Innovations



Renovation of the Operating Suite

In March of 2012, Castle's main operating suite was renovated and modernized with the following:

- New Skytron LED lights and monitors
- More efficient cabinetry, computers, and accessories
- Walls with state-of-the-art finishing.

"The surgeons, anesthesiologists, and OR staff are very excited about the completed renovation," said Alan Cheung, M.D., Castle's VP of Medical Affairs, when the improvements were complete. "It has a clean, new, and fresh look with state-of-the-art OR lights and monitors that should enhance the care of our surgical patients at Castle Medical Center."

Advancements and Innovations



MAKOplasty®

Castle Medical Center now offers MAKOplasty®, a minimally invasive treatment of the knees for adults living with early to mid-stage osteoarthritis. In MAKOplasty®, the affected area of the knee is resurfaced, and then an implant is inserted into the space to allow the knee to move more freely without pain. This surgery is less invasive than a total knee replacement, which means more bone and surrounding tissue is spared, a smaller incision is needed, there is less blood loss, and recovery time is shorter.

The surgery is performed using the RIO® Robotic Arm Interactive Orthopedic System. The RIO® provides real-time feedback to the surgeon that allows for greater precision in the resurfacing and implanting process, thus providing greater natural knee motion post-operatively.

MAKOplasty® can offer the following benefits when compared to total knee surgery:

- Reduced pain
- Minimal hospitalization
- More rapid recovery
- Less implant wear and loosening
- A smaller scar
- Better motion and a more natural-feeling knee.

Castle Medical Center is the first hospital in Hawai'i to acquire this innovative technology.

Advancements and Innovations



Flexible Modular Monitors for the ICU

Last year, Castle acquired new monitoring systems for our ICU patients, designed by Nihon Kohden Corporation. These systems use Smart Cable™ technology, which enables a single lightweight, modular device to be used for monitoring a wide range of patient parameters, such as electrocardiogram (ECG), invasive blood pressure (IBP), end-tidal carbon dioxide (EtCO₂), oxygen saturation (SpO₂), and bioimpedence spectroscopy (BIS), and still be moved easily to another location. The core module is readily usable in transport, so patients can be moved safely with no interruption in the monitoring of their critical signs.

These systems can be networked to feed a central monitoring system, and they have touch-screen displays that make them even more convenient to operate.

Advancements and Innovations



Windward Community Partners

In an effort to improve the care that our patients receive during their transition from the hospital to other community health care facilities, Castle reached out to the Windward community in 2011 to form Windward Community Partners. This coalition of nursing homes, hospices, clinics, and other health care agencies meets monthly at the hospital to discuss how to improve communication and patient flow between facilities and how to reduce the number of hospital readmissions. Together, these Windward partners have identified issues that can have a negative impact on patient care and have developed approaches to better meet the needs of both the patient and health care agencies.

One innovation implemented by the coalition has been nurse-to-nurse reports at discharge. These reports, issued when a patient is transferred from one facility to another, provide an opportunity for

questions and discussion between caregivers. Receiving facilities are now better prepared to provide seamless care for the patient on arrival.

All participating partners track their thirty-day hospital readmission rates and discuss ways to make improvements at their monthly meeting. This has resulted in a significant decrease in the number of these readmissions to Castle Medical Center.

Another benefit of Windward Community Partners is that patients and their families leaving Castle Medical Center are now better informed about what to expect as they transfer to a different facility, thanks to the improved relationships and understanding between the members of the coalition.

Advancements and Innovations



Electric Vehicle Charging Stations

In November of 2012, Castle Medical Center unveiled its latest commitment to innovation and energy conservation in the form of two new electric vehicle charging stations. These stations were built in the main hospital parking lot and were immediately put to use by our physicians and patients.

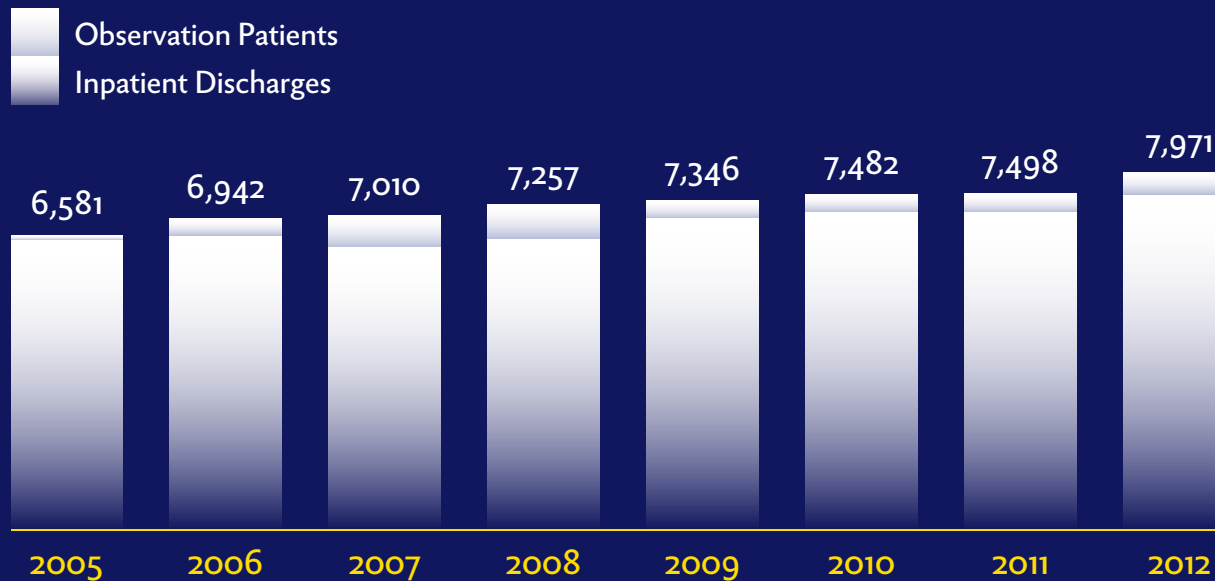
In as little as an hour, the new stations are able to add up to twenty miles of driving range to the latest generation of plug-in electric vehicles. This can allow a patient to have an office visit or outpatient procedure and leave the hospital with a greater driving range than when they left home.

Volumes

Inpatient Volume

In 2012, Castle Medical Center had the highest number of inpatient discharges in our history. Inpatient volume continues to grow each year.

Inpatient Volume Years 2005 to 2012



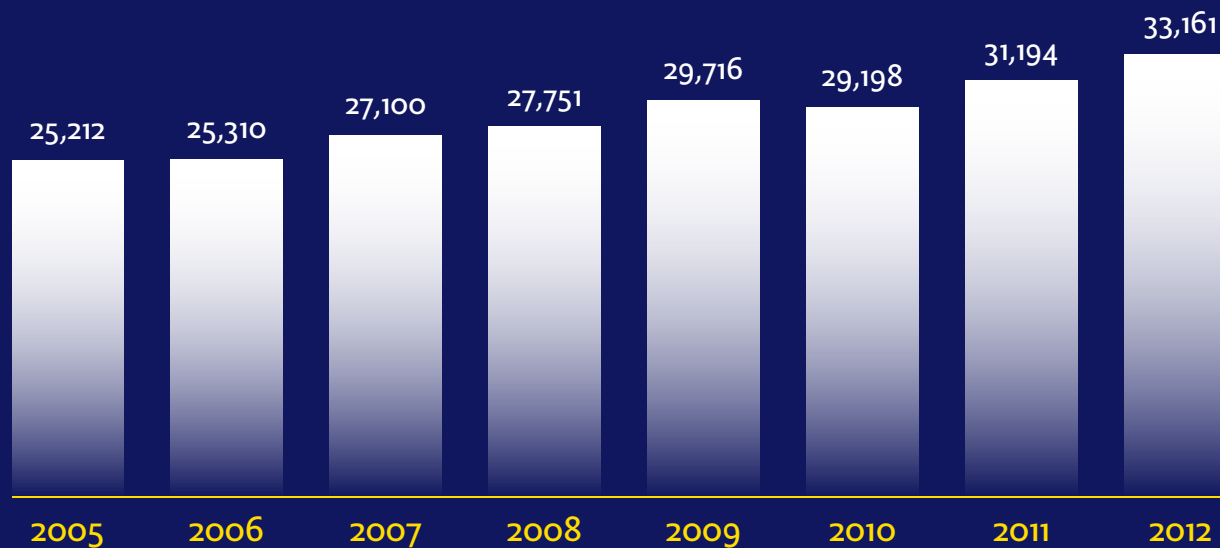
Volumes

Emergency Department Visits

In 2012, the Emergency Department at Castle had its busiest year ever, and the number of visits continues to grow.

Plans have been approved to expand and remodel the department from eighteen to twenty-six beds in order to accommodate future growth. Construction is expected to begin in August of 2013.

Emergency Department Visits **Years 2005 to 2012**



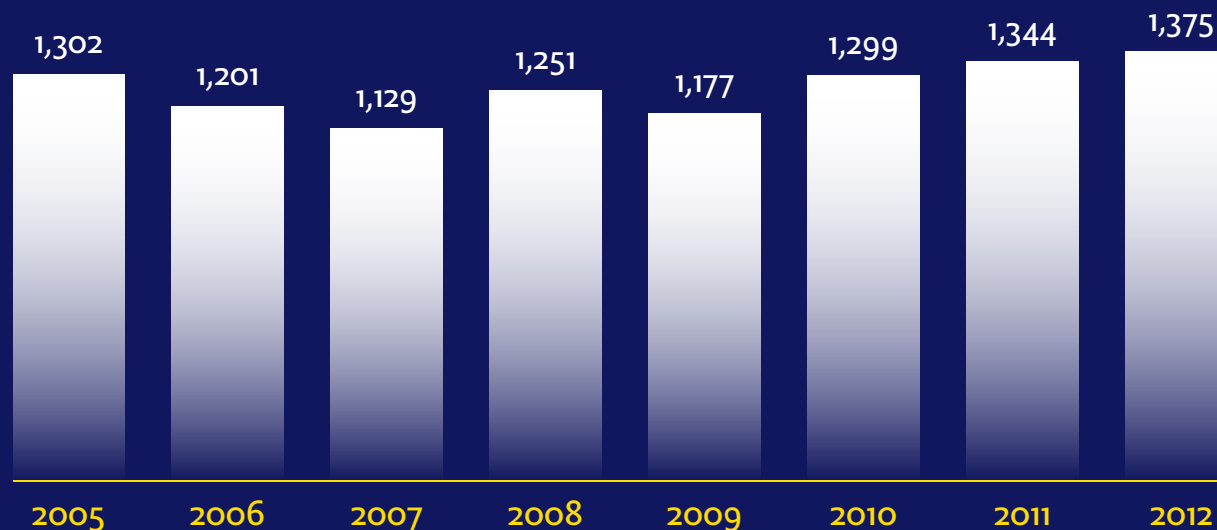
Volumes

Behavioral Health Discharges

As one of the few providers of inpatient behavioral health care on the island of O'ahu, Castle's Behavioral Health unit continues to offer essential services to our community. Patient volumes last year rose to their highest level in the history of the medical center.

Castle plans to completely renovate and modernize our Behavioral Health unit in 2013.

Behavioral Health Discharges Years 2005 to 2012



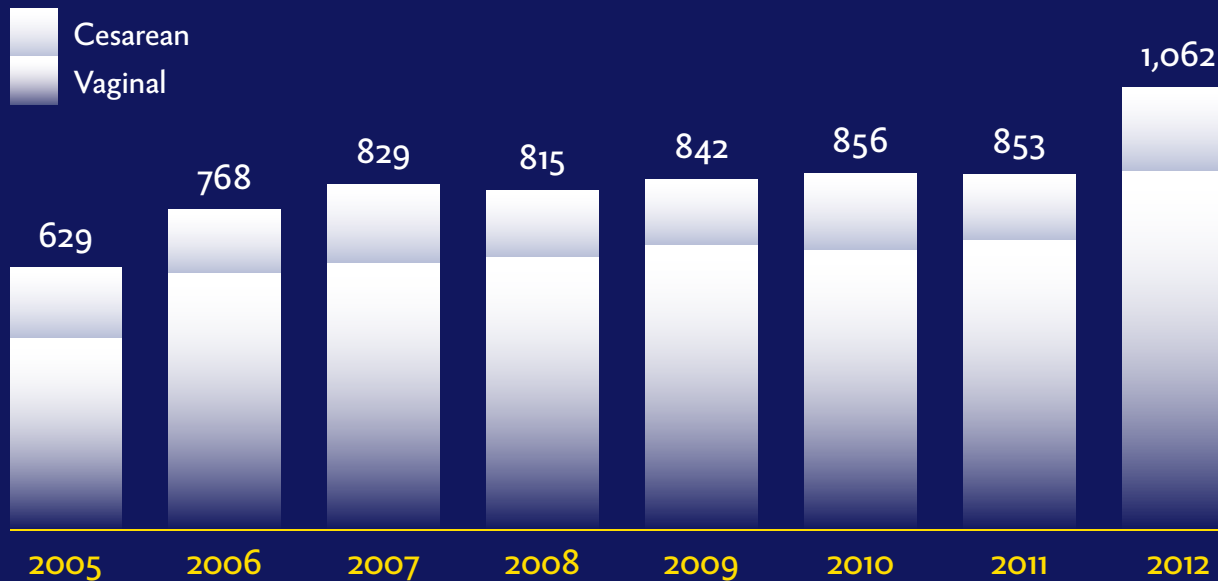
Volumes

Births

More deliveries of newborns were performed at Castle Medical Center in 2012 than in any previous year, as our Vera Zilber Birth Center continues to provide quality birthing options that draw patients from all parts of the island of O'ahu.

Births

Years 2005 to 2012

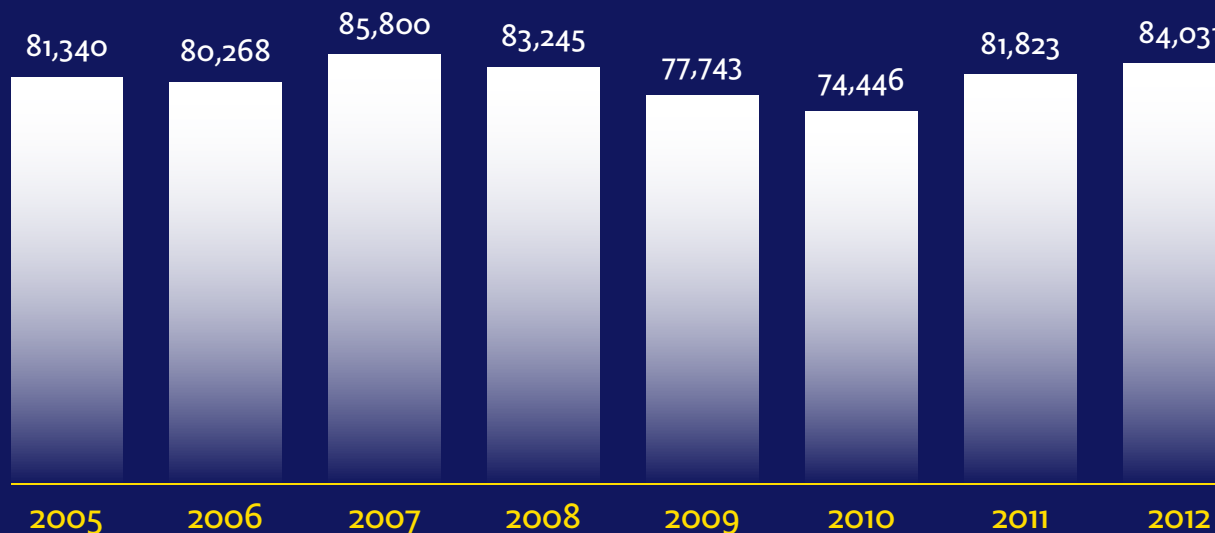


Volumes

Outpatient Visits

The chart below shows the number of outpatient visits to the Outpatient Clinic, Outpatient Surgery, Imaging, Cardiopulmonary, the Cardiac Cath Lab, Angiography, the Laboratory, the Performance and Rehabilitation Center, the Wellness and Lifestyle Medicine Center, and Home Care. Castle's various outpatient services continued to experience steady growth in 2012.

Outpatient Visits (excluding Emergency) Years 2005 to 2012





Wellness and Lifestyle Medicine Center

During 2012, 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 1,972 people from our community participated in the center's health and wellness outreach programs at forty-two events.
- 817 patients in the hospital (99% of eligible tobacco users) received bedside tobacco treatment services. Post-discharge support was offered to provide additional coaching to achieve a tobacco-free lifestyle.
- 135 people received outpatient tobacco treatment coaching, with optional complimentary nicotine-replacement medications. This program is supported by a grant from the Hawai'i Community Foundation.
- With our recently certified diabetes educator, we are expanding our educational services to provide small group classes twice a week. Our goal for 2013 is to serve at least 200 diabetic patients.
- Ten different types of group fitness classes were offered throughout the year, with 160 people participating.
- Twenty Wellness Cuisine Cooking classes were held, with 340 people participating.
- The Wellness Center is now receiving referrals for children and adolescents diagnosed with obesity and/or diabetes. Our registered dietitian works with children and their families on diet and physical activity, setting small, achievable goals.
- Castle continues to offer massage provided by licensed massage therapists. Since its launch in 2010, over 530 individuals have taken advantage of this popular service.

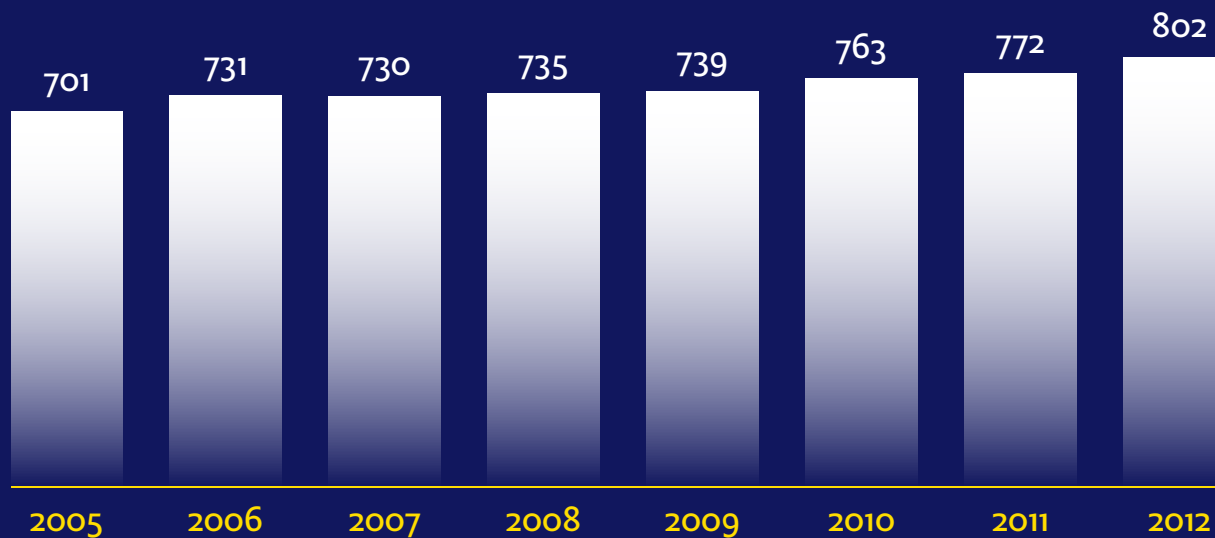
Staffing

Total Hospital Full-Time Equivalents (FTEs)

Growth in Castle's FTEs mirrors growth in patient volume over time.

Castle Medical Center is recognized as the largest non-military employer on Windward O'ahu.

Total Full-Time Equivalents (FTEs) Years 2005 to 2012



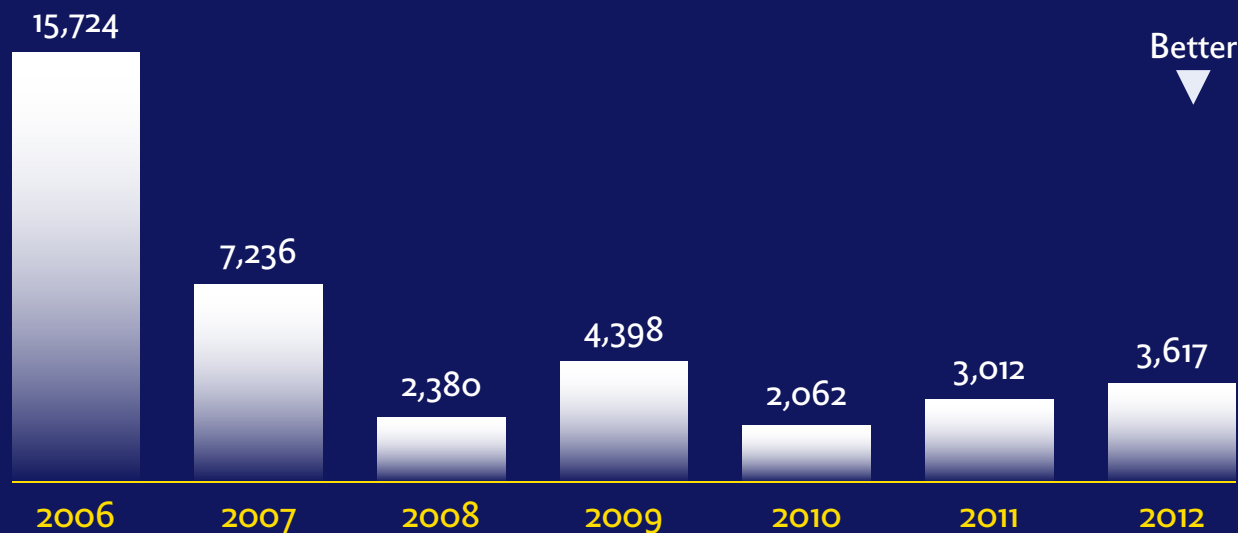
Staffing

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 2012, the use of agency staffing remained low due to improved hiring, lower turnover, continued use of the BidShift rewards program with expanded scheduling of hours, and the continued hiring of new nursing graduates.

Agency Hours Years 2006 to 2012



Quality Improvement Goals for 2012 and Their Results

Goal

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

- Heart failure
- Acute myocardial infarction
- Community-acquired pneumonia
- Surgical Care Improvement Project
- Stroke
- Sepsis.

Raise patient satisfaction to the national top decile for:

- Inpatient
- Outpatient surgery.

Improve physician satisfaction with cardiopulmonary services.

Continue participation in the Emergency Department Collaborative to maintain efficient patient flow during our Emergency Department's renovation.

Eliminate the incidence of:

- Catheter-associated urinary tract infections
- Central line–associated bloodstream infections.

Improve Home Care clinical outcomes by reducing the frequency of patients' needing emergency care or hospitalization.

Results

Considerable improvement was achieved in targeted areas, especially for all of our heart failure patients, for whom treatment was in 100% compliance with every guideline in 2012.

Treatment of our pneumonia patients was also in 100% compliance with all guidelines during the second half of 2012.

We continue to perfect performance on other indicators.

Efforts to reach the 90th percentile continue for both inpatient and outpatient surgery.

Minimal gains were achieved in 2012. We expect much greater gains in 2013 with the establishment of the hospital's new Cardiovascular Service Line.

We successfully continued participation in the collaborative and continued to excel in efficient patient flow, even with increasing patient volumes.

In 2012, we successfully reduced the incidence of catheter-associated urinary tract infections and had only one central line–associated bloodstream infection.

Efforts continue to eliminate the incidence of both types of infections.

Some success was achieved in reducing the incidence of Home Care patients' needing acute care hospitalization, but more improvement is needed for both measures in 2013.

Quality Improvement Goals for 2013

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

- Acute myocardial infarction
- Surgical Care Improvement Project
- Stroke.

Achieve top-decile performance in patient satisfaction for:

- Inpatient
- Outpatient surgery.

Improve physician satisfaction with cardiopulmonary services.

Improve associate satisfaction scores in key driver categories.

Eliminate the incidence of:

- Catheter-associated urinary tract infections
- Central line–associated bloodstream infections.

Improve Home Care clinical outcomes by reducing the frequency of patients' needing emergency care or hospitalization.



Castle Medical Center



*Exceptional Medicine
by Exceptional People*

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Castle Medical Center is a member of Adventist Health,
a network of hospitals and healthcare organizations operating
in California, Hawai'i, Oregon, and Washington.

Please visit us on the Web at castlemed.org.

