**CONGRATULATIONS!**

Employees, physicians and volunteers at Oakwood Southshore Medical Center (OSMC) are ecstatic to be recognized as leaders in patient satisfaction within southeastern Michigan and nationally. The team achieved an outstanding 92nd percentile ranking in patient & customer satisfaction scores for inpatient care in the fourth quarter of 2009 – well above the national average. Congratulations to Oakwood Southshore Medical Center for exceeding Oakwood’s Service Excellence goal of reaching 90 in ’09!

**OSMC Wins Press Ganey Success Story Award**

Congratulations to the entire staff at OSMC for winning the national 2009 Press Ganey Success Story award for inpatient satisfaction. Southshore is one of six Press Ganey winners, chosen from 134 initial national submissions. The site was one of only two facilities to win in the inpatient satisfaction category.

The 2009 Success Stories Award is a culmination of many years of open communication with employees, and of a management team that listens and responds to patient and staff needs. As one of the largest employers in our area, the staff at Oakwood is the biggest asset to becoming a recognized leader in clinical quality, service and value as an independent health care system.

Press Ganey partners with more than 7,000 health care facilities to measure and improve their quality of care. This award recognizes Southshore’s leadership by achieving 96th percentile inpatient satisfaction scores, and celebrates its accomplishments on a statewide and national stage. To earn this recognition, the Southshore team had to demonstrate how its innovative efforts directly resulted in improved Press Ganey scores in physician satisfaction, higher employee satisfaction and engagement, improved morale and retention, and overall better patient care in 2008.

“I am extremely proud of the employees, physicians and volunteers for the caring and compassion they display every day in caring for our patients,” said Southshore president Edith Hughes. Congratulations to Edith and the entire team at OSMC! Your ongoing commitment to service and satisfaction has created a culture of excellence that stands as a model for the health care industry, and we are so proud of this achievement.

Turn over to see what Press Ganey had to say about OSMC’s success!

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**Oakwood’s CREDO is “Patients Come First”**

At Oakwood, we strive to create an outstanding experience for patients and families, employees, volunteers and physicians.

**Mission** (Why we exist)
Provide excellence in care, healing and health to the individuals and communities we serve.

**Vision** (What we want to be)
Become the recognized leader in clinical quality, service and value as an independent health care system.

**Core Values**
- Compassion
- Respect
- Excellence
- Diversity
- Ownership

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**What is Press Ganey?**

With all of our excitement surrounding the 2009 Press Ganey Success Story award, you might be asking yourself, “what is Press Ganey?”

Press Ganey is a healthcare consulting group comprised of former CEOs, COOs, CAOs, physicians, organizational development managers, and patient safety and quality directors. For more than twenty years, Press Ganey Associates, Inc. has been committed to providing insight that allows health care organizations to improve the quality of care they provide and their financial performance. The company offers the largest comparative customer feedback databases, actionable data, solution resources, and unparalleled customer service. Press Ganey currently partners with more than 10,000 health care facilities – including over 40% of US hospitals – to measure and improve the quality of their care.
The following in an excerpt from the 2009 Annual Press Ganey Awards Book highlighting Oakwood Southshore Medical Center’s Service Excellence Success

Oakwood Healthcare System,
Oakwood Southshore Medical Center

TRENTON, MICHIGAN

**Area of Focus**
For eight years, Oakwood Southshore Medical Center (OSMC) in Trenton, Michigan, had been tracking patient satisfaction scores and was noted to be one of the lower-ranking hospitals within its peer comparison group, despite several initiatives designed to educate and engage staff.

To this end, in December 2007, OSMC leadership participated with others from across the Oakwood Healthcare System in a Service Excellence Conference designed to align the organization with patient satisfaction and employee and physician engagement. The goal set at that meeting was to achieve the 75th percentile in patient satisfaction by the fourth quarter of 2008 and the 90th by the fourth quarter of 2009.

**Actionable Steps**
A comprehensive team infrastructure and service excellence plan was unveiled. Through the creation of five multidisciplinary teams, OSMC organized managers and employees to align with the goal of service excellence. This journey of excellence was shaped by a steering committee composed of the chairs of individual teams. Each was armed with various service excellence tools and proven techniques to help educate staff and provide a framework for the work ahead.

For example, the Patient and Customer Engagement teams focused on creating scripting for employees and managers to address customer needs.

The Employee and Physician Engagement teams championed the use of thank-you notes to be signed by all leaders and mailed to employees, volunteers, and physicians who were named in a positive Press Ganey customer comment report.

The Measurement team concentrated on teaching site leadership how to use the Press Ganey data, including the eCompass database, to drill down into departmental issues that might be impacting scores and help correct behaviors that led to customer dissatisfaction.

The Culture and Communications team rallied around service excellence events, created Oakwood behavioral standards and a pledge to be signed by every staff member, and placed information-rich communication boards in every department and unit.

The Leadership team worked on creating a culture of accountability, while specifically allowing zero tolerance for rudeness amongst staff and with patients.

All teams enforced the system’s core values—compassion, respect, excellence, diversity, and ownership—while promoting the new Oakwood credo, “Patients Come First.”

Beginning in the first quarter of 2008, and ongoing to date, leaders attend a mandatory “line-up” meeting every Monday where they review prior week patient satisfaction means, ranks, and comments; conduct deep dive into the rankings data; and use Press Ganey Solutions Starters to create action plans based on their Press Ganey priorities.

Additional accountability and best practice sharing occurs in quarterly OSMC site reviews, where departmental representatives convey their progress and ninety-day action plans. The team also uses huddles, “Tally-Up Tuesdays,” and “No Negativity Wednesdays” to discuss results and strategies.

OSMC developed breakthrough initiatives linked to two specific dimensions of patient care that would have the greatest impact on the overall site scores—physicians and personal issues.

Physician engagement efforts began with a focus on improving physician satisfaction through the creation of three sub-teams focused on issues related to nursing care follow-up, operating room efficiency, and emergency department communication and patient care delivery. Beginning in the third quarter of 2008 and ongoing, the physician liaison initiated the creation of Physician Profiles, highlighting individual physician and overall medical staff mean scores, ranks, and frequency distributions. While developing action plans, site leadership realized the correlation between the Personal Issues dimension of care ranking and the Overall site ranking. They increasingly began focusing their efforts on patients’ and families’ emotional needs.

**Return on Investment (ROI)**
OSMC’s site ranking increased 73 percentage points, from the 23rd percentile rank in the fourth quarter of 2007 to the 96th percentile rank by the fourth quarter of 2008. The OSMC team achieved an outstanding 96th percentile ranking in patient/customer satisfaction scores for inpatient care in the fourth quarter of 2008—well above the national average. The Press Ganey Personal Issues site ranking increased 61 percentage points, from the 36th percentile rank in the fourth quarter of 2007 to the 97th percentile rank in the fourth quarter of 2008.

Oakwood Southshore Medical Center, a 193-bed community hospital, opened its doors to Trenton and surrounding communities over forty years ago. A recipient of the Governor’s Award of Excellence for Improving Care in Hospital, Surgical, and Emergency Department Settings, Oakwood Southshore Medical Center provides comprehensive health care with a personal touch.

Rochney Ganey, Co-Founder, Press Ganey Associates Inc.; Bryce Rosche, Senior Vice President, Service Excellence, OHS; Jan Stadowski, Supervisor, Patient Relations, OSMC; Edith Hughes, President, OSMC; Dawn Tanner, Director, Quality & Risk Management, OSMC; Rick Siegrist, CEO, Press Ganey Associates Inc. and Irwin Press, Co-Founder Press Ganey Associates Inc.