



2019

Annual Quality Report

Adventist Health Castle

Our Mission

Living God's love by inspiring health,
E ola mau ke Aloha o ke Akua i ke olakino,

wholeness,
i ka pono iho,

and hope.
a me ka mana'olana.

Our Vision

We will transform the health experience of
our communities by improving health,
enhancing interactions, and making care more accessible.

Our Values

Respect | Integrity | Compassion | Excellence

This document is a report on Adventist Health Castle's
performance and activities during the year 2018.



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Introduction

During the past year Adventist Health Castle has continued our journey toward excellence and we reached a real pinnacle of success when we received the very prestigious Malcolm Baldrige National Quality Award at the Quest For Excellence Conference in April of 2018.

At Castle we truly believe that love really matters in all of our interactions. We care for one another and about one another as patients, caregivers, associates and volunteers. To us, the idea that “love matters” is palpable. We want everyone to feel it when they enter our four walls.

In addition, we have been tenacious about “chasing zero” harm to our patients. We never want to have patients experience complications or acquire infections while they are with us. We are purposeful in our efforts to follow best practices and achieve top decile performance in publically reported measures.

I hope that you will catch a glimpse of our successes through the data and stories that are included in this our 13th edition of our Annual Quality Report, and that you will see the results that are possible when love really does matter!



Located in Kailua, Hawai'i, Adventist Health Castle 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, 140 volunteers, and 350 medical providers 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 health care organization.

Castle 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 2018, 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 & Neurosurgical services
- Harry and Jeanette Weinberg Outpatient Center
- Chemotherapy & Infusion Clinic
- Castle Primary Care clinics in Kailua, Kāne'ohe and Lā'ie
- Outpatient Rehabilitation services
- Imaging services, laboratory, and pharmacy in Kāne'ohe
- Wellness and Lifestyle Medicine Center.

The Malcolm Baldrige National Quality Award

On April 8, 2018 AH Castle joined the “Best of the Best” in Baltimore Maryland to accept the Malcolm Baldrige National Quality Award at the Quest for Excellence Conference. The award recognizes U.S. organizations in the business, healthcare, education and nonprofit sectors for performance excellence. It is the only formal recognition of performance excellence given on behalf of the president of the United States. Following the award ceremony, AH Castle and the four other award recipient organizations shared their quality journeys and exceptional performance practices during the Quest for Excellence Conference. AH Castle presented two plenary presentations on the topics of leadership and future focus, and breakout sessions on the topics of strategy, customers, workforce, operations, and measurement, analysis and knowledge management.





State House commends AH Castle on Baldrige National Quality Award

On March 29, 2018 the Hawai'i State House of Representatives during its regular 2018 session, presented a certificate to AH Castle congratulating the medical center, its staff, physicians, volunteers, and its partners on receiving the Malcolm Baldrige National Quality Award. The certificate commended AH Castle for the new programs and services it has introduced, its dedication to its patients, for outstanding quality and care, and for its improved performance on measures of safety, evidence-based care, and mortality related to its clinical processes. It recognized Castle for being in the top ten percent in the nation for disease prevention and treatment programs, and for having exemplary practices dedicated to radical innovation, thoughtful leadership, and the administrative improvement necessary to be one of four recipients of the award in the nation.



The certificate was introduced and signed by Representative Chris Lee, H District 51, *Kailua, Waimānalo*; Representative Cynthia Thielen, H District 50, *Kailua, Kāne'ohe Bay*; Representative Ken Ito, H District 49, *Kāne'ohe, Maunawili, Olomana*; and Representative Jarett Keohokalole, H District 48, *Kāne'ohe, Kahaluu, Waiahole*.



AH Castle receives 5-Star rating from CMS

Castle has once again received an Overall Rating of 5 Stars from the Centers for Medicare and Medicaid Services. The overall rating summarizes up to 57 quality measures on topics such as timely and effective care, survey of patients' experiences, complications and deaths, unplanned hospital visits, use of medical imaging, and payment and value of care.

The overall rating ranges from one to five stars. The more stars, the better a hospital performed on the available quality measures. The most common rating is three stars. More than 3,500 hospitals nationwide participate in the ratings program. Of these, Castle is one of just 369 hospitals that earned five stars.

Quality ratings are particularly important to hospitals, as they are tied to value-based reimbursement levels set by CMS and are a reflection of the overall quality of care provided.



AH Castle receives "A" grade from Leapfrog Group

For the third year in a row, AH Castle has earned an "A" grade for patient safety by the Leapfrog's Hospital Safety Program. Of the approximately 2,500 hospitals graded, Adventist Health Castle was among the 30 percent that earned an "A" grade. The grading assigns "A," "B," "C," "D" and "F" letter grades to general acute-care hospitals in the U.S. and is the nation's only rating focused entirely on errors, accidents, injuries and infections that collectively are the third leading cause of death in the United States. The Leapfrog Hospital Safety Grade is calculated by top patient safety experts, peer-reviewed, fully transparent and free to the public.

To see Castle's full grade, and to access consumer-friendly patient tips for staying safe in the hospital, visit www.hospitalsafetygrade.org or follow The Leapfrog Hospital Safety Grade on Twitter or Facebook. Consumers can also download the free Leapfrog Hospital Safety Grade mobile app for Apple and Android devices.

AH Castle receives four 2018 Women's Choice Awards



Bariatric Surgery

The Women's Choice Award® for America's Best Hospital in Bariatric Surgery signifies that AH Castle is in the top 9 percent of 4,812 U.S. hospitals reviewed. The award is based on accreditation by the American College of Surgeons and the American Society for Metabolic and Bariatric Surgery joint-sponsored Metabolic and Bariatric Surgery Accreditation and Quality Improvement Program.



Obstetrics

The Women's Choice Award® for America's Best Hospital in Obstetrics signifies that AH Castle is in the top 17 percent of 2,720 U.S. Hospitals offering obstetrics. The award recognizes excellence in obstetric services based on robust criteria that considers patient satisfaction and clinical excellence in infection prevention, low rates of early elective deliveries, and Baby-Friendly best practices for breast feeding education and counseling.



Patient Safety

The Women's Choice Award® for America's Best Hospital in Patient Safety signifies AH Castle is in the top 16 percent of 3,179 U.S. hospitals for patient safety. AH Castle as one of America's Best Hospitals for Patient Safety is unique in that it evaluates 11 Centers for Medicare and Medicaid Services' (CMS) measures of infections and complications, and Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) survey results along with primary research about women's healthcare preferences. It is the only award recognizing excellence in patient safety based on robust criteria that consider patient satisfaction and clinical excellence.



Patient Experience

The Women's Choice Award® for America's Best Hospital in Patient Experience. The award signifies that AH Castle has been ranked within the top 100 hospitals of similar size based on the number of beds. According to the Agency for Healthcare Research and Quality, good patient experience positively correlates to disease management, adherence to treatment plans and health outcomes.



Healthgrades Outstanding Patient Experience Award

For the second year in a row, AH Castle has received the Healthgrades Outstanding Patient Experience Award which recognizes hospitals that provide an overall outstanding patient experience. Healthgrades scoring methodology uses the Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) patient survey data from the Centers for Medicare and Medicaid Services (CMS). Hospitals that achieve this award delivered superior patient care experiences during hospital stays and outperformed their peers, based on patient feedback.



American Heart Association Gold-level Workplace Health Award

AH Castle received the American Heart Association's Gold-level Workplace Health Achievement recognition. The AHA commended Castle on reaching this important milestone in building a culture of workplace health. Studies show that worksites that implement comprehensive evidence-based policies and programs, and have senior leadership support are more likely to have engaged employees and a healthier, more productive workforce.



AH Castle earns GWTG-Stroke Gold Plus Quality Achievement Award

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 the American Stroke Association. Research has established these guidelines as best care for treatment of patients with stroke. We are pleased to report that in 2018, we achieved 100% compliance in all but one of these guidelines. In addition, in 2018 Adventist Health Castle became certified as a Primary Stroke Center. This designation by The Joint Commission (TJC) recognizes hospitals that meet standards to support better results for stroke patients.



Studer Group Excellence in Patient Care Award

The Studer Group® selected Adventist Health Castle to receive its 2018 Excellence in Patient Care Award for excellence in physician engagement. The recipients of the award were selected for achieving high physician engagement scores or significant rates of improvement in recent years. Excellence in Patient Care Awards are presented annually to a select group of organizations from Studer Group’s partner base of hospitals, health systems, and physician organizations. To be eligible for an award, an organization must demonstrate outstanding performance and achievement in patient care, and employee and physician engagement. The awards were presented at the 16th annual What’s Right in Health Care® best practices conference, Aug. 21–23, in Nashville, Tennessee. The conference attracts administrative and clinical healthcare professionals from the U.S., Canada, Australia, and beyond.





AH Castle receives EPA Energy Star Designation

Adventist Health Castle has earned the U.S. Environmental Protection Agency’s (EPA) 2018 ENERGY STAR® certification for superior energy performance. Castle is the first organization in Hawai’i to win this designation. ENERGY STAR certified buildings and plants are verified to perform in the top 25 percent of buildings nationwide, based on weather-normalized source energy use that considers occupancy, hours of operation, and other key metrics. ENERGY STAR is the only energy efficiency certification in the United States that is based on actual, verified energy performance. On average, ENERGY STAR certified buildings and plants use 35 percent less energy, cause 35 percent fewer greenhouse gas emissions, and are less expensive to operate than their peers—all without sacrifices in performance or comfort.

Outdoor Circle recognizes AH Castle with 2018 Beautification Award

The Lani-Kailua Outdoor Circle presented Adventist Health Castle with a 2018 Beautification Award for its landscaping, which they noted was “well-cared-for over a long time,” and gave special mention to the trees in the parking lot and the Hau trellis over the walkway to the medical center’s front entrance. The award was presented at this year’s I Love Kailua Town Party by Outdoor Circle President Steve Mechler.



Star Advertiser's People's Choice Award

The Honolulu Star-Advertiser annually presents a collection of “Hawai'i's Best” awards—as chosen by their readers. The publication's 500,000-plus readers voted and for the second consecutive year placed Adventist Health Castle's Hawai'i Center for Metabolic and Bariatric Surgery on the list of “Hawai'i's Best” that was published in June 2018.



eHealthcare Leadership Awards

The eHealthcare Leadership Awards program recognizes the very best websites and digital communications efforts of a wide range of healthcare organizations. More than 200 organizations received recognition for their outstanding websites and digital communications. Winners of platinum, gold, silver, and distinction awards represented 17 industry classifications, from hospitals and health systems to pharmaceutical firms and online health companies. AH Castle received the following Platinum and Gold awards.

Platinum Award

Inpatient Orientation Video

Best Rich Media/Hospital, Under 200 Beds

Silver Award

Castle 'Ohana Video

Best Rich Media/Hospital, Under 200 Bed

35th Annual Healthcare Advertising Awards

AH Castle recently received six awards in the 35th Annual Healthcare Advertising Awards. The Healthcare Advertising Awards is the oldest, largest and most widely respected healthcare advertising awards competition.

A national panel of judges reviewed all entries based on creativity, quality, message effectiveness, consumer appeal, graphic design and overall impact. This year over 4,000 entries were received, making the awards the largest healthcare advertising awards competition and one of the ten largest of all advertising awards.

Gold awards were given to 360 entries, silver awards to 317 entries and bronze awards to 280 entries. Castle won awards for the following entries:

Silver Award

Castle MD Fall 2017
Publication Internal

Silver Award

Castle Community Tree Lighting 2017
Special Event

Bronze Award

Together Inspired Banner
Advertisement Online

Merit Award

Windward Health Winter 2018
External Communications

Merit Award

Annual Giving Report 2017
Annual Report

Merit Award

Adventist Health Castle Brand Launch
Special Event





2018 Aster Awards

AH Castle was honored with five national Aster Awards. The Aster Awards is an elite national awards program dedicated to recognizing excellence in healthcare marketing. All entries compete against healthcare organizations across the country and are judged on creativity, layout, design, typography, production, knowledge transfer and overall quality.

Castle received awards for the following entries for hospitals 150-299 beds:

Gold Award

Together Inspired Banner
Photo-Illustration-Single

Silver Award

Hospital Week and
Rebranding Recap
Special Video Production-Single

Silver Award

Ulupono Magazine December 2017
Newsletter Internal-Single

Silver Award

Windward Health
Newsletter External-Series

Bronze Award

2017 Malcom Baldrige Winner TV-
Video Advertising-Single



2018 Apex Awards

The APEX Awards is a national awards program recognizing excellence in publishing by professional communicators. APEX Awards are based on excellence in graphic design, editorial content and the ability to achieve overall communications excellence. APEX Awards of Excellence recognize exceptional entries in each of the individual categories. From more than 1,400 entries, a total of 100 APEX Grand Awards were presented in 12 major categories to honor the outstanding works in those categories. Five hundred fifty-six awards of Excellence recognized exceptional entries in 100 subcategories.

Adventist Health Castle's Marketing Department received one **Grand Award** in the following category:

Castle 'Ohana
Electronic Media

AH Castle's Marketing Department received three **Awards of Excellence** in the following categories:

Ulupono Magazine July 2017
Newsletter

Windward Health Winter 2018
Magazines, Journals & Tabloids

Patient Orientation
Electronic Media/Video Media

2018 Telly Awards

Adventist Health Castle has been honored with seven Telly Awards. The Telly Awards annually showcases the best work created within television and across video, for all screens. Receiving over 12,000 entries from all 50 states and five continents, Telly Award winners represent work from some of the most respected advertising agencies, television stations, production companies and publishers from around the world.

Silver Award

Employee Communications Video

2017 Hospital Week and Rebranding Highlights

Bronze Award

Video Production

Christmas Tree Lighting 2017 Highlights

Video Production

Malcom Baldrige Award 2017 Commercial

Video Production

2016 Pink Glove Dance Competition "Better When I'm Dancing"

Video Production

Patient Orientation

Employee Communications Video

Castle 'Ohana

Documentary Production

Light Up A Life 2016 Highlights



Marketing receives seven Videographer Awards

The Videographer Awards is one of the oldest and most respected awards programs in the industry. Judging for The Videographer Awards was done this year by the Association of Marketing and Communication Professionals (AMCP). AMCP judges are chosen based on their extensive experience and proven creativity in the video field. The Videographer Award of Excellence

is awarded to those entries whose ability to capture the event or communicate the message is exceptional. The Award of Distinction is presented for projects that exceed industry standards, while Honorable Mention is awarded to projects that uphold industry standards.

Congratulations to Chad Brownstein and the Marketing team for their assistance.

Award of Excellence

Video Production/Documentary

Impromptu Wedding (Palliative Care)

Video Production/Documentary

Light Up a Life 2016

Video Production/Other/Music Video

Pink Glove 2016 "Better When I'm Dancing"

Television Production/Commercials/Hospital

2017 Malcolm Baldrige Award Winner

Television Production/Commercials/Hospital

Joint Care at Castle Medical Center

Award of Distinction

Television Production/Commercials/Hospital

The Emergency Room at Adventist Health Castle

Video Production/Company Overview

Castle 'Ohana



2018 Marcom Awards

MarCom Awards honors excellence in marketing and communication while recognizing the creativity, hard work and generosity of industry professionals. Each year about 6,000 print and digital entries are submitted from dozens of countries. MarCom is administered by the Association of Marketing and Communication Professionals (AMCP). The international organization, founded in 1995, consists of several thousand marketing, communication, advertising, public relations, digital and web professionals. Entries receiving scores of 90–100 are Platinum Winners. Scores of 80–89 are Gold Winners and 70–79 are Honorable Mention Winners.

Based on the evaluation of MarCom Awards judges, Adventist Health Castle received the following awards.

Platinum Awards

Impromptu Wedding

Video/Film/Documentary

Castle 'Ohana

Video/Film/Corporate Image

Windward Health Summer 2017

Print Media Publications/Nonprofit

Castle MD Summer 2018

Print Media Publications/Internal Newsletter

Joint and Spine Center

Print Media/Marketing/Advertising Campaign

Gold Awards:

Bud Gibson Portrait

Print Media Creativity/People Portrait

Joint & Spine Center Commercial

Video/Audio Television/Promotion

Malcom Baldrige Award Winner Commercial

Video/Audio/Television/Single Spot

Hospital Week and Rebranding Recap

Video/Audio/Special Event

Uluono Magazine August 2018

Print Media/Publications/Internal Magazine

Windward Health Spring 2017

Print Media/Publications/Nonprofit

Windward Health Spring 2018

Print Media/Publications/Nonprofit

2018 Annual Giving Report

Print Media/Publications/Nonprofit

Uluono December 2017

Print Media/Publications/Internal Newsletter

Honorable Mention Awards:

Together Inspired Banner

Digital Media/Web Element/Web Display Ad

Patient Orientation Video

Video/Film/Medical

Christmas Tree Lighting 2017

Video/Film/Special Event

Uluono Magazine July 2017

Print Media/Publications/Internal Communion





“ A couple of hours before my mother passed away last October, she asked us, her children, to thank the many wonderful medical professionals who took care of her during her two-year illness. My two sisters, my brother and I took great care to honor her wishes. However, these doctors and nurses deserve to be recognized beyond our grateful family.

Oncologist Jonathan Cho skillfully balanced Mom's treatment with quality of life. Dr. Cho and his staff compassionately cared for Mom for two years, and we believe Mom survived and enjoyed a quality of life as long as she did in large part because of the exemplary care provided by Dr. Cho and his staff.

The nurses at Castle Medical Center Infusion Center – Kaitlyn, Michelle and Barbie – became Mom's friends. They treated Mom with respect, as a human being, and took interest in her life and family, always with good humor, encouragement and love. These exceptional individuals are among the unsung heroes who don't normally grab the headlines. But to my family, and I'm sure to so many others, they were an incredible blessing during our most difficult days. They made all the difference as we struggled to come to terms with Mom's illness and passing. Our hearts are filled with gratitude.

”
– a thank you note from a grateful family.

Mission Week

AH Castle associates were blessed during Mission Week by keynote speaker Dr. Tim Gillespie, who explored the promises we make to God, ourselves, our patients, and our community. In addition to meeting with associates at the medical center and at Castle's primary care clinics, Dr. Gillespie visited hospital departments to perform a "blessing of the hands" service.



Taking health to the street at the I Love Kailua Town Party

Adventist Health Castle presented a Health and Wellness Fair at the annual 2018 I Love Kailua Town Party, April 29 in Kailua town.

The “I Love Kailua” Town Party benefits the Lani-Kailua Outdoor Circle’s beautification projects, and is the largest street fair on Windward O’ahu, featuring a “Taste of Kailua” local food vendors, arts and crafts, plant sales, educational booths, and entertainment for all ages.

Castle’s Health and Wellness Fair included an “Ask A Doctor” booth, and interactive educational booths featuring the medical center’s Imaging Services, Cardiovascular Services, Bariatric Services, Joint and Spine Center, and Wellness & Lifestyle Medicine, as well as digestive and neurological health information. This year the fair also featured a Quality Resources table with a wheel visitors could spin for prizes once they’d visited tables in the fair.

Mahalo to our associates, volunteers and physicians who staffed our tent at the event.



Christmas Breakfast with Institute for Human Services

Adventist Health Castle served the IHS community on Christmas Morning. Over 40 associates and their families were able to serve over 350 meals and deliver gifts of love and joy to children and families facing many challenges. Besides all the food and presents, special guests showed up to make the day memorable, including Castle's very own Mr. and Mrs. Claus.





Castle Making Connections with Neighborhood and Homeless

Hawai'i faces one of the worst per capita homeless crises in the country. While homelessness is easily visible, the contributing factors are many and sometimes well hidden. The Institute of Human Services (IHS) is at the forefront of alleviating the symptoms and addressing the root causes of homelessness in Hawai'i. One of their programs offers discharged medical patients the ability to recover in a safe and caring environment. These group homes are known as Tutu (Grandma) Bert's, in memory of Roberta DuTeil, IHS' founder's wife, who worked tirelessly for those in need.



In November of 2018 news circulated about a new Tutu Bert's location opening just a short walk away from Castle's campus. As one can imagine, reactions from the neighborhood were mixed. Upon hearing that residents would be discharged patients, many assumed Castle was responsible. While Castle has no role in the location, development, and management of any Tutu Bert's, this was an opportunity to live God's love. The home was completed in January, yet the yard was still a construction zone. This was a need that could be addressed, and a way to show care to IHS, the group home residents, and the neighbors. On a Sunday morning Castle associates got in the dirt and helped to weed, plant, distribute gravel and mulch. It was hard and sacred work, that may not have been part of Castle's operations, but was definitely part of its mission.



Giving Tree

This Christmas Castle associates provided gifts to 20 families in the Waimānalo and Lā'ie communities. Elementary school counselors identified students and invited them to share their needs. Wish lists included items such as blankets, towels, and basic clothing. Over 20 departments saw those needs and responded with overwhelming compassion in the form of children's toys, bicycles, and more. An associate heard of a large family that was spending hundreds of dollars a month on coin operated laundry fees. On his own initiative, he delivered a washer and dryer with a warranty! One family's needs changed dramatically when on the week of the gift delivery, they were able to move out of their car into a studio apartment. Furnishings for their bathroom, kitchen, and bed were gifted to make their new living situation feel like home. The Friday before Christmas, volunteers from local church's showed up with vans and pickup trucks ready for a special delivery. For the givers, volunteers, and recipients this experience was an unforgettable Christmas gift.



Inpatient Satisfaction with Spiritual Care

Adventist Health Castle is a faith-based organization dedicated to meeting the spiritual needs of our patients and their families.

In addition to the initiatives described in the preceding pages, we focused in 2017 on the following:

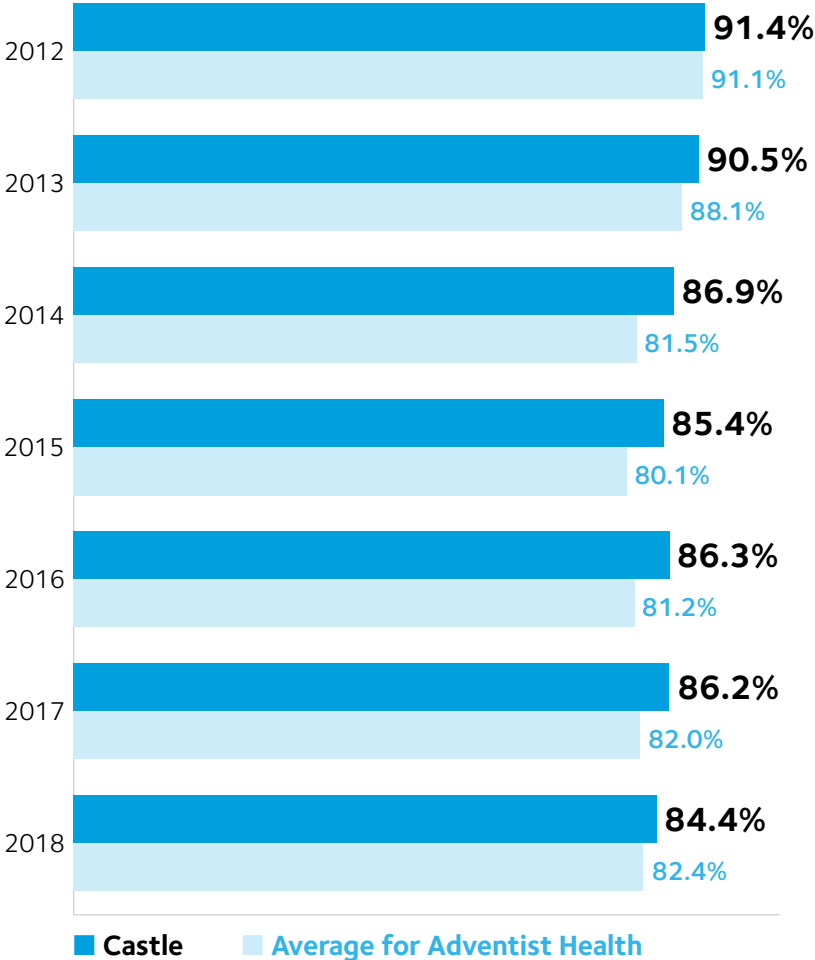
- Overhead prayers every morning at 8 a.m. and every evening at 8 p.m.
- Inspiration prayer cards on all patient meal trays
- Daily rounding on patients by Castle chaplains
- Encouraging associates to listen to the spiritual needs expressed by their patients and to pray with them or refer them to the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

The following chart compares the level of satisfaction that Castle’s patients have with their spiritual care to the average found at the other 20 hospitals within the Adventist Health system.

Satisfied with Attention to Unique Religious/Spiritual Needs

Years 2012 to 2018

Better ➤





“

Well I do not know how many patients take the time out to say "thank you" but we feel we need to let you know how grateful we are for all the compassionate, outstanding care we have received from the entire staff at Adventist Health Castle this month. When I say the entire staff, we sincerely mean it. I am writing this to let you know whether it was the emergency room staff, the doctors, nurses, operating room staff, cleaning

personnel, they all treated me like family. No one could want better care! To be honest if I had to single one person out as being the best, it would be extremely difficult. Even the cleaning lady couldn't have done more for me and kept my room very clean. The person who transported me to the operating room couldn't have done more for me to make sure I was comfortable.

”

– a thank you note from a grateful patient



Inpatient

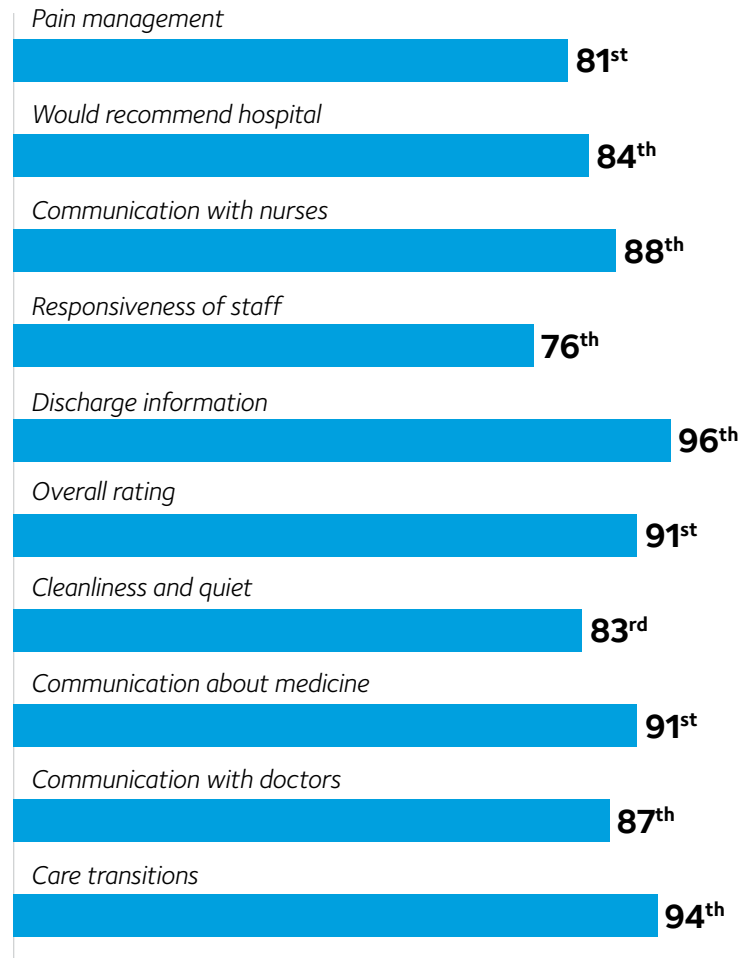
Adventist Health Castle participates in the Hospital Consumer Assessment of Healthcare Providers and Systems survey, known as HCAHPS, which measures the patient’s perspective on hospital care. This standardized tool allows objective and meaningful comparisons between hospitals in areas that are important to consumers. The charts on this and the following three pages show Castle’s patient satisfaction ratings from 2018.

As can be seen in the following chart, Castle scores at or above the top 25% of hospitals nationwide in all areas of inpatient satisfaction.

Inpatient Satisfaction National Percentile Ranking

Year 2018

Better ➤



Birth Center

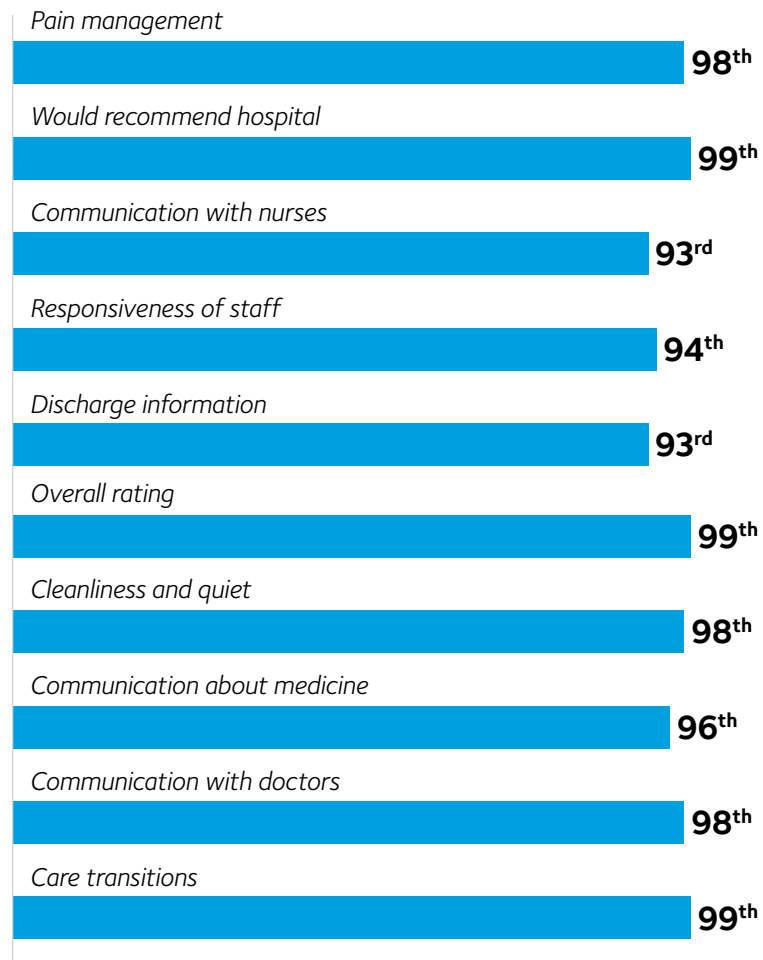
Satisfaction of patients with Adventist Health Castle's Birth Center is nothing short of extraordinary.

We are very proud that the number of patients who said they would recommend our Birth Center to others has placed us in the top 1% of hospitals nationally.

Birth Center Patient Satisfaction National Percentile Ranking

Year 2018

Better ➤



Outpatient Surgery

Adventist Health Castle participates in the Outpatient Ambulatory Surgery survey known as OAS CAHPS, which measures the patient’s perspective on their outpatient surgery experience. This standardized tool allows objective and meaningful comparisons between outpatient surgery providers.

We are proud that our overall rating and the number of patients that would recommend outpatient surgery at Castle is in the top 25% of the nation.

Outpatient Surgery Satisfaction National Percentile Ranking

Year 2018

Better ►



Community Based Clinics

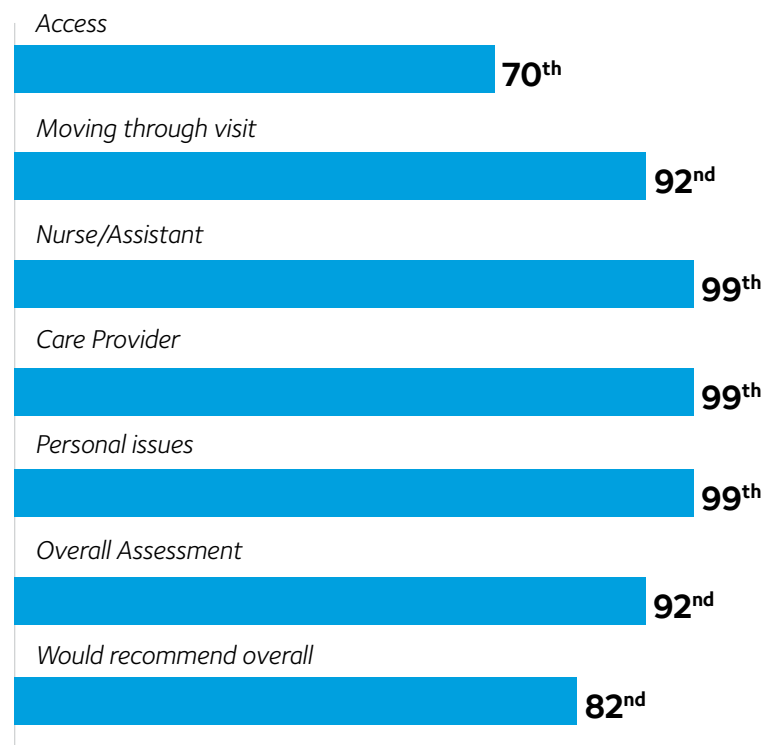
Castle's community based clinics participate in the Clinician & Group Survey known as CG CAHPS, which assesses patient's experiences with health care providers and staff in doctors' offices. This standardized tool allows objective and meaningful comparisons between physician clinics in the areas that are most important to consumers.

We are very proud that five out of seven measures score in the top 10% of the nation.

Community-Based Clinics Percentile Ranking

Year 2018

Better >



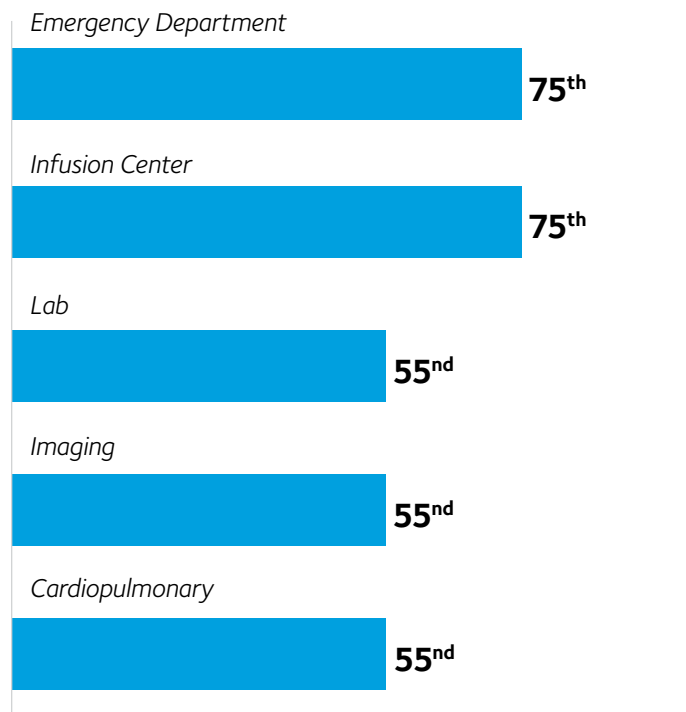
Outpatient Satisfaction

Patient experience in our outpatient departments is measured by an overall Net Promoter Score, which measures how likely our patients would recommend our facility to their family and friends. These percentile scores show how our outpatient departments compare with other outpatient departments in the National Research Corporation's database.

Outpatient Satisfaction National Percentile Ranking

Year 2018

Better ➤



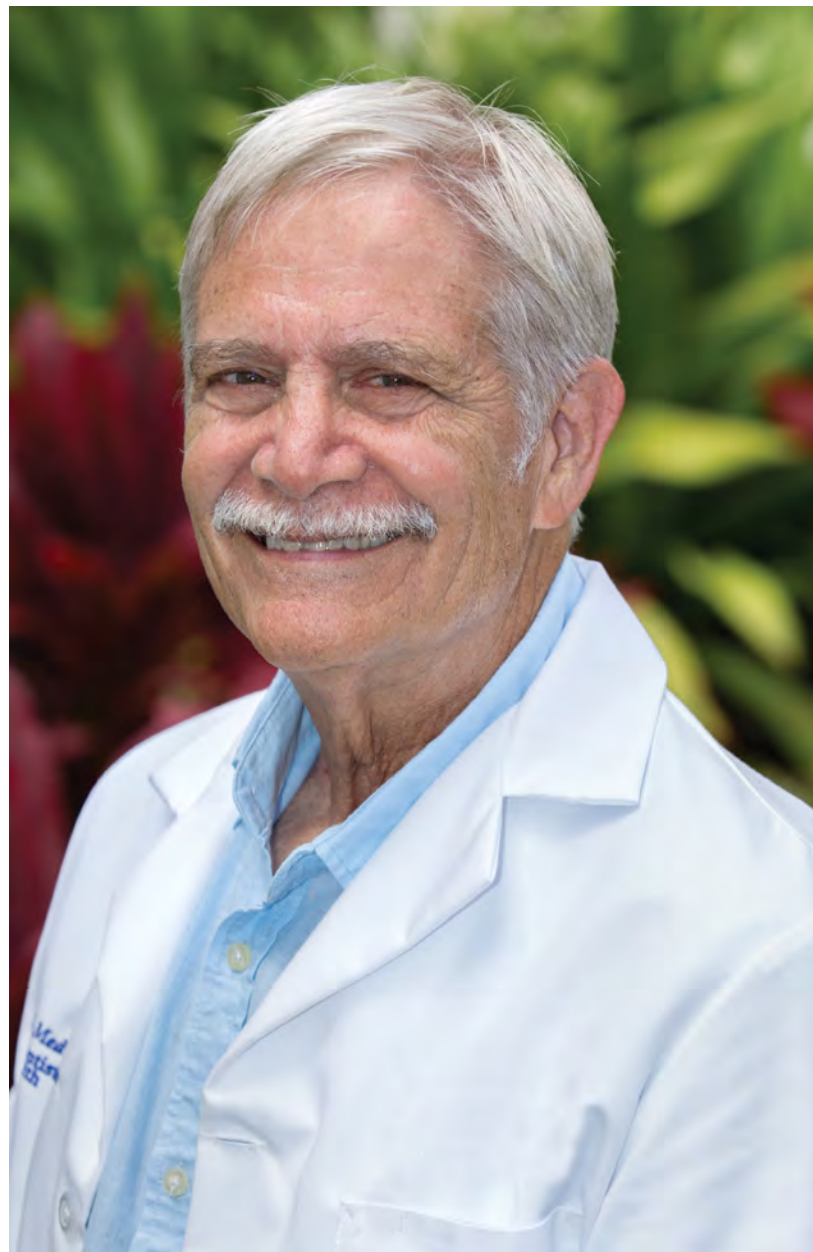


Dr. Marc Shlachter

The Country Doctor

If you were to walk into Dr. Shlachter's office in 2015, it would be evident that he loved his patients, his patient's families, and his community. Every square inch of the walls was covered with Lā'ie's history from previous patients, historical buildings, Kahuku's sports teams, to letters from grateful patients. In the exam rooms were pictures from Dr. Shlachter's Medical Missionary trips, each room representing a different trip.

After several decades, Dr. Shlachter had come to a point where he wanted to scale back from working 6 days a week to part time, but he worried about the needs of his patients. At the same time, Adventist Health Castle was looking to expand its mission to the Lā'ie area. Through discussions, Dr. Shlachter agreed to become Castle's first employed physician and Castle would hire a nurse practitioner to work in the Lā'ie clinic to ease Dr. Shlachter's workload.





Castle hired Nurse Practitioner, Ryan Tenn, whom Dr. Shlachter began to mentor and show what great care looked like in his practice. It was more than just getting the correct diagnosis during an office visit, or getting a patient's blood pressure down, but how to be involved in the community. To mean paying attention to the patient's social history, not just their medical history. It meant visiting his patients in the hospital when they were under the care of a hospitalist or showing empathy when a patient's loved one passed away by going to the viewing. These are the things that made Dr. Shlachter's practice special.



Dr. Shlachter's transition to part time was difficult at first. He was almost forced to take a vacation and put full trust into somebody else to take care of his patients, but Ryan Tenn was up to the task. For the first time in many years, Dr. Shlachter was truly able to relax and enjoy his vacation. He realized that it is okay to share the burden of providing quality care to his patients.

Through the years his partnership with Adventist Health Castle has grown stronger and stronger. In October of 2016 the clinic moved a few doors down into a larger office. During this move many of the pictures from Dr. Schachter's original office did not make the transition, but the love, culture, and great care did. Dr. Schachter's patients' quality measures have increased each year after joining Castle. This is a result of adding more care providers, more office staff to help follow up with patients, and other resources for the community.



If you were to see Dr. Shlachter almost 4 years after the transition, you will see a much more relaxed person. You will see somebody who is not having to stress about the day to day operations of keeping his business open, but you will see someone who enjoys his work while having the time to do other things he loves such as riding his mules, working on his farm, spending time with his wife Kumi, taking vacations, and going out with friends.

Annual Survey

Castle's medical staff and allied health providers provided feedback on the hospital's clinical service areas, administration and overall quality by participating in the Physician Engagement Survey. This survey is administered by Press Ganey, which compares our results with Adventist Health hospitals and over 4390 hospitals nationally that also participate in the survey. We had an excellent completion rate of 87%.

2018's top three strengths were:

- Overall, I believe my patients feel highly satisfied with the care they receive from this hospital.
- This hospital cares about quality improvement.
- This hospital makes every effort to deliver safe, error-free care to patients.

The Laboratory saw a substantial increase in scores due to improvement with communication processes and feedback from providers.

The surgery department also saw an improvement in scores due to regularly scheduled interdisciplinary meetings with surgeons from varying specialties and anesthesiologists.

Castle is extremely proud of its Outpatient Clinic's survey scores. The clinics scored 97th percentile in Alignment, 98th percentile in Engagement and 95th percentile for both High Quality Care and Services and A Place to Practice Medicine.

Opportunities for improvement include performance of the Imaging Department, ease and efficiency of the Electronic Medical Record system and engagement of allied health providers. Administration is meeting with nurse practitioners, CRNAs, mid-wives and physician assistants to learn how improve engagement with these providers.

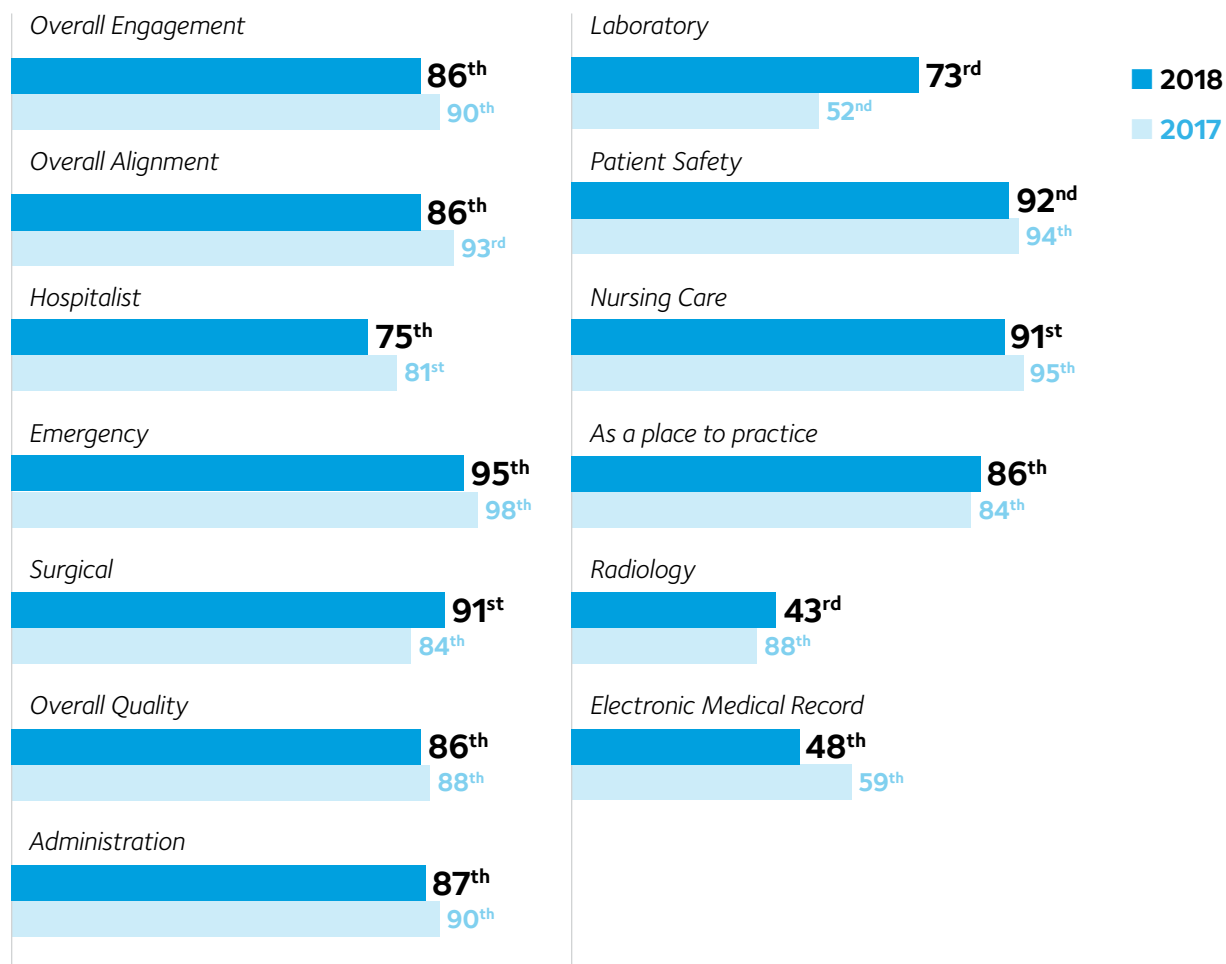
Castle is proud that 48 out of 55 questions ranked at or above the 75th percentile. The remaining questions ranked between the 43rd and 76th percentile. No areas fell below the 43rd percentile.



Physician Satisfaction PRC Percentile Ranking

2017 and 2018 Surveys

Better ►



Associate Engagement

My journey at Castle began during a clinical rotation as I started my nursing degree from Hawai'i Pacific University. When I first walked through the doors on my first clinical day at the hospital I was nervous and intimidated but my nerves began to melt away as each staff member greeted me with a smile—it's contagious! During this time I experienced genuine care, compassion and seamless teamwork. Who wouldn't want to work here? Needless to say, I applied for a Nurse Aide position before the completion of my clinical and started an over five year career here at Adventist Health Castle.

After graduating from nursing school I applied for the New Graduate nursing program where I was offered a position in my home unit on Telemetry. This program gave me the necessary skills to transition between nursing school and a new career as a Registered Nurse. During what could have been a very stress-filled time they created unique experience. I was given the opportunity to learn in a familiar environment with the people I had grown to know and love.

Throughout my time at Castle I have seen my leadership prioritize growth from within and because of this I have been blessed with many opportunities to grow personally and



*This is a hospital that cares about each individual that it reaches...
We are like family here at Castle and I am grateful to be part of this family.*

professionally. I was given the chance to attend Castle's Nurse Leadership Academy where I was taught skills to apply to my roles as Nurse Lead, Sepsis Champion, and Unit Based Council. From Telemetry I have most recently transitioned to the Intensive Care Unit and yet again I have been so impressed with each individual who has helped me learn and grow during this time.

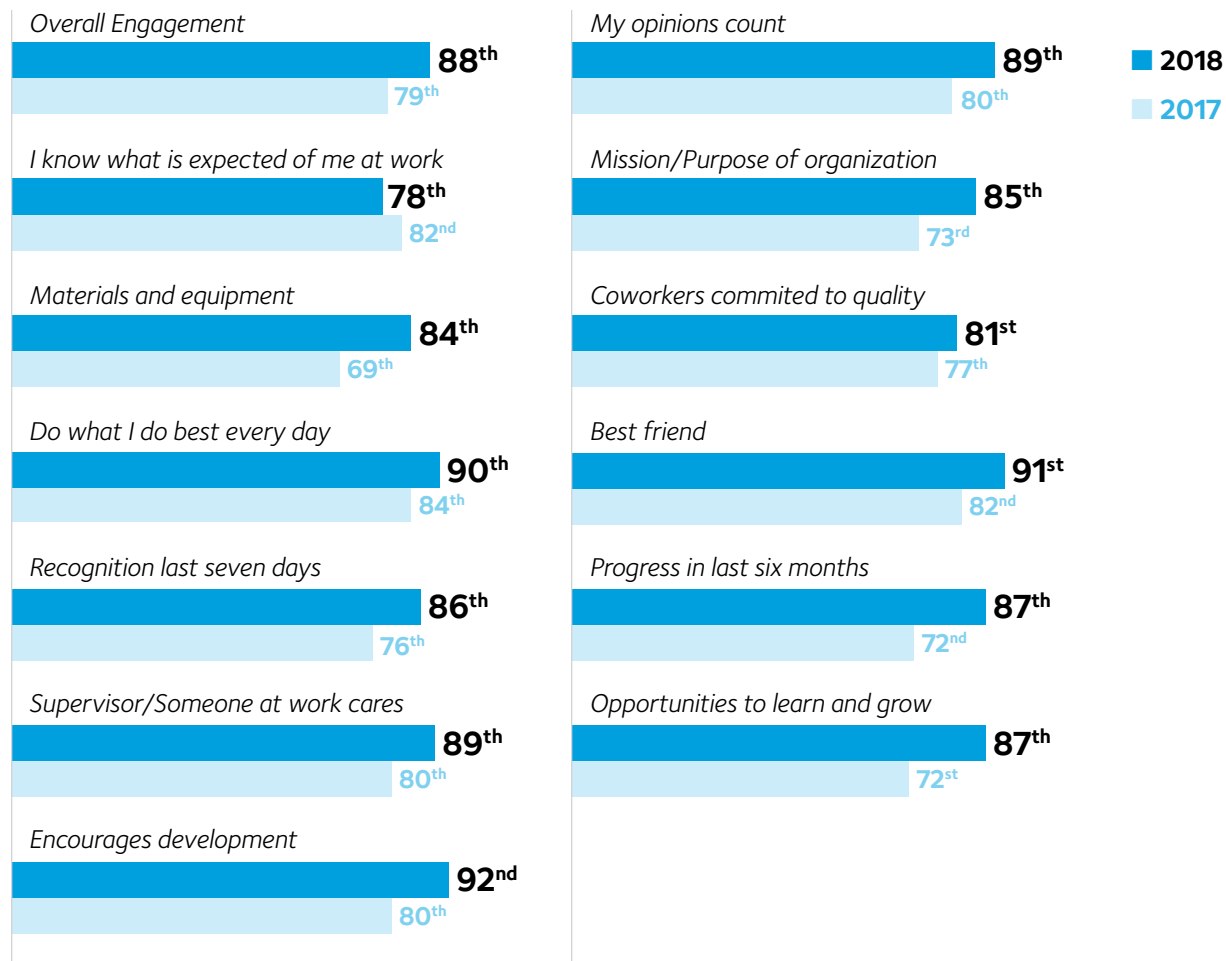
This is a hospital that cares about each individual that it reaches. I am so grateful for all that my leaders have done for me, for the friends I have gained and for the experiences I will never forget. We are like family here at Castle and I am grateful to be part of this family.

— Janna Carrier RN, BSN, Intensive Care Unit

Associate Engagement Gallup Percentile Ranking

2018 Survey

Better ►



“

I felt like I stayed at a 5-star hotel. Anthony, Shauntei, Sherry, Lola and everyone from nurses, doctors, PT, dietary, housekeepers had wonderful hospitality and service. They were professional. Everyone knocked on my door and asked if they can come in, introduced themselves, told me why they were there, washed their hands, checked my name band, explained everything they were doing, reassured me, and wand went above and

beyond. The nurses spent one on one time with me, explained my procedure, my do's and don'ts after my procedure, and my pills. Dietary brought me yogurt every morning that wasn't even on the menu. One even came in and gave my daughter who had been with me all day a meal. I live in town and am going to spread the word to go to Castle; no traffic, best care, and safest staff.

”

– a thank you note from a grateful patient



“

I was more than happy with the two lab techs that help me. They both were most friendly and they explained everything and made me feel so comfortable. One of them went the extra step by actually walking me out and explaining things as we exited. I had to come back in 3 hours for another test. I just thought it was spectacular to

be treated that way. They didn't just say "Come back and 3 hours" and leave me, you know, she was there to help me. I don't know what else to say, except this has been a great experience just like when I had my surgery at Castle, I felt like a family member rather than a patient and that's as best as I can put it. Thank you.

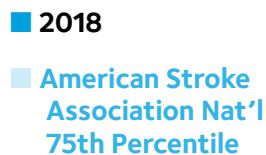
”

– a thank you note from a grateful patient.



Inpatient

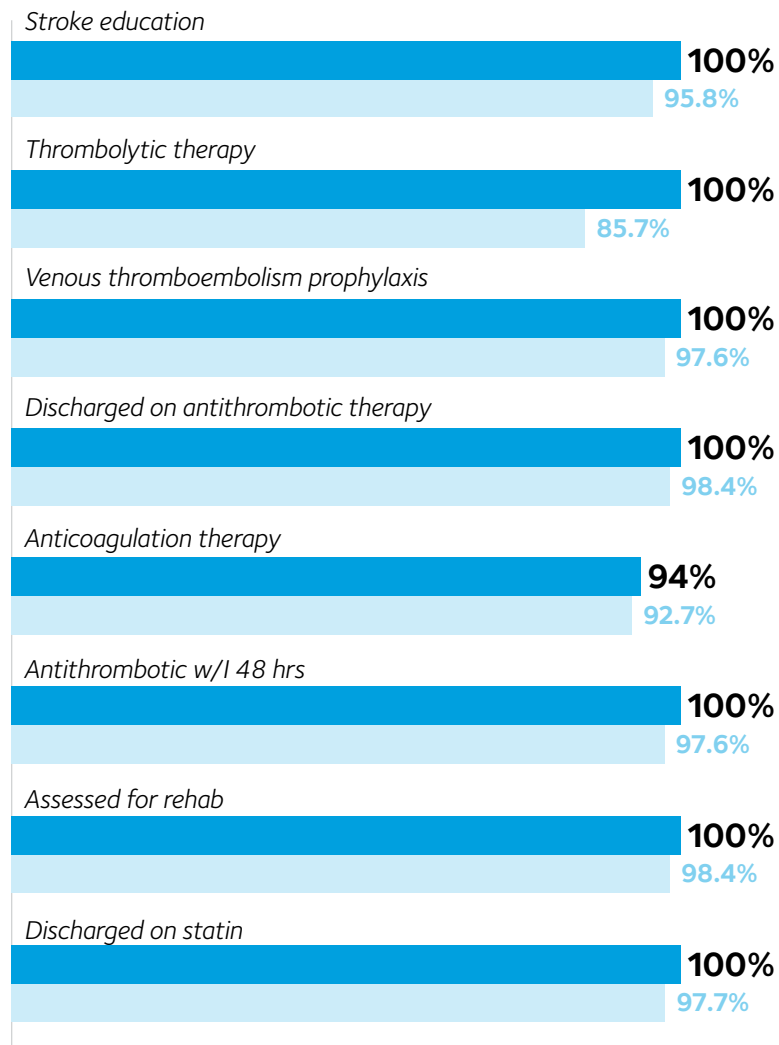
Castle has maintained its designation as an official “Get With The Guidelines” (GWTG) hospital for stroke since 2006, after implementing the secondary prevention guidelines issued by the American Heart Association and the American Stroke Association. Research has established these guidelines as best care for treatment of patients with stroke. We are pleased to report that in 2018, we achieved 100% compliance in all but one of these guidelines. In addition, in 2018 Adventist Health Castle became certified as a Primary Stroke Center. This designation by The Joint Commission (TJC) recognizes hospitals that meet standards to support better results for stroke patients.



Stroke Guideline Compliance

Year 2018

Better ➤



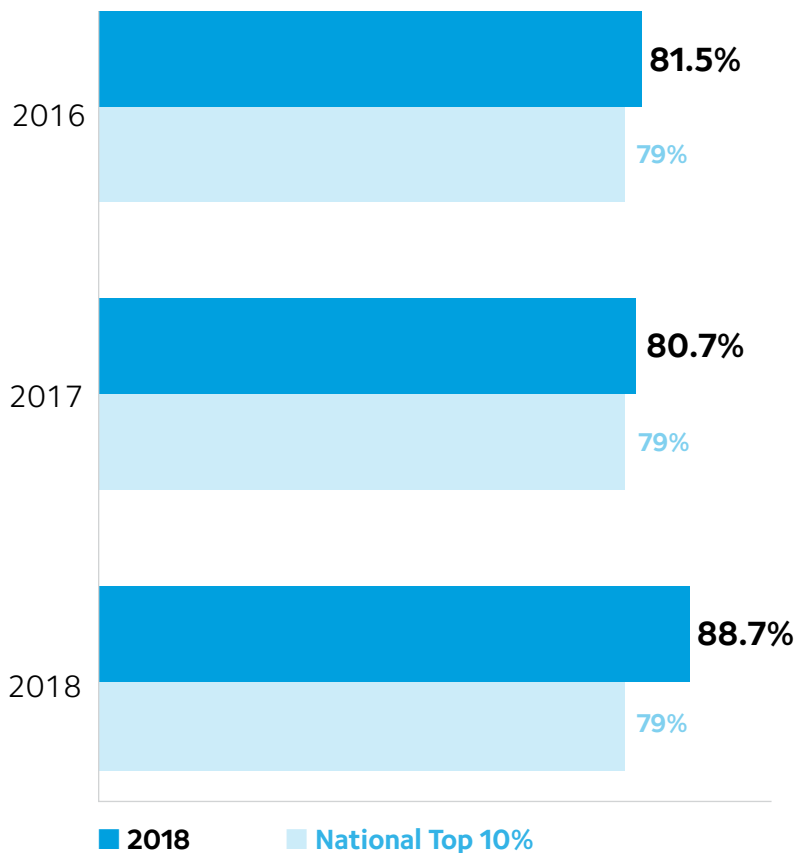
Sepsis Bundle

Adventist Health Castle has consistently been a national leader in sepsis bundle compliance over the past 3 years. Compliance with the sepsis bundle has proven to result in better outcomes for patients. Inevitably, the impact of sepsis bundle compliance saves lives.

Sepsis Bundle Compliance

Year 2016 to 2018

Better ▶



Patient Influenza Vaccinations

Influenza, also known as the flu, is a contagious respiratory illness caused by the influenza viruses. Serious outcomes of influenza infection can include hospitalization or death. Some persons, such as older adults and those with certain health conditions, are at higher risk for serious flu complications, and many patients at an acute care hospital would normally be part of this higher-risk group.

The peak of flu season starts in October and ends in April. During this time, it is vital that patients are screened for the influenza vaccination upon admission. The next step is for associates to offer the influenza vaccination to those patient who have not received one this flu season. Our associates' efforts have achieved 100% compliance for the past 2 years.

Patients Vaccinated Against Influenza

Year 2016 to 2018

Better ▶



Staff Vaccinated Against Influenza

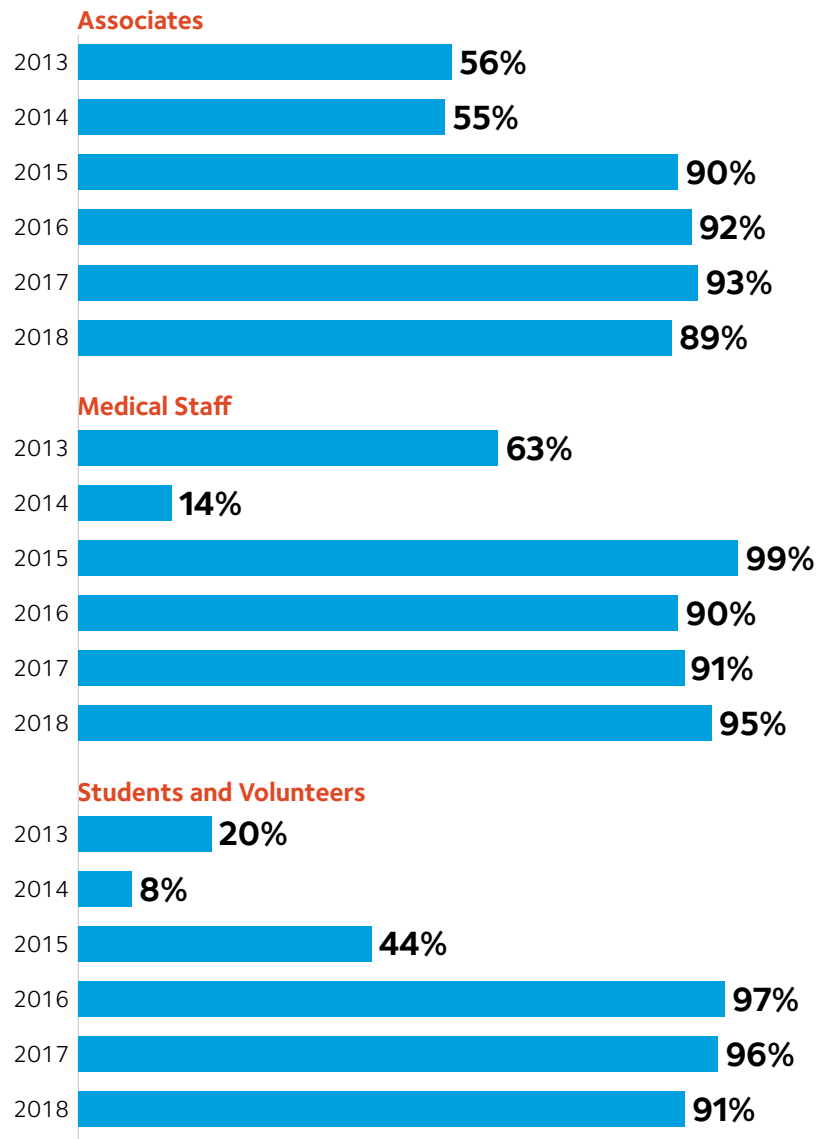
Receiving an influenza vaccination each year is the best way to keep from becoming infected and then spreading the flu to others. The U.S. Department of Health and Human Services has set as a “Healthy People 2020” goal for health facilities influenza vaccination coverage of 90% of a facility’s work force.

Over the last four years, Castle has substantially increased the percentage of our associates vaccinated against the flu through the use of special flu vaccine events and prize drawings for associates who are given the vaccination. As a result of the flu vaccine events, Castle was the first hospital in Hawai’i to attain and exceed the “Healthy People 2020” vaccination rate of 90%.

Staff Vaccinated Against Influenza

Years 2013 to 2018

Better ➤



Surgical Site Infections

Surgical site infections (SSIs) are the most common health care–associated infections in the United States. SSIs occur in approximately 1.9 of every hundred patients undergoing a surgical procedure. SSIs can result in substantial morbidity, prolonged hospitalizations, and even death.

Deep incisional and organ space infections extend below incision and skin level to involve the muscle or organ level (i.e., joint, womb, etc.). Symptoms may include an abscess, separation of the incision, purulent drainage, and other complications. The chart below shows the number of events for the four types of surgeries that are publicly reported: hip replacement, knee

replacement, colon, and total abdominal hysterectomy surgeries at AHCS. Currently the CDC does not calculate an expected number of hip and knee SSIs. Castle’s goal is always zero.

Castle has implemented evidence–based practices to reduce the number of SSIs, including bathing patients with chlorhexidine prior to surgery, surgical personnel performing a surgical scrub of hands, up to the elbows, with an antiseptic agent, administering appropriate pre-operative antibiotics, and providing separate sterile instruments to close complex surgical incisions.

	Hip	Knee	Abd Hyst	Colon
Number Expected	N/A	N/A	0.11	0.95
2016	0	2	0	0
2017	0	1	0	0
2018	0	0	0	0

Less is Better



Currently the CDC

Catheter-Associated Urinary Tract Infections

Catheter-associated urinary tract infections (CAUTIs) are responsible for 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.

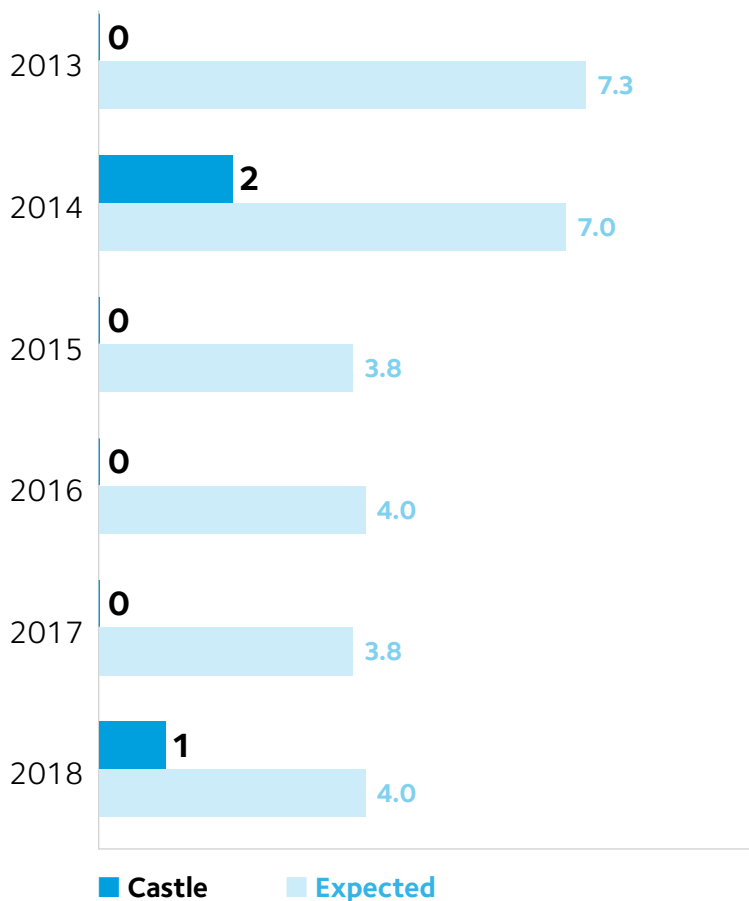
At Castle, healthcare workers wash their hands before and after putting in or removing a urinary catheter, wear gloves when handling the urinary catheter, and wash their hands after removing their gloves. Every day doctors evaluate whether the patient still needs the urinary catheter. The urinary catheter is removed as soon as it is no longer needed.

Over the last five years, Castle has outperformed most hospitals in the United States in this measure. We are pleased that the hospital has only experienced one CAUTI over the past 4 years.

Catheter-Associated Urinary Tract Infections per 1,000 Catheter Days

Years 2013 to 2018

◀ Better



Central Line–Associated Bloodstream Infections

Central line–associated bloodstream infections (CLABSIs) can cause severe illness, extended lengths of stay (LOS), and loss of function, and can even be life-threatening.

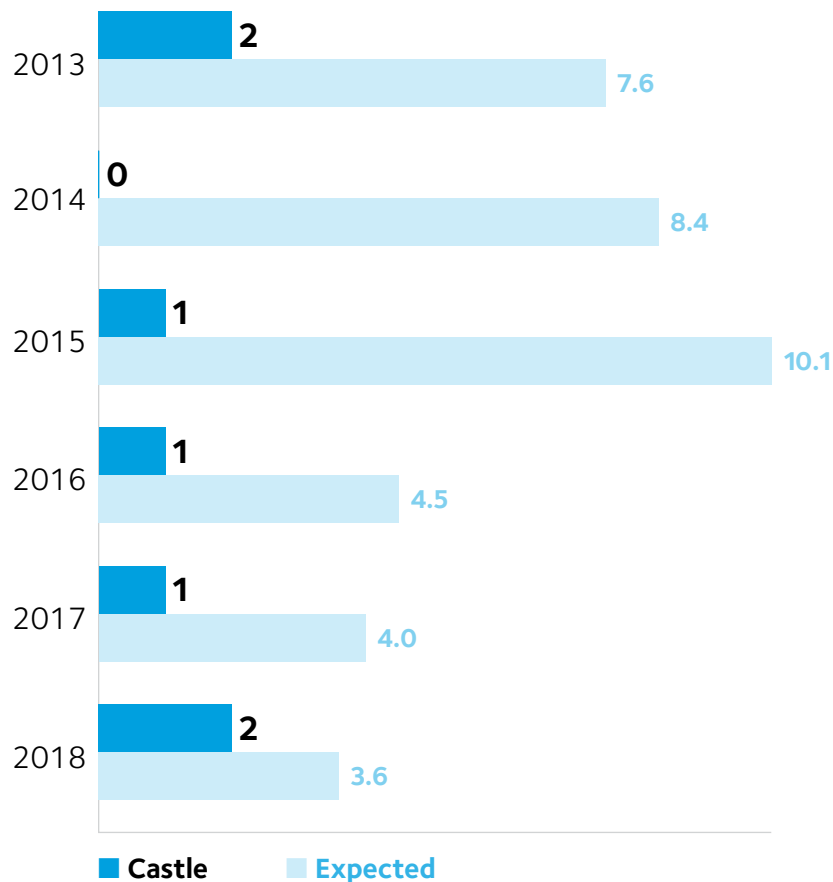
Castle’s goal is to eliminate these infections by implementing evidence-based practices to reduce bacteria that could enter the central line catheter. The doctors clean their hands, don a mask, bouffant cap, sterile gown, and sterile gloves before putting in the central line. Nurses clean their hands, wear gloves, and clean the central line opening with an antiseptic solution before using the central line to draw blood or give medications. Nurses also clean their hands and don sterile gloves and a mask to change the bandage covering the area the central line enters the skin. Every day, the doctor evaluates whether the patient still needs to have the central line. The central line is removed as soon as it is no longer needed.

As with catheter-associated urinary tract infections, Castle has performed better in this area in recent years than most other hospitals in the nation.

Central Line–Associated Bloodstream Infections per 1,000 Line Days

Years 2013 to 2018

◀ Better



Clostridium Difficile Infections

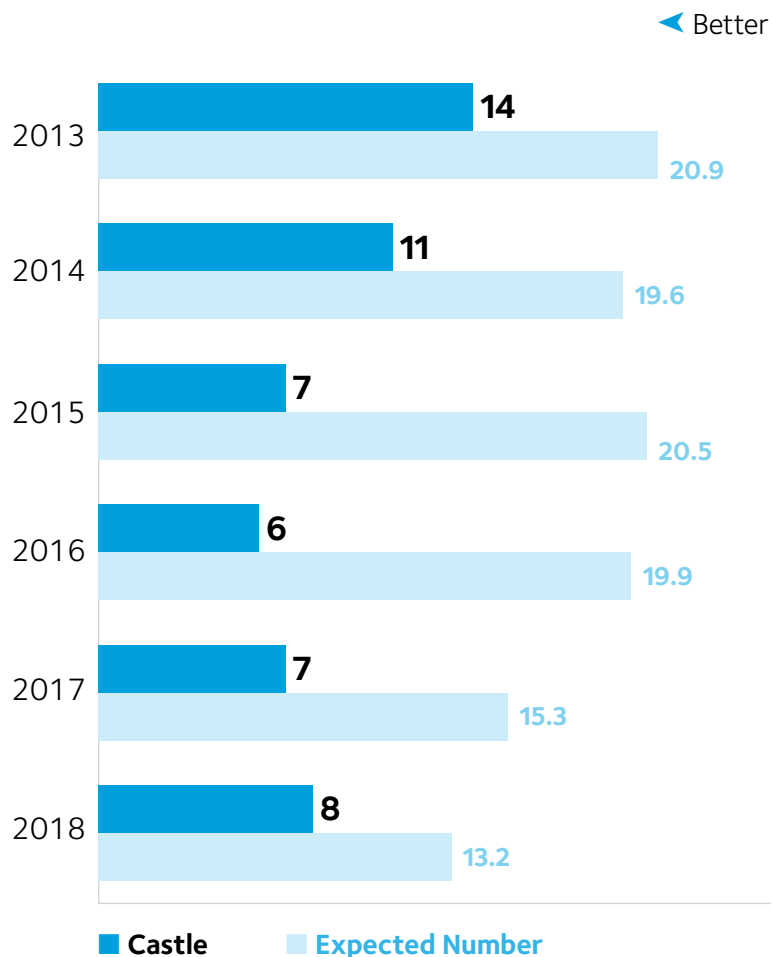
Clostridioides difficile (formerly known as *Clostridium difficile*) infections (CDIs) can cause severe complications for hospital patients that may compromise their ability to recover from illness. In health care settings, CDIs are linked to the use of antibiotics, which sometimes eliminate natural bacteria that help keep *Clostridioides difficile* in check, and to environmental contamination by its spores.

Castle uses a *Clostridioides difficile* Bundle to reduce the incidence of CDI including early identification of patients at risk for CDI, prompt testing and isolation precautions, pharmacy review of antibiotics, and cleaning shared patient equipment and the environment with bleach-based products. Castle also participates in a statewide hospital antimicrobial stewardship collaborative.

Over the last three years, Castle has further decreased the number of hospital-onset CDIs so that it is now well below the number expected by the Centers for Disease Control and Prevention (CDC).

Clostridium difficile Infections

Years 2013 to 2018



MRSA Bacteremia

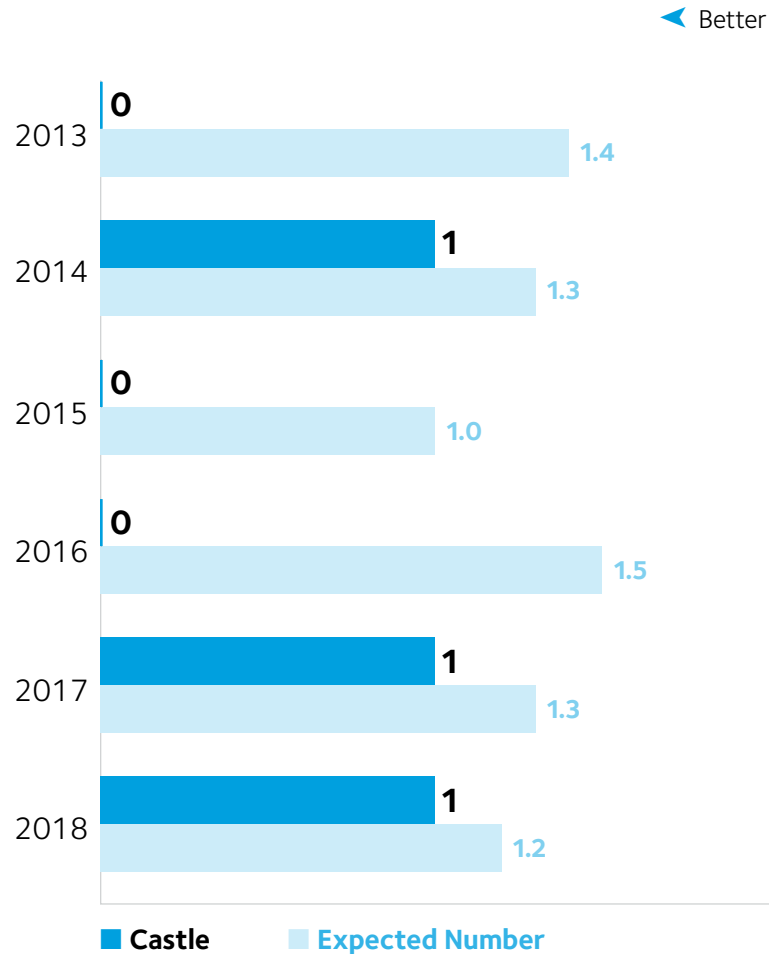
Methicillin-resistant Staphylococcus aureus (MRSA) bacteremia is a bloodstream infection caused by staph bacteria that have developed resistance to many antibiotics. This resistance makes MRSA infections difficult and expensive to treat, while extending the patient’s length of stay and increasing the risk of death.

Castle prevents MRSA bacteremia through multiple approaches, including admission screening of high risk patients, isolation precautions, monitoring of hand hygiene compliance, environmental cleaning with MRSA-active disinfectants, daily bathing of high risk patients with chlorhexidine, and electronic alerts to ensure isolation is initiated upon patient readmission.

During the last five years, the incidence of MRSA bacteremia at Castle has remained well below the number expected by the Centers for Disease Control and Prevention (CDC).

MRSA Bacteremia

Years 2013 to 2018



Hospital-Acquired Pressure Ulcers

Pressure ulcers are areas of damaged skin caused by a variety of environmental conditions. Pressure ulcers can lead to patient discomfort, increased length of hospitalization, and other more serious complications.

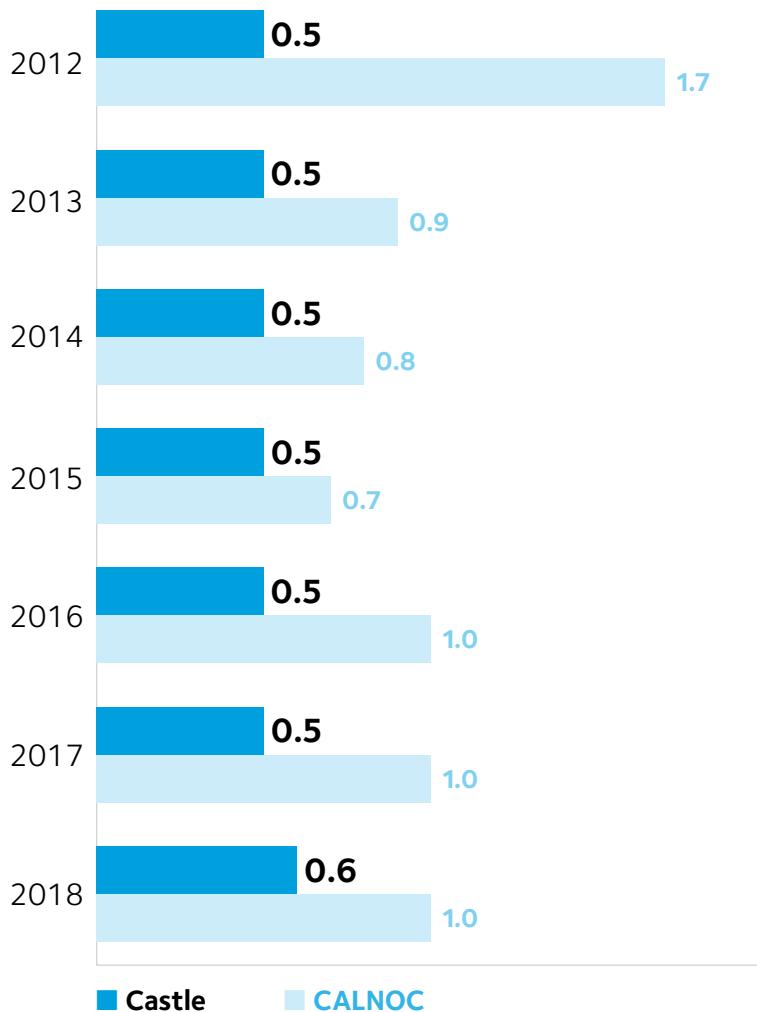
Strategies to prevent pressure ulcers include keeping the patient’s skin clean and dry, changing position frequently, and using pillows and other products that relieve pressure.

We are pleased that Castle’s rate of hospital-acquired pressure ulcers remains well below the national average reported by the Collaborative Alliance for Nursing Outcomes (CALNOC).

Hospital Acquired Pressure Ulcers per 1,000 Patient Days

Years 2012 to 2018

◀ Better



Early-Term Elective Deliveries

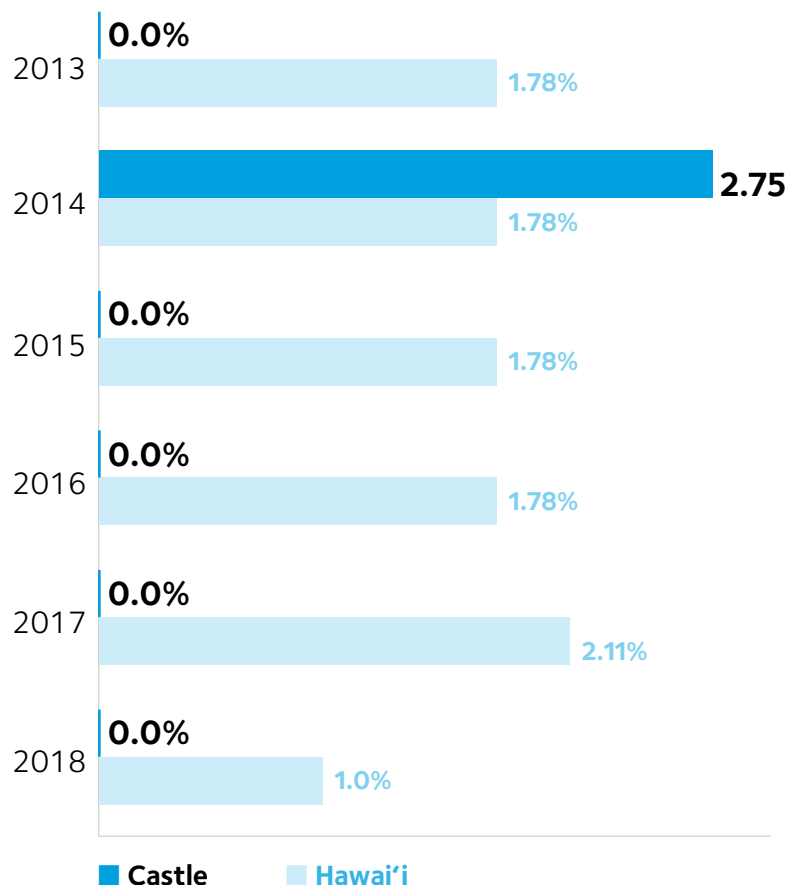
An elective delivery is a delivery done for a non-medical reason, such as the desire of the parents to schedule the baby's birth at a particular time. The American College of Obstetricians and Gynecologists (ACOG) and the American Academy of Pediatrics (AAP) have a standard that requires 39 weeks of gestation to be completed before an elective delivery, either vaginal or operative. Compared with newborns delivered at 39 weeks of gestation, early-term newborns born at 37 to 38 weeks are at higher risk for transient tachypnea of the newborn, pulmonary hypertension, hospital stays greater than five days, and diagnoses associated with severe morbidities or death.

Recently the number of elective deliveries that a hospital performs earlier than 39 weeks has become a measure of quality emphasized by The Joint Commission and the Centers for Medicare and Medicaid Services (CMS). Since 2015, Castle's Birth Center has developed procedural controls to prevent such deliveries.

Elective Deliveries Performed Before 39 Weeks

Years 2013 to 2018

◀ Better



Patient Fall Rate in the Medical and Surgical Units

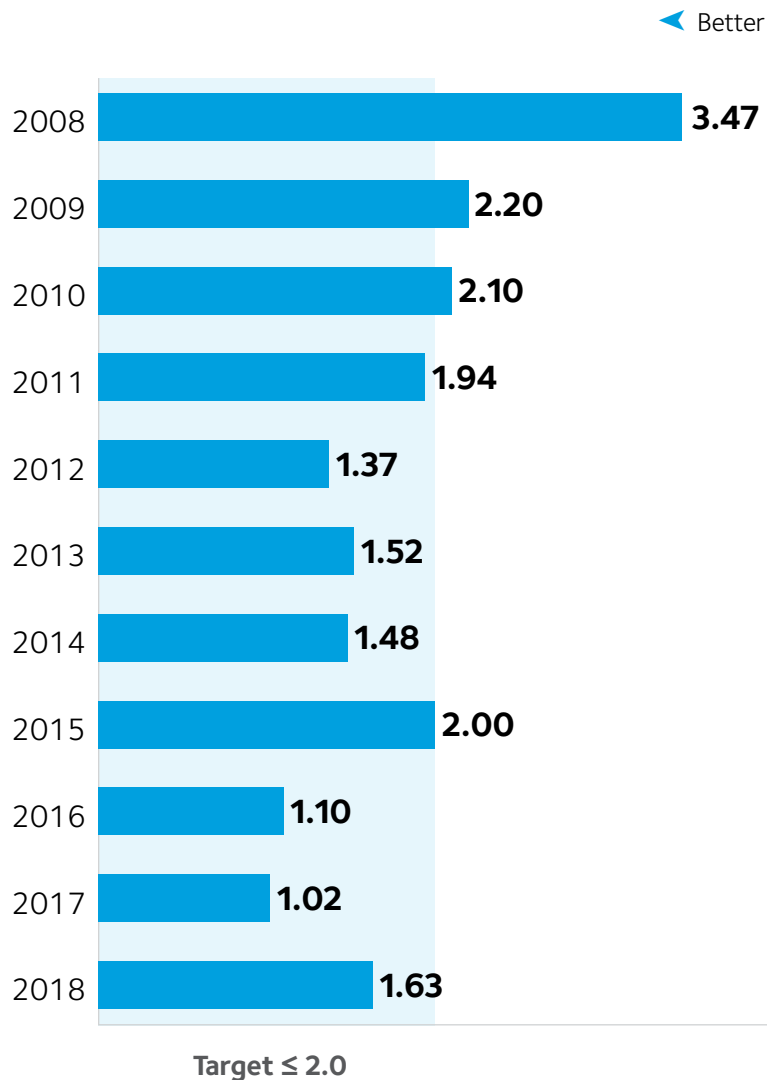
Based on the average number of patient falls reported by the California Nursing Outcomes Coalition, and in accordance with our parent corporation, Adventist Health, Adventist Health Castle set a stringent target for 2017 of no more than 2.0 falls per 1,000 patient days. The hospital has consistently met this fall prevention target over the last eight years.

We attribute this success to 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.

While we successfully met our target for 2018, 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.

Patient Falls per 1,000 Patient Days

Years 2008 to 2018



Thirty-Day Readmission Rates

The readmissions program, created under the Affordable Care Act, was initially established to determine how often patients treated for acute myocardial infarction (AMI), heart failure (HF), and community-acquired pneumonia (CAP) had to return to the hospital within thirty days of discharge.

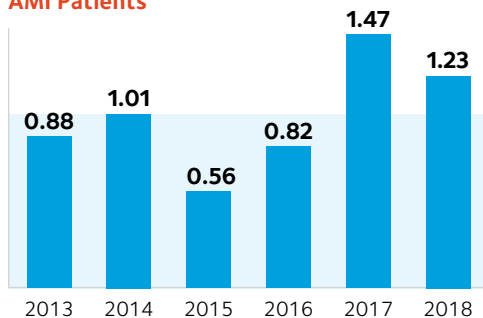
The rates on the chart below are risk-adjusted based on the patient's age, gender, past medical history, and other diseases or conditions. The expected risk-adjusted rate is 1.00.

Castle has implemented processes to help prevent readmissions, some of which include daily rounding with the physician and primary nurse to plan for discharge, medication reconciliation, and collaboration with those who are assisting with transition of care.

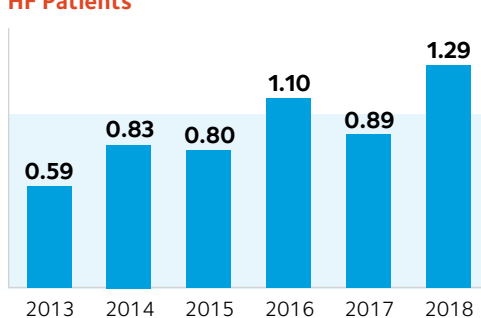
Thirty-Day Readmission Rates

Years 2013 to 2018

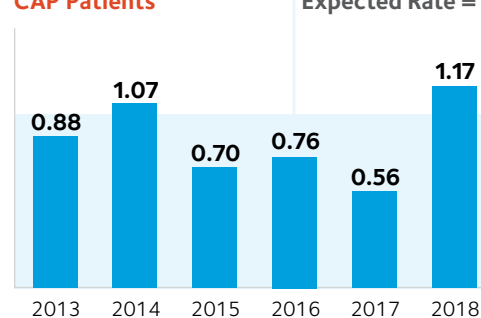
AMI Patients



HF Patients



CAP Patients

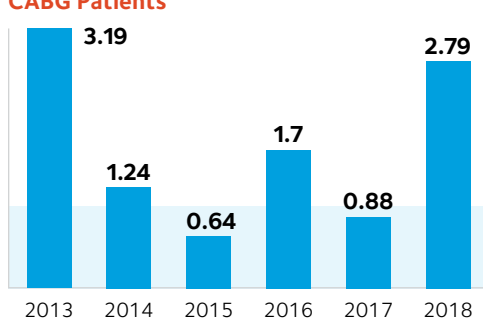


Better

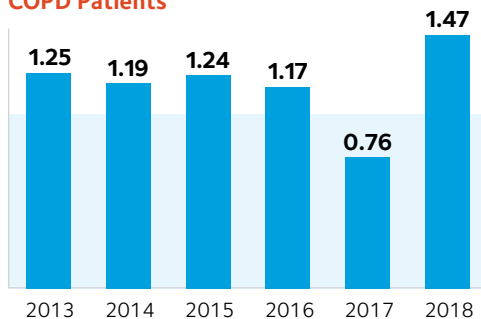


Expected Rate = 1.00

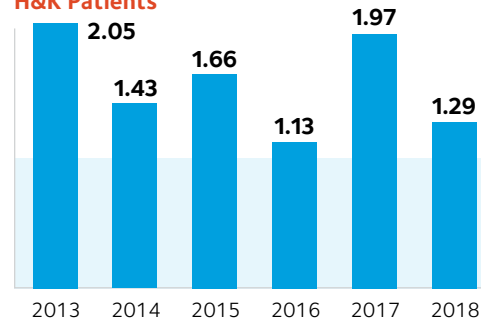
CABG Patients



COPD Patients



H&K Patients



Acute Length of Stay

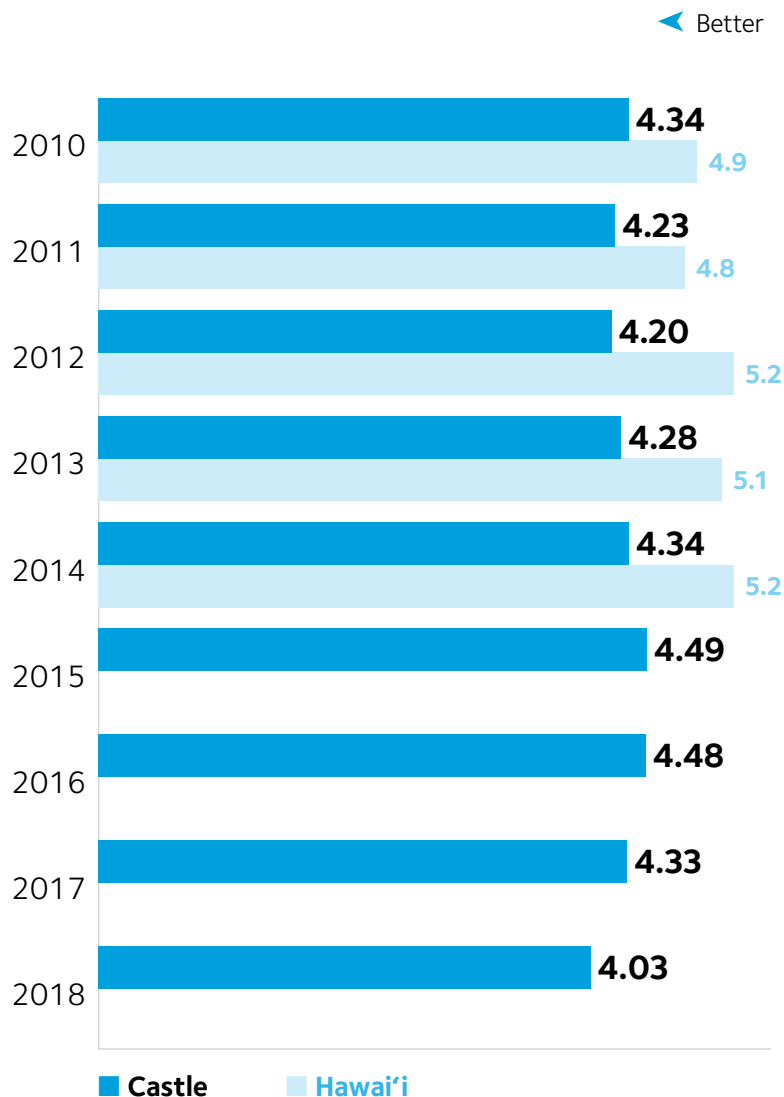
For several years, Adventist Health Castle has focused efforts on streamlining care processes so that patients can be discharged from the hospital and be returned to the healing environment of their own homes as soon as it is appropriate for them.

Our biggest challenge in this area continues to be finding appropriate placements for our patients who are economically and/or socially challenged, may not have health insurance that covers external placements, and who 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, in order to expedite long-term care placements for those patients who require them.

Average Acute Length of Stay

Years 2010 to 2018



Risk-Adjusted Mortality Rate

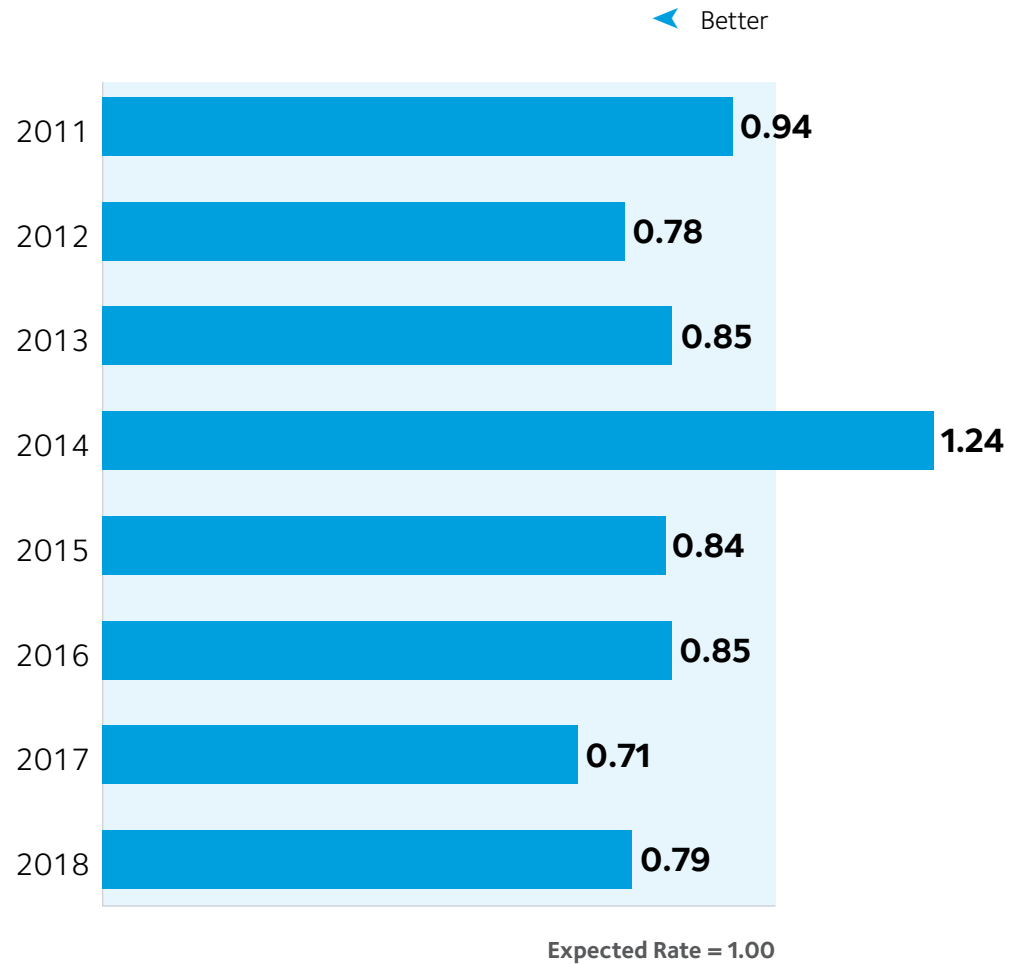
The risk-adjusted mortality rate is a rate of death that is adjusted for predicted risk based on a patient’s diagnosis. The expected rate is 1.00.

Below is Castle’s risk-adjusted mortality rate for patients with diagnoses of total hip or knee arthroplasty, acute myocardial infarction, chronic obstructive pulmonary disease (COPD), coronary artery bypass graft, heart failure, pneumonia or stroke.

While our risk-adjusted mortality rate is below the expected value of 1.00, it is our goal to reach a top-performer target rate of 0.78.

Risk-Adjusted Mortality Rate

Years 2011 to 2018





“ I am writing to pass along by compliments and sincere appreciation to your Emergency Room crew on a job well done during a short (unplanned!) visit to the Castle.

Visitor to the islands with chest pain: You know the drill. When I walked thru the ER door, one look by the desk tech and a well oiled machine was cranked into high gear. Within seconds I was in bed, wired up and talking to a doctor. Not the usual "have a seat while we check your paperwork" or "we'll be with you in a moment." This was a devoted team that immediately jumped to work as if I was their mother or father in stress. From triage to sign out, I was treated with love and respect - and felt a very real part of their decision making process. The doctor and nurses, lab techs and admin crew, all offered exceptional delivery. Thankfully my issue turned out to be a low risk pulmonary embolism which did not in an obvious way affect my heart.

Let me pause to especially thank Dr. Samantha Bamber whose bedside manner and technical prowess was world class. She explained the process and results quickly and in a manner even I could understand. Special kudos to Nurse Gina Holder. She is a one of a kind and you are very lucky to have her. Her excellent nursing skills and ability to convey confidence to the patient are the best I have ever seen.

I turned with a smile toward the ER as I walked out the hospital door 3 hours later that morning. Lucky me! On vacation with a potentially serious medical problem and I just happened to walk into one of the finest Emergency Rooms in the United States!

To the entire Emergency Room Staff, a big THANK YOU!

– a thank you note from a grateful patient



Reroute Hours

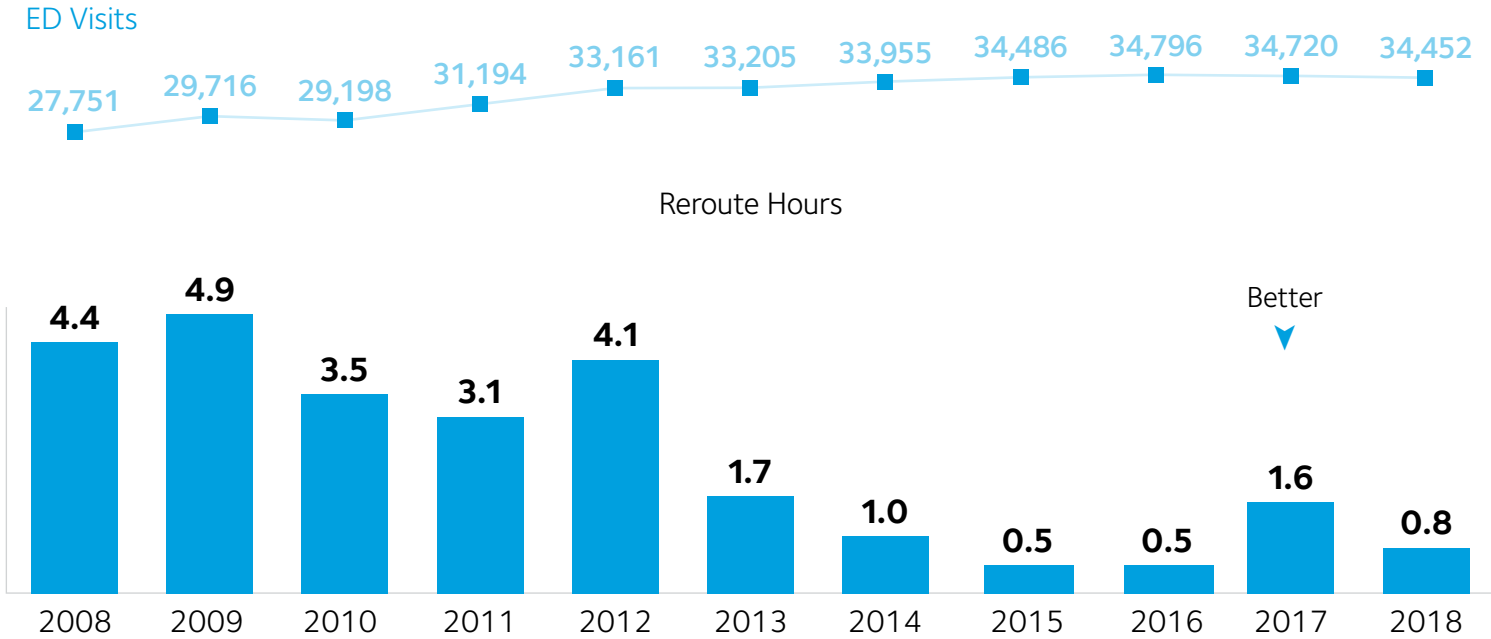
Reroute hours are the hours of an emergency department’s operation during which ambulance patients are unable to be admitted because of high patient volumes and consequently need to be rerouted to other hospitals. Castle monitors its reroute hours on a monthly basis to ensure that the Windward O’ahu community has unrestricted access to our Emergency

Department (ED). Reducing the number of reroute hours may become more difficult with greater patient volume.

Remarkably, Castle’s ED was able to maintain low reroute hours despite the continued high level of patient visits.

Reroute Hours per 1,000 ED Visits

Years 2008 to 2018



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 0.3% of our patients in 2018 left the Emergency Department (ED) without being seen.

Castle attributes our success to the following efforts:

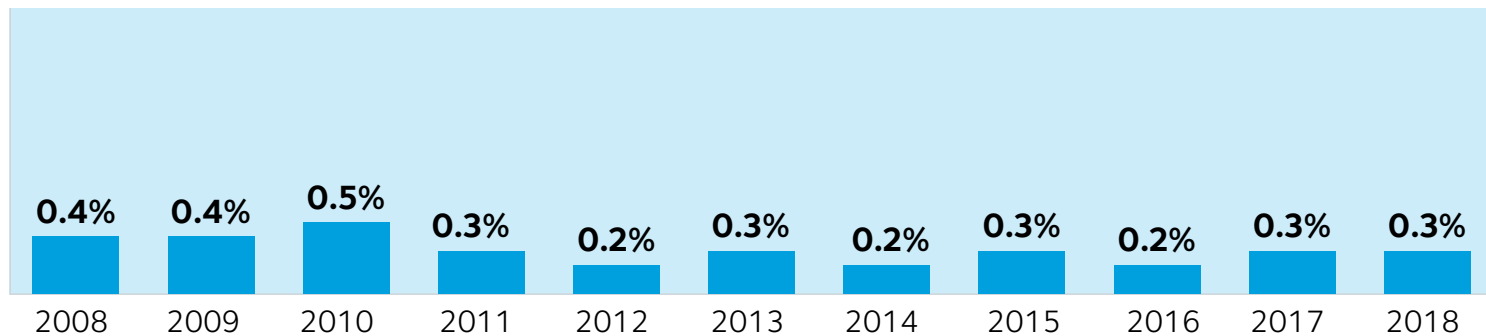
- Moving ED patients from intake to treatment as quickly as possible
- Getting a physician rapidly to each patient's bedside
- Ensuring efficiencies that reduce the time patients must spend in the ED.

ED Patients Left Without Being Seen

Years 2008 to 2018

Better
▼

Most Recent National Rate = 2.0%

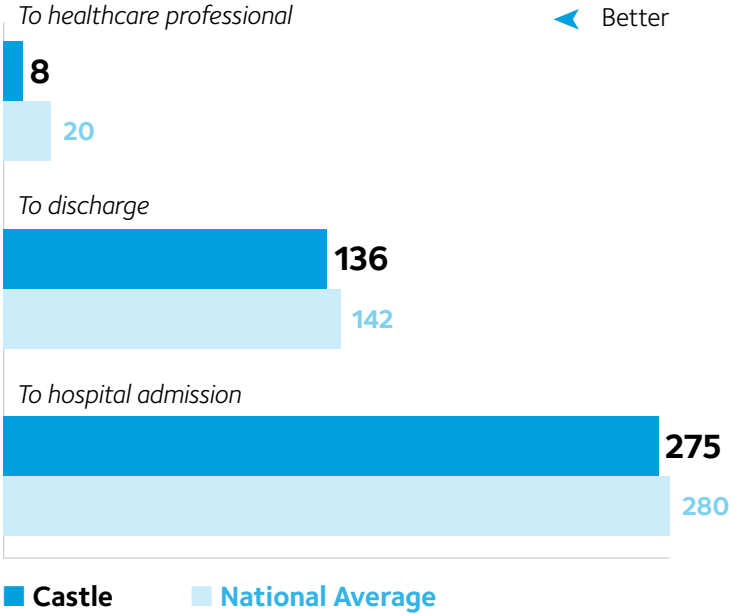


Wait Times

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 2018, patients coming to Castle’s ED had shorter wait times in all three categories compared to the national averages.

ED Wait Times Minutes after Entering Year 2018





Castle Health Group (CHG) is a partnership between Adventist Health Castle and 112 area independent 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. The group is also beginning to include specialists, thereby moving towards what is known as a Patient-Centered Medical Neighborhood.

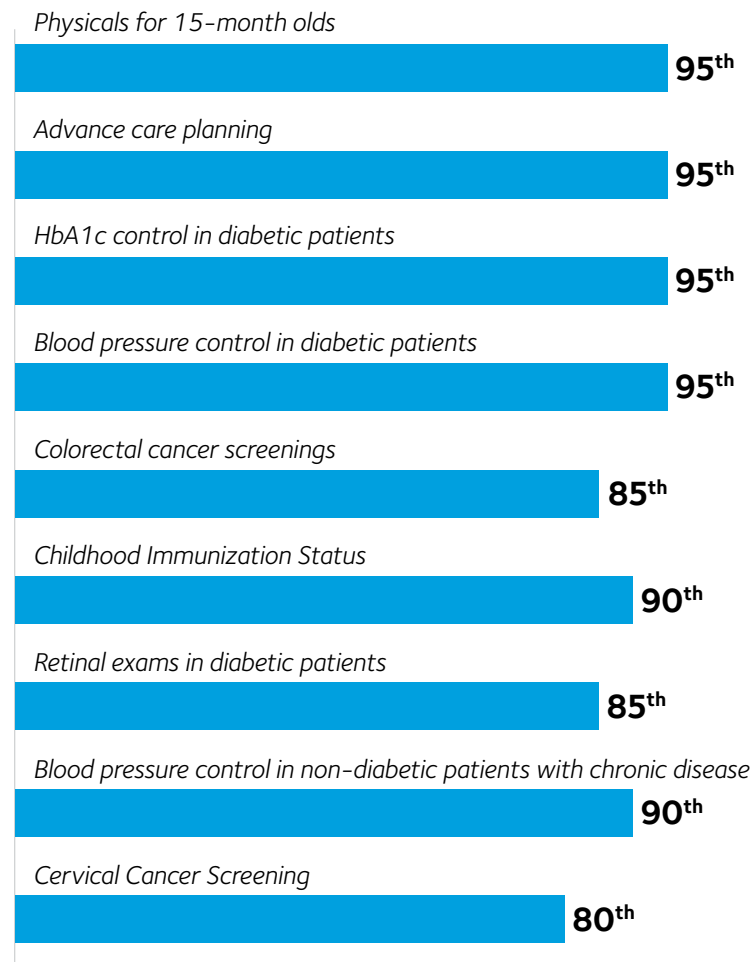
CHG has become a top performer in the state in its adherence to the PCMH principles and strives to perform in the top decile nationally in all metrics.

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 following chart, 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.

Castle Health Group Performance National Percentile Ranking

Jan 2016 to Dec 2018



Castle launches COPE Health Scholars Program

AH Castle and COPE Health Solutions launched the COPE Health Scholars Program in 2018 to give college students the opportunity to gain work experience at Castle for a minimum of one four-hour shift per week to receive hands-on, real-world health care experience. The program also offered an 8-week Summer Intensive Health Scholars Program focused on O'ahu college students returning for the summer.

Students are provided with the chance to rotate through several clinical departments while being enrolled in the experiential course certified by the University of California, Los Angeles (UCLA), which focuses on Patient Care Competency, Service Excellence, Rules and Regulations, and Leadership and Management.

The Health Scholars Program works closely with the AH Castle to determine a tailored strategy for recruiting students from local community colleges and medical students with roots in Hawai'i. This will allow AH Castle to connect students with entry-level hospital and health system jobs while enabling castle to establish a sustainable, best-fit talent pipeline that will reduce recruiting costs.

In 2019, a program for local high school students will be added.



Castle Professional Center Renovation

Part of AH Castle's ongoing commitment to transform the health experience and outcomes of the Windward O'ahu population was complete in early 2018 with the renovation and modernized the four-story Castle Professional Center in Kāne'ohe. A new outpatient rehab clinic, lab, imaging department, pharmacy, primary care clinic, and urgent care were finished last year. And our newest renovations include upgrades to the lobby, corridors, restrooms, courtyard, elevators and parking lot. The project's completion was celebrated with a blessing ceremony on January 12.



AH Castle Leadership Academy

In early 2018, AH Castle's Leadership Academy graduated fifteen graduates from the Emerging Leaders Academy, and sixteen graduates from the Nursing Leaders Academy. The Leadership Academy utilizes Castle's own leaders to educate new leaders with 2-4 hour monthly classes for 12 months. The training provided in the leadership academy prepares participants for leadership roles within their department. This is the second group of Nursing Leaders graduates, and the first cohort of Emerging Leaders graduates.

Due to the success of the Emerging Leader Academy and the Nurse Leader Academy, AH Castle launched a third leadership development program in 2018 called the New Leader Academy. The new Leader Academy is aimed at supporting and providing training to new leaders at the hospital, whether they are new leaders to the hospital, or have been promoted from within.



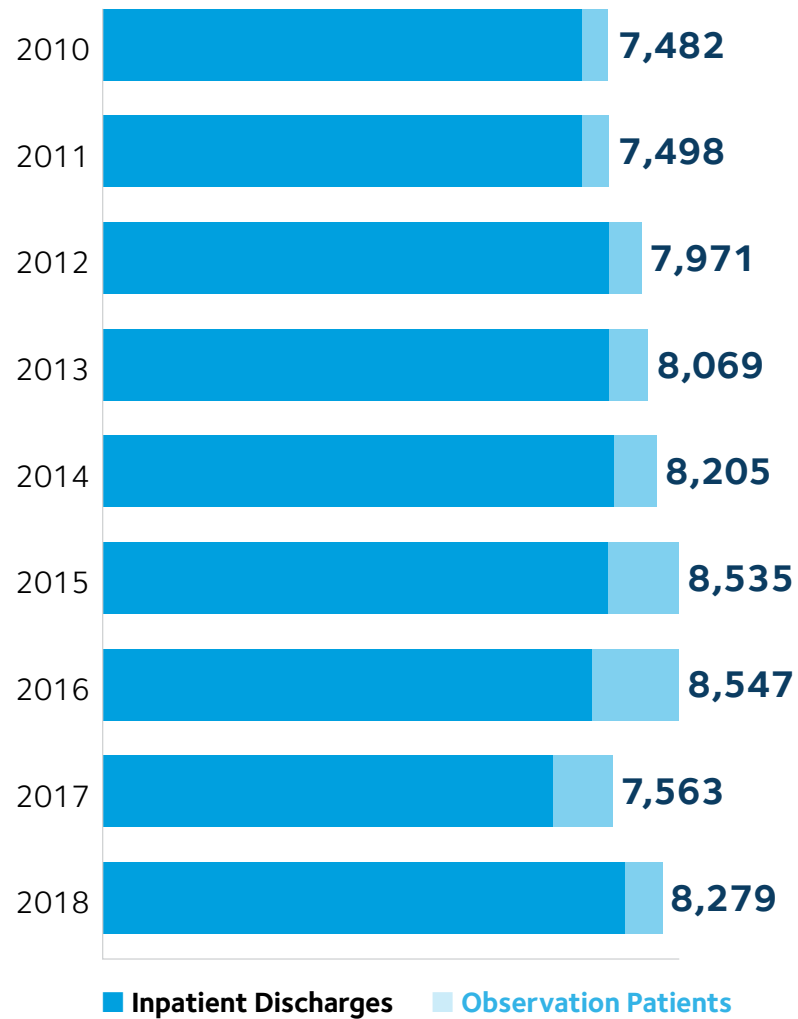


Inpatient Volume

Inpatient volume rebounded after a slight decrease in 2017.

Inpatient Volume

Years 2010 to 2018

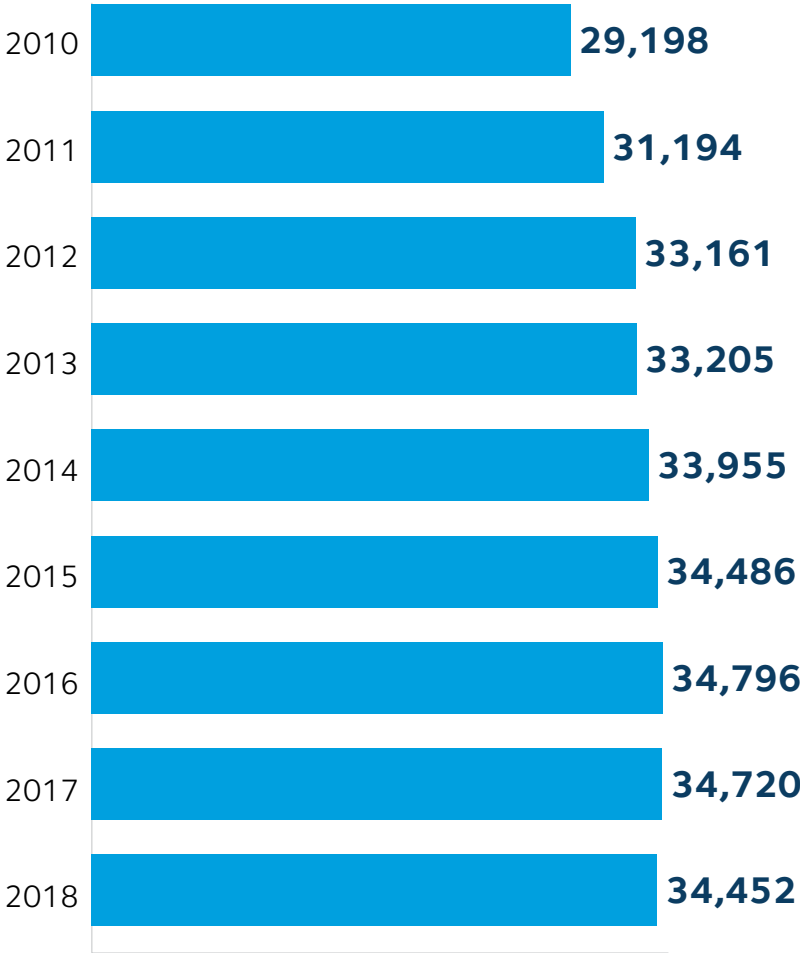


Emergency Department Visits

Castle’s ED had yet another busy year in 2017. It is fortunate that Castle completed its full scale renovation project from 18 to 25 beds in 2016.

Emergency Department Visits

Years 2010 to 2018



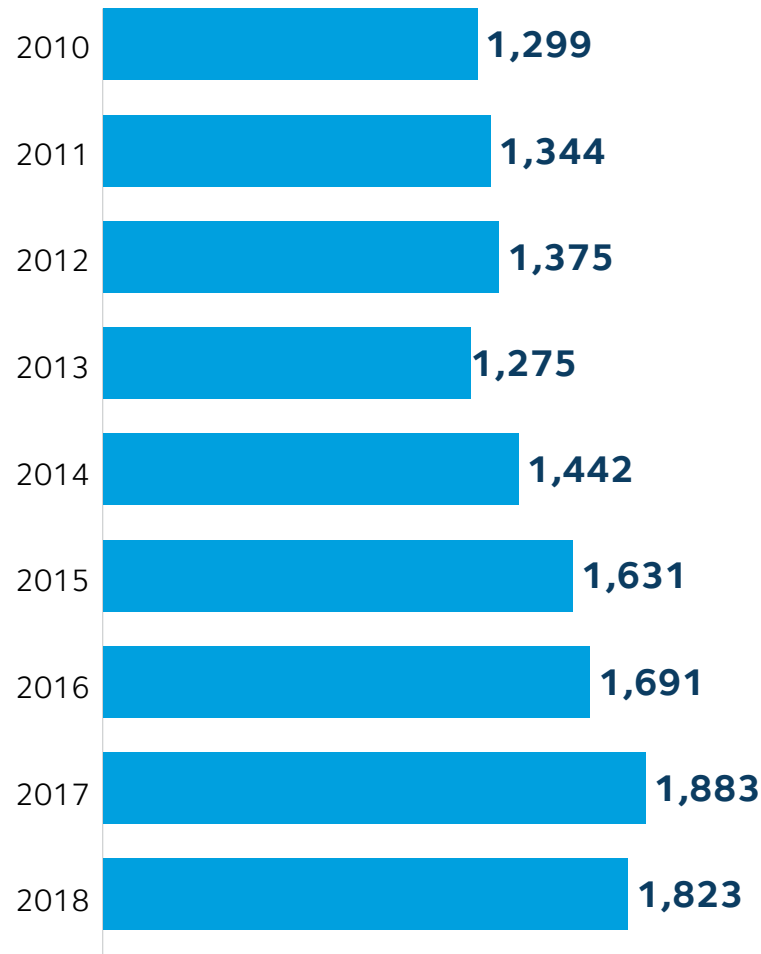
Behavioral Health Discharges

Castle's Behavioral Health unit continued to experience high patient volumes in 2018.

Some of this growth is due to a reduction in BHS beds statewide. Castle continues to work with the Department of Health to increase health care access for this underserved portion of our community.

Behavioral Health Discharges

Years 2010 to 2018

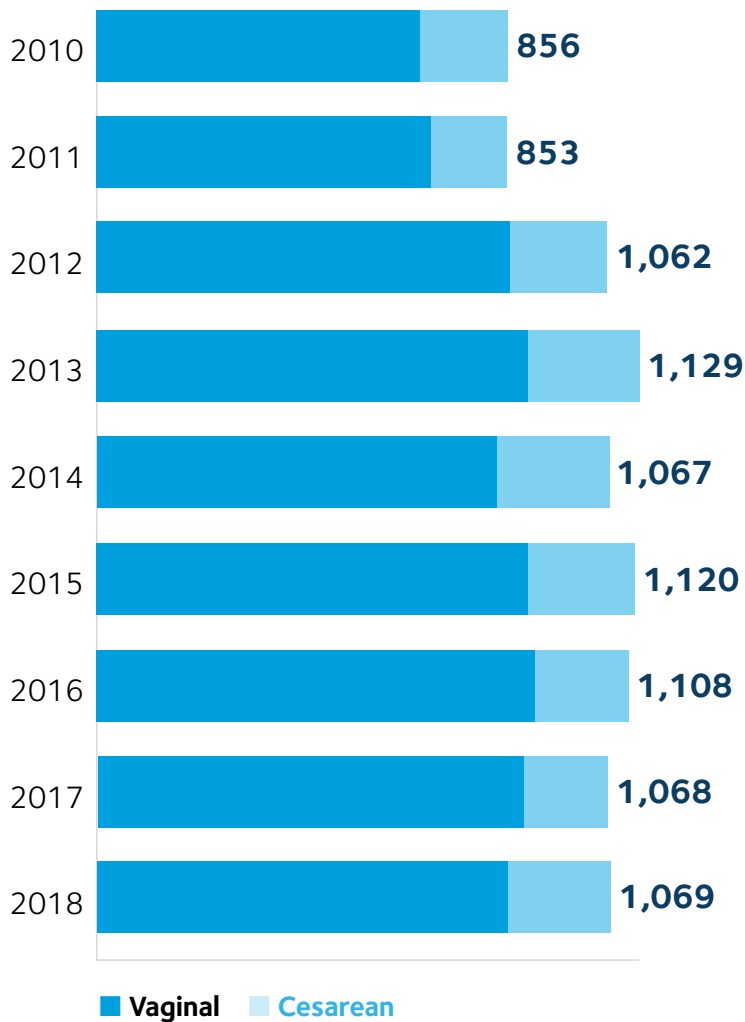


Births

Castle's Vera Zilber Birth Center had yet another busy year in 2018. Patients come from all parts of the island of O'ahu to take advantage of the quality birthing options provided by our beautiful facility.

Births

Years 2010 to 2018



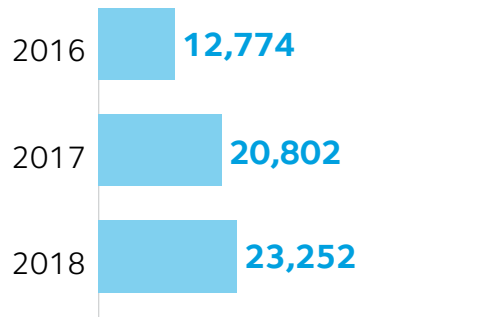
Outpatient Visits

Outpatient visits set new growth records in 2018. Outpatient services include Outpatient Surgery, Respiratory Care, Cardiovascular, Imaging, Angiography, Neurophysiology, Laboratory, Rehabilitation, the Cardiac Cath Lab, and the Wellness and Lifestyle Medicine Center.

Our Primary Care Clinics in Kailua, Kāneʻohe, and Lāʻie have provided needed access to healthcare in these communities.

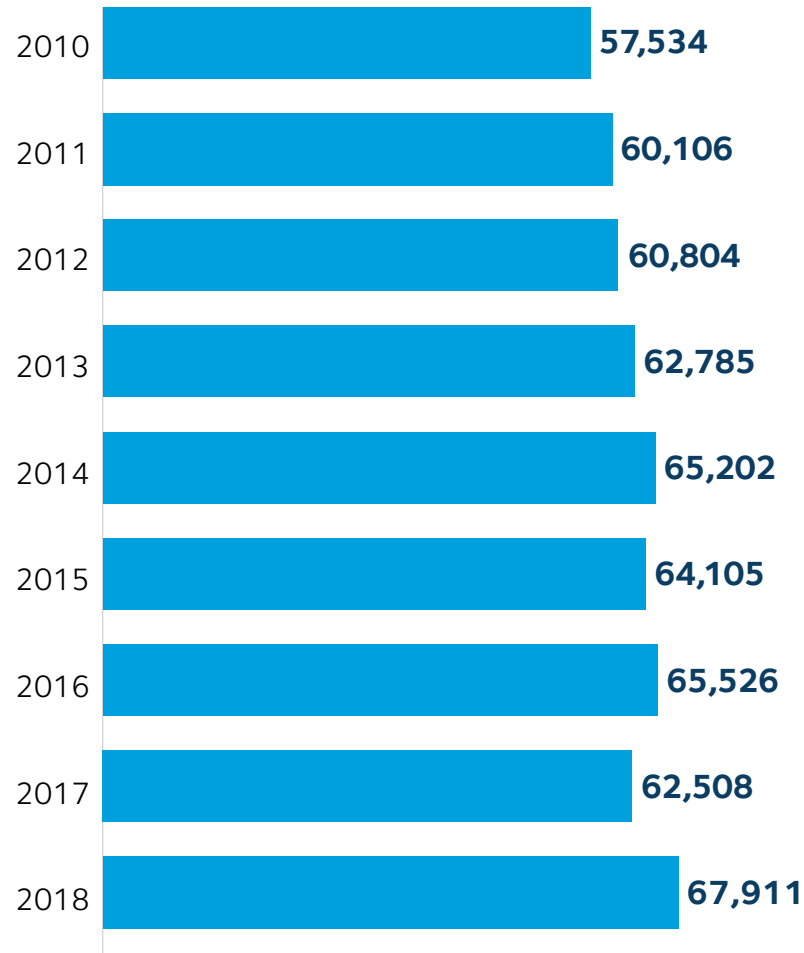
Primary Care Visits

Years 2016 to 2018



Outpatient Visits (excluding Emergency)

Years 2010 to 2018



Wellness and Lifestyle Medicine Center

During 2018, 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 1,258 people from our community participated in the center's health and wellness outreach programs at 107 events. Sixteen of these events included children and/or adolescents.
- 332 people received tobacco treatment services in the hospital and 698 Behavioral Health Service inpatient group encounters on healthy lifestyle and tobacco prevention education were provided.
- Through a Hawai'i Community Foundation Grant, we also provided outpatient tobacco treatment counseling to 127 participants who were primarily low-income, low-education, or unemployed (important, vulnerable groups who have higher tobacco use prevalence and may face additional barriers to quitting tobacco). If appropriate, these people were provided with grant-funded tobacco treatment medications. Additionally, a tobacco support group was created and 51 encounters were provided. Outreach and care to expectant moms who smoke has been provided with support from a new grant called Baby and Me Tobacco Free.



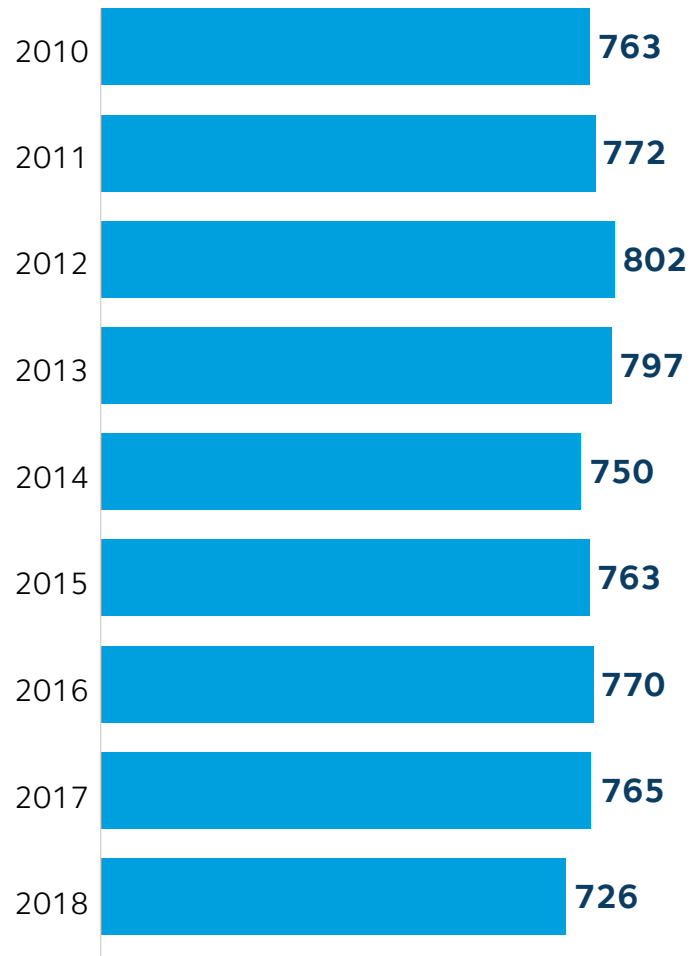
- In 2018, we saw 883 diabetic patients in our diabetes program, which is accredited by the American Association of Diabetes Educators. We provide small group classes twice a week.
- Our Aloha Kidney Class, taught by nephrologist Ramona Wong, M.D., serves those individuals who have stage 3, 4, or 5 chronic kidney disease but who are not on dialysis. 151 such patients completed this six-class series, which was offered four times.
- 10 different types of group fitness classes were offered throughout the year including 2 new classes: yoga and pulmonary fitness, providing 7759 contacts.
- 11 Wellness Cuisine Cooking classes were held, with 232 people participating.
- 9 different community support groups met regularly, with more than 529 people attending altogether.
- The Wellness Center receives referrals for children and adolescents diagnosed with obesity or diabetes.
- In our fourth year partnering with the Boys and Girls Club of Kailua, Castle provided resiliency training to middle school girls. During the summer, career development and life learning sessions were provided to kids of all ages. We provided 8 classes serving 75 children.
- Castle continues to offer massages provided by licensed massage therapists to our associates and the community.

Total Hospital Full-Time Equivalents (FTEs)

The number of Castle FTEs has remained quite stable over the past several years. The apparent reduction in our FTE's in 2018 can be entirely attributed to the transfer of Revenue Cycle staff becoming Cerner employees and Financial Services staff becoming corporate associates.

Total Full-Time Equivalents (FTEs)

Years 2010 to 2017



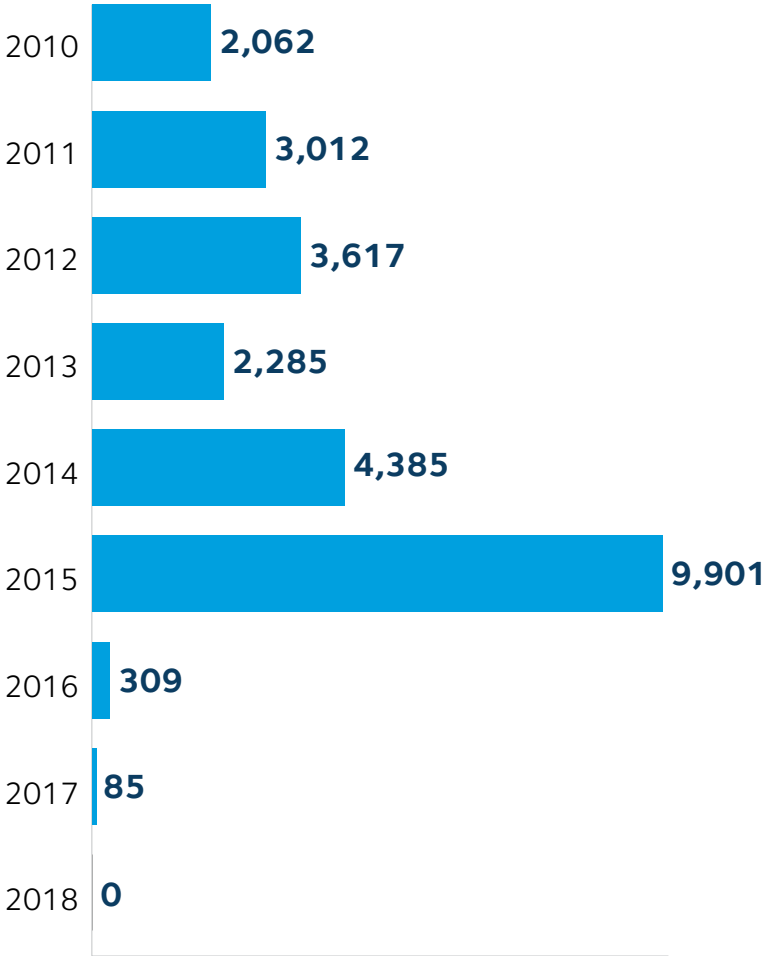
Agency Use

We discontinued agency staffing in April of 2017 and continued to rely exclusively on our own staff in 2018.

Agency Hours

Years 2010 to 2018

← Better



Goal	Results
<p>Improve patient satisfaction with:</p> <ul style="list-style-type: none"> • Inpatient care • Outpatient Surgery • Emergency department • Primary care clinics 	<p>Successfully improved results for inpatient and primary care clinics to top decile performance for key measures. Key outpatient measures have also reached top quartile performance. Efforts continue to reach top decile performance for all patient satisfaction measures.</p>
<p>Improve physician satisfaction with:</p> <ul style="list-style-type: none"> • Pathology • Anesthesia Services • Pulmonary 	<p>Unable to determine due to a system-wide change of survey tools. Adventist Health is now using Press Ganey to measure physician satisfaction instead of the Professional Research Corporation.</p>
<p>Reduce readmission rates for:</p> <ul style="list-style-type: none"> • AMI (heart attack) • Hip and knee replacement 	<p>Successfully reduced readmission rates for both AMI and hip and knee replacement.</p>

Improve patient satisfaction with:

- Inpatient care
- Outpatient care
- Outpatient surgery
- Primary care clinics

Improve physician satisfaction with:

- Radiology
- Laboratory
- Electronic Medical Record

Reduce readmission rates



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