

Running Head: PEKIN HOSPITAL

Anna Winkowski

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The hospital that I chose to base my assignment on is Pekin Hospital. I wanted to learn about a small hospital's governing board. Pekin Hospital is located in central Illinois, just 20 minutes south of Peoria. It is a 125-bed not-for-profit medical center, which provides advanced care and state-of-the-art diagnostic capabilities. With approximately 250 physicians in more than 26 different specialties working closely with their highly credentialed nurses and healthcare professionals, Pekin Hospital is committed to providing the best possible treatment to their patients.

Brief History

In 1913, Pekin Hospital was chartered by a group of citizens led by F.C. Gale, J.E. Russell, Walter Teis Smith, to name a few. At the time when World War I was about to begin, the opening of a small town hospital in central Illinois, went unnoticed. In 1918, the first building with 20-beds opened. In 1934, a second building which included quarters for nurses earning \$1 per day with room and board was opened. By 1986, Pekin Hospital had a \$10 million building project which expanded Surgery, Pharmacy, Radiology, the gift shop and even added a restaurant, the lobby and Park Court Medical Office Building. In 2000, Pekin Hospital opened the state-of-the-art Emergency Room.

Governing Board

According to past Chairman Perry Soldwedel, "Pekin Hospital is governed by a Board of Trustees comprised of civic and business leaders. They are responsible for quality of patient care along with property, funds and affairs of the hospital." True to his words, the current Board of Trustees is made of 2 educators, 3 physicians, 3 businessmen, an accountant and a lawyer. Unfortunately, there is not much information provided on the chairman of the board despite numerous Google searches. Despite their varying professional backgrounds, the members of the board have one thing in common: they are all very active in their community. Perhaps it is that commitment to improve their community that these individuals were willing to serve in the hospital board without giving much thought about getting compensated.

Mission, Vision and Values

Pekin Hospital's mission is to be the healthcare provider of choice of the community that they serve. The board is responsible for approving corporate strategies and annual implementation of budget decisions that supports the mission. According to Griffith and White(2006), "the mission and vision are translated into commitments and finally into actual services through a series of plans that become increasingly specific as time horizons grow shorter." When the board approved the state-of-the-art Emergency Room in 1999, it showed the community their commitment in their mission of becoming the healthcare provider of choice.

Balanced Scorecard

Pekin Hospital has Five Pillars of Progress which is the foundation for setting their organizational goals and providing a framework for evaluating their progress. The Five Pillars of Progress are: People, Service, Quality, Growth and Finance. The People Pillar showed that 91% of their physicians are satisfied, while only 82% of the employees were satisfied. The Service Pillar showed a dismal 45% satisfaction in Ambulatory Surgery, which the hospital attributed to space issues due to large increases in patient volume. The hospital acknowledged that they are evaluating space needs and will have a comprehensive plan to address the issue of space. The inpatient, outpatient and ER services were ranked in the 90th percentile. The Quality Pillar showed that from October 2006 to September 2007, 92% of patients in the Emergency Room admitted for chest pain were given Aspirin upon arrival. However, only 84% of patients were prescribed treatment to prevent blood clots. The Growth Pillar showed an inpatient market share of 48% but the outpatient market share was only 54%. The outpatient visits went up from 17,823 in 2006 to 18,700 in 2007. The Finance Pillar showed a shrinking net operating margin from 2.10% in 2006 to 0.17% in 2007. At the time when most healthcare organizations are "operating in the red," I suppose an operating margin less than 1% is still considered a profit.

Executive Team and Functions

The Executive Team is composed of the following:

- Kevin R. Andrews, CEO
- Steven C. Hall, Interim CFO
- Sharon A. Adams, VP of Physician Services
- Sandra L. Brooks, VP of Regulatory Compliance/Medical State Affairs
- Anne H. Dierker, VP of Human Resources
- Jo Ellen Patterson, VP of Nursing
- Carrie L. Warner, Director of Marketing
- Bohnne Jones, Director Information Technology

Kevin R. Andrews has 30 years of healthcare experience and spent 15 years as a hospital CEO. His areas of expertise include operations improvements; physician and board relations; strategic planning and implementation; operations growth and program development and development of integrated delivery systems.

JCAHO Report

According to the report, Pekin Hospital's performance in the 2005 Patient Safety Goals, their Heart Failure Care and Pneumonia Care is similar to other accredited organizations. Although the report showed that their Heart Attack Care is below the performance of other accredited organizations, further research showed that the number of patients treated was not enough for comparison purposes. As a matter of fact, 92% of 25 eligible patients received Aspirin upon arrival in the Emergency Room.

Infection Prevention for their Surgical Care Improvement Project is similar to the performance of other accredited organizations. However the Venous Thromboembolism measure was not included because the number of months for the measure data was below the reporting requirement. It is important to note that 84% of 266 eligible patients were prescribed treatment to prevent blood clots. Perhaps the

board is slightly disappointed with the report but the hospital's website already indicated that they have made significant improvement in all measures since the report was published.

Information Technology

The board played a significant role in the hospital's IT infrastructure. In 2004, when they learned that the HIS Pekin Hospital had been using reached its "end-of-life," the board approved to invest in a more adaptive IT infrastructure. Under HIT Director Bohnne Jones leadership, Pekin Hospital chose the HP StorageWorks Enterprise Virtual Array 5000 (EVA5000), configured as a storage area network (SAN), as the cornerstone of a new strategy for storage and server management. The SAN solution, with an attached HP StorageWorks MSL5030 tape library, enables Pekin Hospital to consolidate and manage storage resources efficiently, to ensure data and application availability, accelerate plans for new applications, and improve data backups.

Conclusion

To summarize, although Pekin Hospital is a small-town facility located in central Illinois, it has most of the services offered by its big-city counterparts. Their mission reflects the willingness to serve their community and provide the best care to their patients. They are also faced with the same issues as other hospitals. It surprised me that they are also faced with the issue of space, which is usually the case with big-city hospitals. I guess with the migration of city folks to the suburbs, they will need to accommodate the increasing patient population.

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