



2020

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.

This document is a report on Adventist Health Castle's performance and activities during the year 2019.



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Introduction

As you read through this 14th edition of our Annual Quality Report I hope that you will take the time to reflect on the purposeful nature of our quality efforts. We continue to chase zero harm for our patients who receive care in many settings. Safety and world-class outcomes are always at the center of the work we do. Our results are a testament to the efforts of our caregivers, and sustaining these excellent results, over time, has become a distinguishing theme for Adventist Health Castle.

In addition, the fact that “Love Matters” at Adventist Health Castle, continues to help define who we are and how we respond to all who seek care. It drives us to be kind, loving and compassionate in all our interactions.

I trust that as you read our latest quality report these two core competencies – “Love Matters” and “Chasing Zero” – will reveal themselves clearly through our stories and through our results.

Aloha,
Kathryn A. Raethel
RN, MPH, MHA, FACHE
President
Adventist Health Castle



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, located in Roseville, CA.

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 2019, Castle's services included:

- 24-hour emergency services
- Inpatient acute care
- Vera Zilber Birth Center
- Joint and Spine Center
- Inpatient behavioral health services
- Open heart surgery
- Interventional cardiology services
- The Hawai'i Center for Metabolic and Bariatric Surgery (surgical weight loss)
- Multi-specialty surgical services
- Neurological, Neurosurgical and Spine 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 and Kailua
- Wellness and Lifestyle Medicine Center
- Dental services in Lā'ie

Adventist Health Castle Receives America's 250 Best Hospital Designation by Healthgrades

Healthgrades announced that Adventist Health Castle was designated as one of America's 250 Best Hospitals™ for 2019. The designation means that Castle is in the top five percent of 4,500 hospitals in the nation for consistently delivering clinical quality for mortality and complication rates for common procedures and conditions. Castle is the only hospital in Hawai'i and the Adventist Health System to receive this designation in 2019. Having this recognition without applying for it demonstrates to us and our community that the work we do is among the best in the nation.

Healthgrades is a leading online resource for patients to find and connect with hospitals and doctors. People can search for top-rated hospitals or physicians on their site and read what other patients have to say about them. Data on the Healthgrades.com website is collected from a variety of sources including surveys directly from patients, claims data from government and third-party sources, as well as information that comes directly from providers or practices.

In addition to being recognized as one of America's best hospitals, Healthgrades also recognized Adventist Health Castle for the following awards:

- Outstanding Patient Experience Award**
 Castle is among the top hospitals in the nation for overall patient experience based on nine measures related to doctor and nurse communication, hospital cleanliness and noise levels, and communication about medications, care transitions and post discharge care instructions.
- Critical Care Excellence Award**
 Superior clinical outcomes in treating pulmonary embolism, respiratory system failure, sepsis and diabetic emergencies.
- America's 100 Best Hospitals for General Surgery Award**
 Superior clinical outcomes in bowel obstruction treatment, colorectal surgeries, gallbladder removal, esophageal/stomach surgeries and small intestine surgeries.





Adventist Health Castle named a “Best Hospital” in Hawai’i by U.S. News & World Report

U.S. News & World Report revealed its list of Best Hospitals for 2019–20, naming Adventist Health Castle among the elite 33% nationally that earned an award. Adventist Health Castle earned particular recognition for excellence in hip and knee replacements.

In the specialties, procedures and conditions the magazine evaluated, only 10% to 26% of hospitals were rated High Performing. And of the more than 4,500 hospitals that underwent the magazine’s rigorous analysis, fewer than 1,500 qualified for any type of award at all.

The U.S. News & World Report Best Hospitals analysis reviews hospitals’ performance in adult and pediatric clinical specialties, procedures and conditions. Scores are based on several factors, including survival, patient safety, nurse staffing and more. Hospitals are ranked nationally in specialties from cancer to urology and rated in common procedures and conditions, such as heart bypass surgery, hip and knee replacement and COPD.

The 2019–20 Best Hospitals specialty rankings include the top 21 highest performing hospitals across 16 specialties and nine procedures and conditions. This year only 165 hospitals received a ranking in at least one adult specialty.

Adventist Health Castle receives Get With The Guidelines Target: Stroke Honor Roll Gold Plus Quality Achievement Award

According to the American Heart Association/American Stroke Association, stroke is the No. 5 cause of death and a leading cause of adult disability in the United States. On average, someone in the U.S. suffers a stroke every 40 seconds and nearly 795,000 people suffer a new or recurrent stroke each year.

The Stroke Honor Roll Gold Plus Quality Achievement Award recognizes the hospital's commitment to ensuring stroke patients receive the most appropriate treatment according to nationally recognized, research-based guidelines based on the latest scientific evidence.

Adventist Health Castle earned the award by meeting specific quality achievement measures for the diagnosis and treatment of stroke patients at a set level for a designated period. These measures include evaluation of the proper use of medications and other stroke treatments aligned with the most up to date, evidence-based guidelines with the goal of speeding up recovery and reducing death and disability for stroke patients. Before discharge, patients also receive education on managing their health, get a follow-up visit scheduled, as well as other care transition interventions.

Castle additionally received the association's Target: StrokeSM Honor Roll award. To qualify for this recognition, hospitals must meet quality measures developed to reduce the time between the patient's arrival at the hospital and treatment with the clotbuster tissue plasminogen activator, or tPA, the only drug approved by the U.S. Food and Drug Administration to treat ischemic stroke.



The American Heart Association (AHA) presented Adventist Health Castle with two 2018 Gold Awards



Target: BP Recognition Program

The AHA and American Medical Association presented Adventist Health Castle with the Gold Award for this recognition program that celebrates physician practices and health systems who treat patients with hypertension and achieve blood pressure control rates at or above 70% within the populations they serve. The AHA believes these achievements will ultimately lead to a reduction in the number of Americans who suffer heart attacks and strokes. The AHA recognized 343 organizations nationwide in 2018 with Gold Awards.



Workplace Health Achievement

The AHA also honored Castle with a Gold Award for Workplace Health Achievement, which scores organizations on 55 individual best practices, organized into seven categories of organizational best practices (leadership, engagement, programs, policies and environment, partnerships, communications, and reporting outcomes) and the objective, unbiased science-based assessment of overall workplace heart health using aggregate data. Castle received a Gold Award in the Worksite Size 750-4999 category.

Successful Joint Commission Surveys

Adventist Health Castle successfully passed two Joint Commission surveys in 2019; first for the Clinical Laboratory in March and then the full Hospital survey in June. The Joint Commission surveys Laboratories every two years and hospitals every three years. Accreditation by The Joint Commission is recognized nationally as a symbol of quality and commitment to meeting high standards in healthcare.

During the Laboratory survey exit interview, the surveyor stated she was very impressed with the quality of service provided, Castle's culture of Chasing Zero, the Aloha Spirit demonstrated by Castle associates and the lab for doing an "awesome job with TJC compliance."

The Hospital survey was equally successful. During the exit interview the surveyors emphasized Castle's exceptional wins:

- Zero fallouts for any National Patient Safety Goals
- Zero widespread findings
- Zero high-risk findings

The surveyors also expressed how they were impressed with the warmth, professionalism and knowledge of our associates—so much so that they had "fun at work" during their survey.



2019 AVA Digital Award Competition honors Castle with Gold Award

AVA Digital Awards, an international competition that recognizes excellence by creative professionals responsible for the planning, concept, direction, design and production of digital communication, awarded Adventist Health Castle a Gold Award for Creativity (Video Production) for the video “Data Manifesto.”

The competition is held by the Association of Marketing and Communication Professionals. Entries are judged at random and not compared directly to other entries in their categories. Judges base their decisions on learned perceptions of creative excellence.



Castle wins Platinum and Gold Hermes Creative Awards 2019

Hermes Creative Awards is administered and judged by the Association of Marketing and Communication Professionals. The international organization consists of several thousand creative professionals. AMCP oversees awards and recognition programs, provides judges and rewards outstanding achievement and service to the profession.

Platinum

Because of Love

Electronic Media / Corporate Image

Platinum

Summer 2018 Windward Health

Print Media / Magazine

Gold

Data Manifesto

Electronic Media / Corporate Image

Gold

COPE Scholars at Adventist Health Castle

Documentary

Gold

Winter 2018 Windward Health

Print Media / Newsletter



Service Industry Advertising Awards recognizes Castle with Gold and Bronze

The Service Industry Advertising Awards recognizes the advertising excellence of the service industry. More than 600 advertising agencies and over 825 institutions participated in the 16th Annual SIA Awards. A national panel of judges evaluated and rated entries in eight groups and 26 categories. Adventist Health Castle received the following awards:

Gold

Adventist Health Castle Winter 2018 Windward Health

Bronze

Adventist Health Castle Spring 2018 Windward Health

Adventist Health Castle Patient Orientation (Special Video)



Adventist Health Castle wins 2019 Gold and Silver Aster Awards



The Aster Awards are the nation's most elite healthcare advertising awards program. Since the inception of The Aster Awards Program in 2002, the Aster Awards provides the most inclusive groups and categories in healthcare advertising. The Aster Awards is the nation's most elite competition dedicated to recognizing the most talented healthcare marketing professionals for outstanding excellence in advertising, marketing and communications. Winning entries, judged by a diverse panel of industry experts, are published in the Marketing Healthcare Today magazine. Winning entries must score in the top tiers amongst similar sized organizations. Adventist Health Castle received the following awards.

Gold

February 2018 Uluono Magazine
Group: Hospital 150 - 299 beds.
Category: Newsletter/Internal -
Single

Uluono Magazine
Group: Hospital 150 - 299 beds.
Category: Publication/Internal -
Series

Silver

Windward Health
Agency: Coffey Communications,
Inc. -- Walla Walla, WA.
Group: Hospital 150 - 299 beds.
Category: Publication/External -
Series

Marketing honored with three national APEX Awards

Communications Concepts, which honors best practices in print, web and ePublishing, announced the 2019 APEX® Awards (Annual Awards for Publication Excellence) Winners. Adventist Health Castle's Marketing Department was honored with the following prestigious awards:

Grand Award

Helene Waihee
Newsletters--October Uluono 2018

Gold Award of Excellence

Joseph Abad
*Newsletters Design & Layout--Castle MD
Summer 2018*

Gold Award of Excellence

Joseph Abad
Annual Reports--Print +32 pages/Adventist Health Castle



Only 100 Grand Awards were presented to honor outstanding work in 12 categories; and 507 Awards of Excellence were presented in 100 subcategories.





I work for a healthcare corporation and am fully aware of the challenges associated with providing outstanding patient care and building a culture of compassion. I want you to know that your team of doctors, ICU nurses, technicians and support staff did an outstanding job caring for my mother. All your doctors were highly engaged, caring and worked to provide the best care possible. They allowed me to participate in discussions and rounding, answered my questions and considered my input. Your ICU nurses were very patient with my questions and always took time to explain things to me so I could understand. They also treated my mom, dad, husband and I with respect and compassion throughout my mom's stay. The Palliative

Care Coordinator provided invaluable support throughout the decision-making process. The Respiratory Technicians were always kind, caring, responsive, and efficient, and the support staff were always willing to do what they could to make us more comfortable— whether it be providing us with warm blankets, the newspaper, kindness and care even as her health declined and she could no longer communicate or respond. When we moved to comfort care your chaplains were extremely compassionate and supported us through the most difficult hours of my life.

I grew up with a very small family – just my parents and I, so this loss is incredibly difficult

and the most heartbreaking experience I have ever endured in my life. But I want you to know that your team of caregivers supported all of us and demonstrated your values of integrity, compassion, respect and excellence in everything they did. You should be proud of your team and the care they provide. I wanted you to know how much my family and I appreciated the care and compassion we were given. What you do is so incredibly important, and I will never forget each of your team members who were involved in providing care to my mom.

– A grateful daughter

Castle Serves Thousands at Convoy of Hope

Adventist Health Castle, along with nearly 100 local churches, businesses and organizations, participated in Convoy of Hope at Aloha Stadium and shared kindness, hope and healing with the underserved of O'ahu. Thousands of people braved the hottest day of the year to receive much-needed groceries, and personal and health services:

- More than 2,000 children walked away with a brand-new pair of shoes.
- 10,000 bags of groceries were distributed.
- Hair stylists groomed hundreds of job seekers for a professional portrait.
- Many took advantage of career counseling and community services.

Castle coordinated services in the health tent:

- More than 150 volunteers from more than 40 organizations served more than 1,300 people, providing education and services for dental, vision, mental health, insurance and other health needs.
- Guests were able to take warm showers at mobile shower stations provided by Revive and Refresh and Hi'e Hi'e.
- Hawai'i Project Vision and Hawai'i H.O.M.E Project brought their mobile health vans.
- Eyes Plus, Inc. dispensed 800 new eyeglasses, many to children.

Dozens of physicians, many from Castle Health Group, were on hand to answer questions. Various organizations provided education on topics such as nutrition, smoking cessation and mother/baby health. Health insurance representatives were on site to assist those seeking coverage. Convoy of Hope was able to enroll 66 participants previously uncovered by health insurance.





Castle Cares for the Homeless

In 2019, the Institute for Human Services (IHS) leased two homes in Kailua to create a Tutu Bert's home on the Windward side of O'ahu. IHS leases several of these homes as a respite for medically fragile homeless who have been discharged from the hospital and need a temporary place to recover. The homes are called Tutu (the Hawaiian word for "grandma") Bert's in memory of Roberta DuTeil, the wife of the founder of IHS. While Castle has no role in the location, development and management of any Tutu Bert's, the home in Kailua provided an opportunity for associates to live God's love by completing the much-needed yardwork at the home. Castle associates helped to weed, plant and distribute gravel and mulch. "It was hard sacred work that was definitely part of our mission," said Jesse Seibel, director of Mission Integration and Spiritual Care.



Associates Contribute Toiletry Kits to Na Lima Hana Project

Adventist Health Castle associates' response to the call for toiletry supplies for The Na Lima Hana (For the Working Hand) Employment Core Services Program in early 2019 was overwhelming. Na Lima Hana provides employment preparation training, personalized case management services and job placement to unemployed and underemployed individuals.

The organization needed toiletry kits to provide to job interview applicants to help them feel confident and prepared. "The original call was for enough supplies for 20 kits," said Cheryl Pedigo, ICU manager, who coordinated the project. "Our associates donated so many supplies we were able to provide 50 toiletry kits, more than twice our original goal!" Associates also volunteered to help Cheryl and Director of Mission Integration Jessie Seibel pack and load the kits for delivery.

The balance of the kits were donated to the Honolulu Community Action Program's STEM program for a local elementary school, many of whose students are at or below poverty level.



Hawai'i News Now named Chad Koyanagi, MD "Hometown Hero"

Adventist Health Castle Psychiatrist Chad Koyanagi, MD, was featured in June as a Hawai'i News Now (HNN) Hometown Hero. Dr. Koyanagi was recognized for his decades of work helping the homeless on Hawai'i's streets, many of whom he knows by name. "The ones I kind of focus on the most, since there's only one of me and I'm a psychiatrist, are the ones that are the most mentally ill, psychotic, people lacking insight, people who have been failed by the mental health system," Chad Koyanagi told HNN.

Koyanagi knew early on in his career that he wanted to treat people living on the streets. "As far as I know, I'm the only psychiatrist who goes out into the field," he says. "There are many psychiatrists who mostly work out of a clinic or an office, so I'm kind of an oddball in that regard."

Many of the homeless he sees will not take the medication they need because they don't believe they're mentally ill, especially if they are not housed. To those who consent, he administers a medication in the form of an injection once a month and says that it has worked miracles for some of Hawai'i's chronically homeless individuals.



"It's very rewarding getting to have positive results for some of our folks who end up getting housed, who end up getting reunited with their families, who end up having improvement in their health," Koyanagi said.

Some have found homes after decades of living on the streets because of Koyanagi and a team of dedicated outreach workers. "We're really fortunate and blessed to have him on our team," said Justin Phillips, Institute for Human Services outreach field manager. "To use that kind of resource, to engage the homeless out here in the community and provide services directly, I feel like it impacts the community immediately."

On being named a Hometown Hero, Koyanagi said, "I don't think I deserve that kind of recognition. ... I surround myself with amazing people ... people who want to change the world and make Hawai'i a better place."

VegFest O'ahu 2019

Adventist Health Castle physicians, and Wellness and Nutritional Services associates shared our health mission on Sept. 21 at VegFest O'ahu 2019. The event featured almost 50 booths with the goal of promoting the powerful benefits of choosing plant-based foods and offered tools and inspiration to make following a plant-based diet easier. In addition to a Castle booth, the medical center sponsored the Learning Kitchen Tent with healthy food demonstrations and samples. Castle's Nutritional Services' Lead Nutrition Assistant Gordon Au demonstrated his popular Pho recipe, and Director of Retail Food Services Edgar Edge demonstrated his equally popular Tofu Sushi Burger.





Young at Heart Expo provides resources for Hawai'i's seniors

The Young at Heart Expo welcomed more than 12,000 island residents aged 50 and older on Sept. 20 and 21 to the Blaisdell Exhibition Hall in Honolulu. The event showcased the latest in health, financial and lifestyle products and services to help Hawai'i's seniors live well in their later years. The event featured more than 300 booths and offered a broad range of seminars by qualified speakers. Adventist Health Castle provided seniors with information on hospital services including heart care, surgical weight loss, diabetes care, joint and spine care, wellness and resources to find a physician.



I Love Kailua Town Party

Adventist Health Castle shared its mission of “sharing God’s love by inspiring health, wholeness and hope,” with island residents at the I Love Kailua Town Party. Activities included glucose and blood pressure screening, information on Castle’s quality awards, mammography services, cardiovascular services, joint and spine center and bariatric services. Castle’s physicians were also on hand at the “Ask A Doctor” table. In addition, Castle’s Birth Center provided car seat safety information to parents. Jesse Seibel, Director of Mission Integration and Spiritual Care, Chaplain Sara-May Colon, and Kailua Seventh-day Adventist Church member Sue Costales staffed the Mission tent that had a special display of a tree and a banner with Castle’s mission. Visitors were invited to share their personal mission activities, and their thoughts about the needs of Kailua and the Windward community.





Mission Week 2019: Stories to Inspire Us

Alex Bryan, D.Min., Adventist Health Mission Identity Executive, presented three Lunch and Learn sessions for associated during Mission Week in October 2019. Dr. Bryan shared personal stories about heroes in his life, love stories and stories of origin. Everyone has a story, Dr. Bryan said, and charged associates to use their stories to encourage and inspire others.

Mission Week ended with a “blessing of the hands,” which was offered on each hospital floor.



Inpatient Satisfaction with Spiritual Care

Adventist Health Castle is the only faith-based hospital in Hawai'i. We are dedicated to meeting the spiritual needs of our patients and their families.

In 2019, we focused on the following:

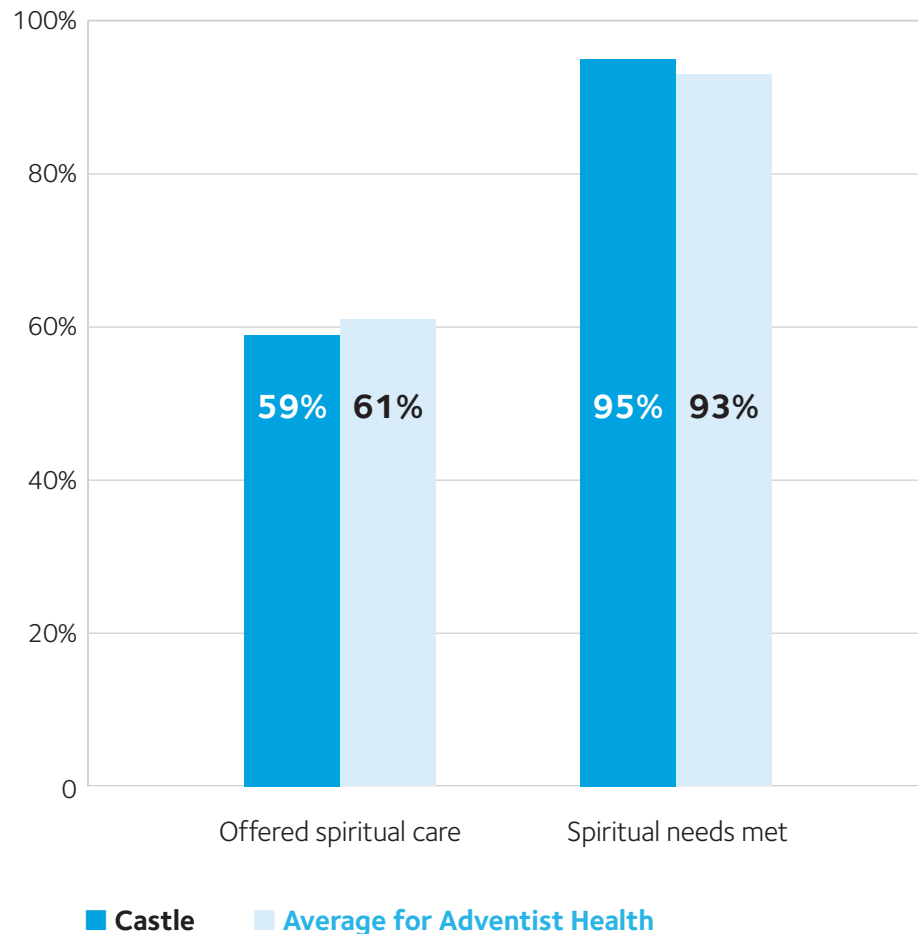
- Overhead prayers every morning at 8 a.m. and every evening at 8 p.m.
- Inspiration prayer cards on all patient meal trays
- Daily rounding on patients by Castle chaplains
- Encouraging associates to listen to the spiritual needs expressed by their patients and to pray with them or refer them to the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

The following chart compares our patient's perception of spiritual care being offered to them and meeting their spiritual needs to the other hospitals in Adventist Health.

Satisfied with Attention to Unique Religious/Spiritual Needs

Year 2019

Better ▲





I was so well taken care of up there. It is unbelievable—the brightness and brilliance of the doctors and surgeons. They care for you with smiles on their faces and loving care... Even the way the nurses introduce themselves. Each nursing staff introduces the next person. I work in public relations and marketing. Your entire hospital has it down. It was a completely 100% positive experience. I am over the moon about it. It was my first hospital experience. This took the fear and lack of trust out of me for doctors and that is huge for me. It just doesn't get any better than that.

– A grateful patient

Inpatient

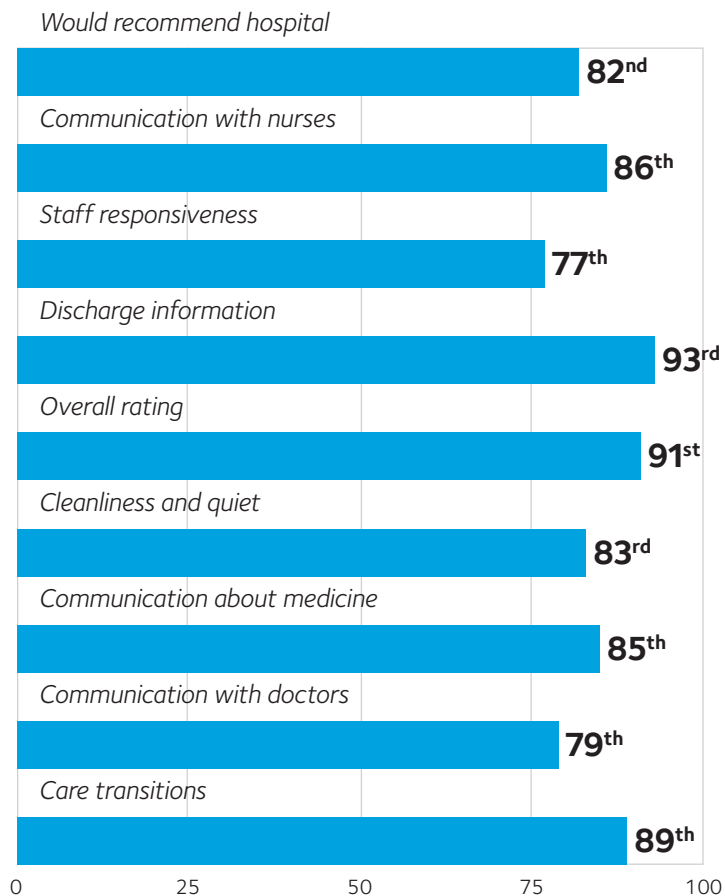
Adventist Health Castle participates in the Hospital Consumer Assessment of Healthcare Providers and Systems survey, known as HCAHPS, which measures patients' perspective on hospital care. This standardized tool allows objective and meaningful comparisons between hospitals in areas that are important to consumers. The charts on this and the following three pages show Castle's patient satisfaction ratings from 2019.

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

Inpatient Satisfaction National Percentile Ranking

Year 2019

Better ▶



The Vera Zilber Birth Center

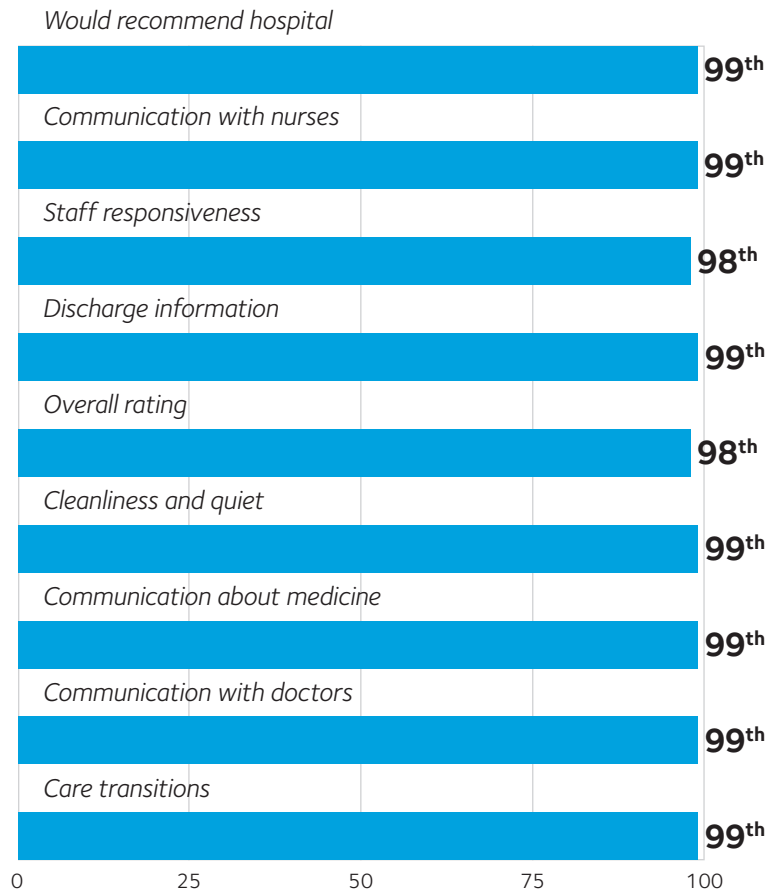
Satisfaction of patients with The Vera Zilber Birth Center in Adventist Health Castle is nothing short of extraordinary.

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 2019

Better ▶



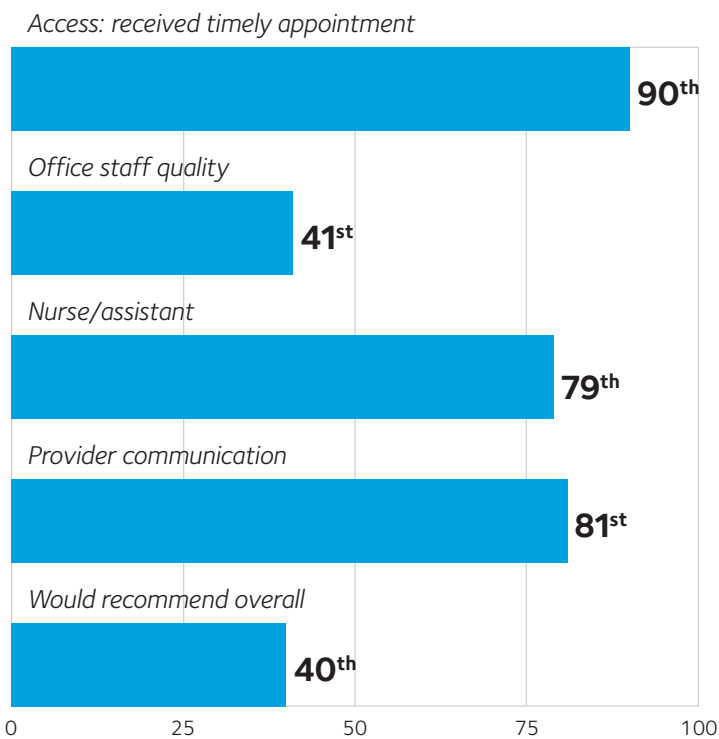
Community-Based Clinics

Adventist Health Castle's community based clinics participate in the Clinician & Group Survey known as CG CAHPS, which assesses patients' 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.

Community-Based Clinics Percentile Ranking

Year 2019

Better ➤



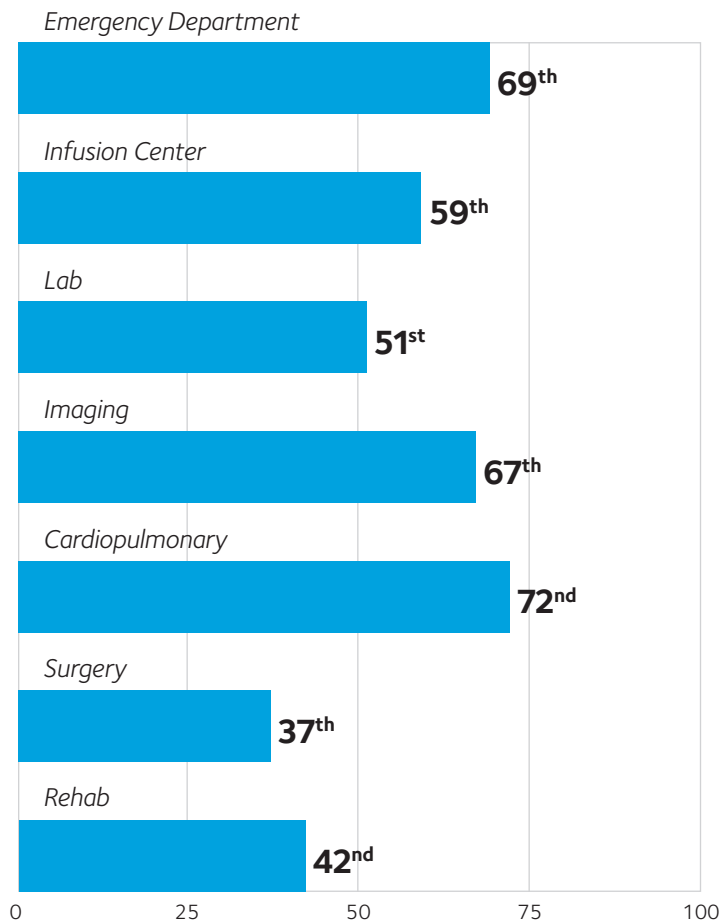
Outpatient – Would Recommend

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 2019

Better ➤



Brit Reis, MD

When I came to Windward O'ahu 17 years ago to practice pediatrics, I fell in love with the community. Although I grew up many miles away from Hawai'i in the suburbs of New York City, my family's social network was not unlike the Hawaiian culture here. Both of my parents had grown up in the same suburb where I lived. As a child I spent countless hours in the nearby homes of grandparents. Perhaps it is this background of familial closeness that made my transition to this community remarkably easy and Adventist Health Castle has always been a part of this.

Although I spend most of my time as a pediatrician in my office caring for patients, my time spent with the nurses, physicians and staff at The Vera Zilber Birth Center in Castle connects me even more to the community. Through the nights I get called to a newborn delivery, the time shared taking care of a sick newborn and the common celebration of the birth of a healthy baby. These countless hours of care inevitably lead to close relationships with each other, but it is the commitment to quality and improvement that has really driven my continued engagement with the hospital. While the number of babies born at The Vera Zilber Birth Center has been sustained, we have been able to maintain some of the lowest c-section rates in the country. We have won the Women's Choice Award for Obstetrics and we are the only Baby-Friendly hospital on O'ahu.





More recently, as medical director of Castle Health Group, I have been working with a committed group of Castle Health Group primary care physicians (PCP), specialists and care coordinators who have embraced the transition to value-based care. Working together we have improved the health of our community. We have achieved 90th percentile scores based on national benchmarks on quality outcomes around cancer screening, blood pressure management, diabetes, well child measures, immunizations and mental health screening. We have increased access and expanded care to the North Shore. These successes require collaboration and alignment with each other and the community. I love the passion and commitment that our physicians, nurses and staff bring to this community and their work and I enjoy being a part of this team.

But in many ways my engagement is more personal. I too am part of this community. I too am a patient. I too need access to quality care. I am committed to supporting this hospital and its mission to provide quality care to us on the Windward side. Recently, I was in an accident that required emergency care in Castle's Emergency Department. I am blessed to engage with a hospital I can trust to care for me in my time of need. For this I am truly grateful.

Mahalo nui loa,
Brit Reis, MD

Annual Survey

Adventist Health Castle's medical staff and allied health professionals 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 4,390 hospitals nationally. In 2019, we had an excellent response rate of 80%.

2019's top 5 listed strengths were:

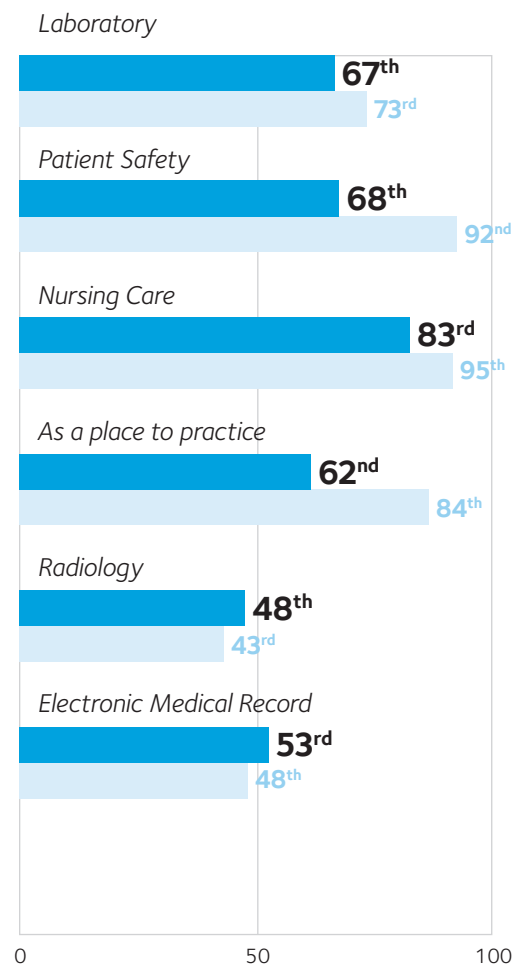
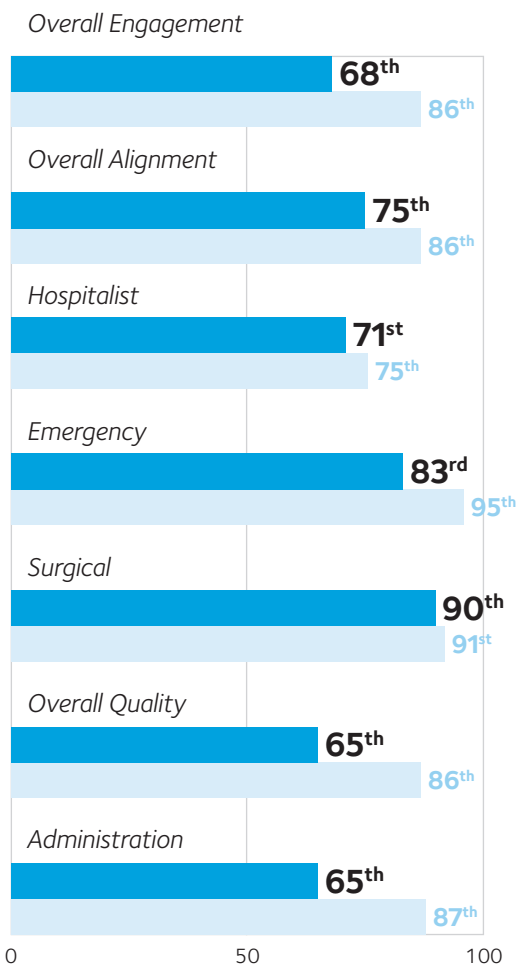
- Primary Care Clinic engagement - 99th percentile
- Primary Care Clinic alignment - 98th percentile
- Performance in the Operating Room - 90th percentile
- Respondents believe patients are satisfied with the care they receive
- Respondents believe they receive useful information about the hospital in a timely manner



Physician Satisfaction PRC Percentile Ranking

2018 and 2019 Surveys

Better ➤



■ 2019
■ 2018

Alicia Hatori

My journey at Castle began way back in 1971 when I was born here. Throughout the years, Castle would be a strong presence during some of the best and worst times in my life. Six out of eight of my siblings were born here, nieces, nephews and cousins too. Fractures, wounds and ailments were cared for here. Beloved family members passed here. Then in 1988, when I experienced a traumatic spinal cord injury, Castle was where I came to be stabilized. It was a life changing experience in so many ways. One thing that always stuck with me was the great impact people in healthcare could have on the lives of others. That feeling stayed with me and created in me a deep desire to work in healthcare.

In 1999, a friend of mine, who was employed at Castle encouraged me to apply in the Emergency Department (ED). At that time, I was working in an outpatient physical therapy clinic and running my own business. Both of which, I really enjoyed. I felt, however, that I just couldn't pass up the opportunity to work in a place that had fascinated me and been a part of my life for so long. In my role as ED Secretary I learned so much and had the opportunity to work for and alongside some truly amazing individuals – my Director/Manager, doctors, nurses, techs,



The logo for Adventist Health Castle, featuring the text "Adventist Health Castle" in a serif font next to a stylized leaf icon. The background of the logo is a textured, stone-like pattern.

Adventist
Health
Castle

“What a privilege it is to be able to work in a place where love truly matters and is the driving force behind who we are and what we do.”

secretaries – all who welcomed me and patiently taught me so much. Many of these individuals who mentored me and took the lead in “growing me” then, continue to work as wonderful leaders and mentors here today.

Fast forward to 2020 and I am still here! Over the years, I have been afforded the opportunity to play many roles at Castle: ED Secretary, Transcriptionist, Administrative Lead Rehab Medicine, Bed Control Coordinator, Executive Assistant and Risk Coordinator. Each Department has presented its own set of challenges, but the quality of the people and their commitment to our community has remained the same. It is a testament to what makes Castle truly special.

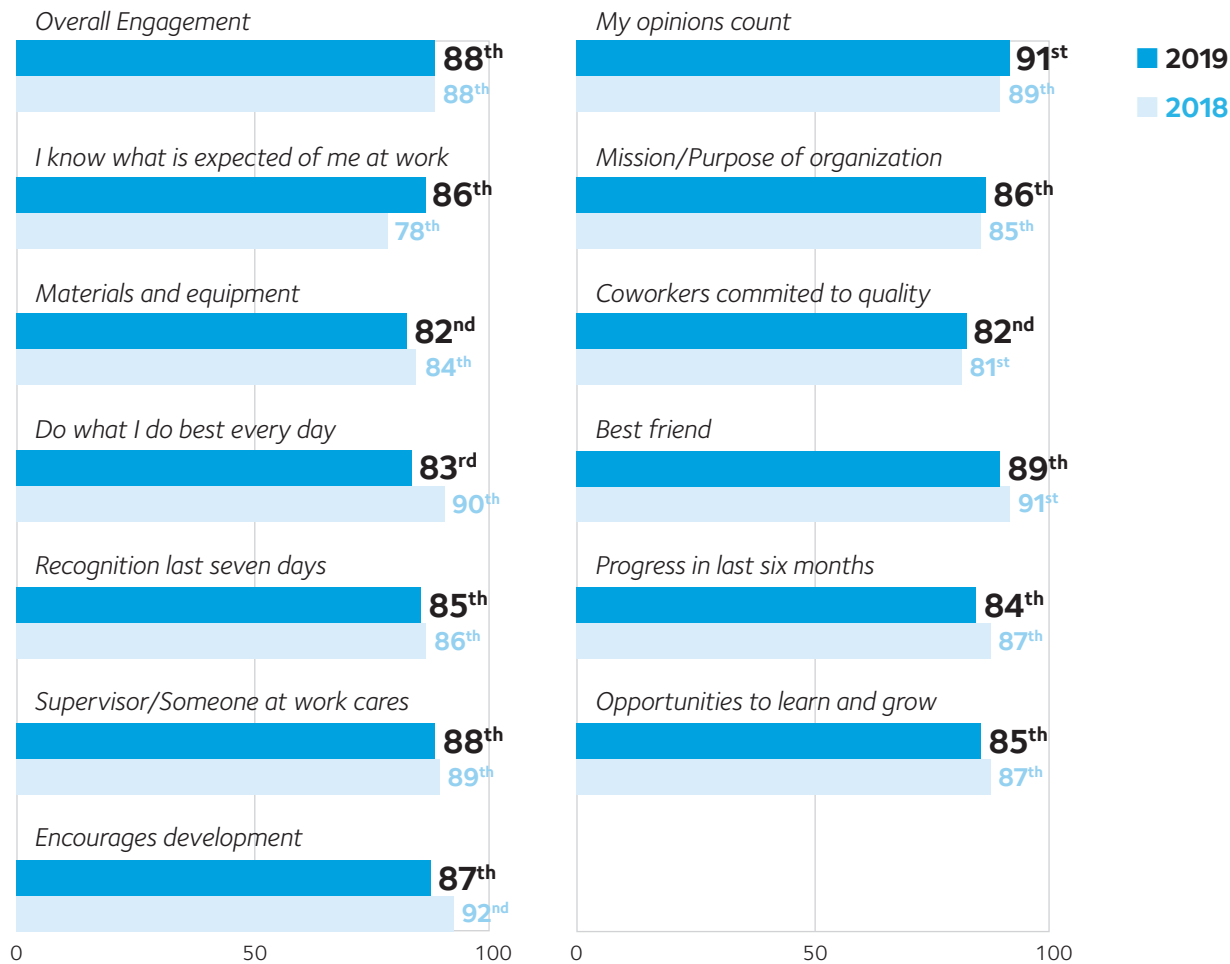
What a privilege it is to be able to work in a place where love truly matters and is the driving force behind who we are and what we do. Deep appreciation for the encouragement, friendship and mentorship I have received from my Castle ‘Ohana over the years keeps me committed to connecting with my co-workers and looking to mentor new ones. Remembering the compassion and care I received as a very vulnerable patient moves me to always do my best to connect to patients and family with empathy.

— Alicia Hatori, Risk Coordinator

Associate Engagement Gallup Percentile Ranking

2019 Survey

Better ➤



Culture of Safety

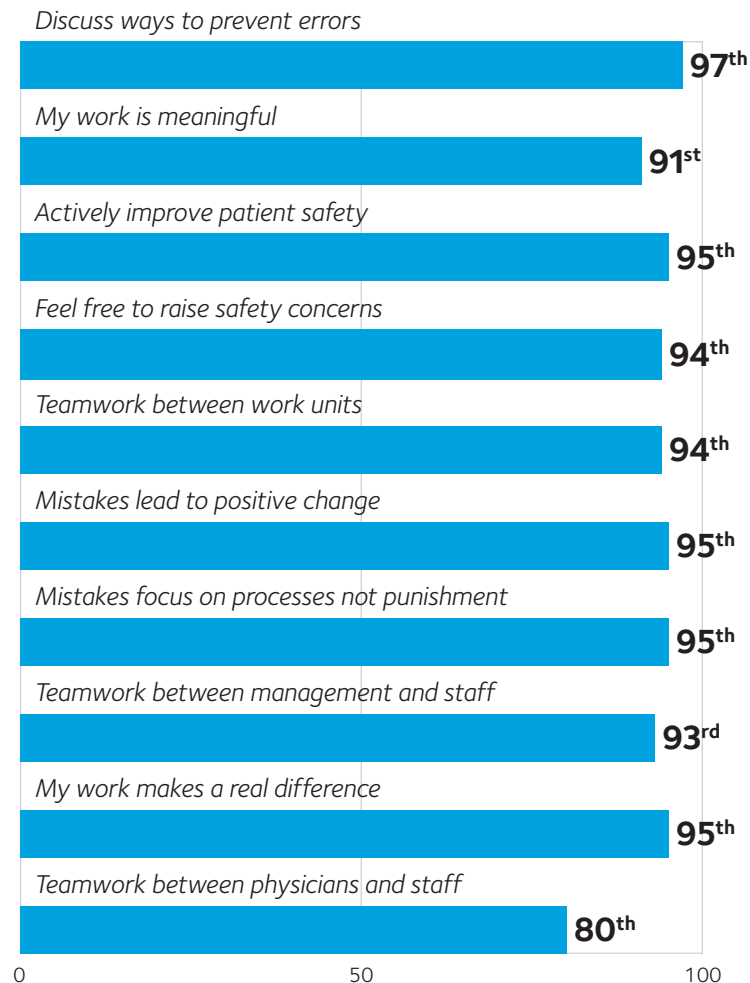
Adventist Health Castle is committed to the safety of our patients and associates, and that starts with developing a culture of chasing zero harm. We have embraced reliability principles derived from nuclear power, aviation and other high reliability organizations by instilling the values, beliefs and behaviors that help to create the exceptional safety results you will see later in this quality report.

The following scores were selected from our most recent culture of safety survey administered by Press Ganey, which compares our results with over 1,100 other healthcare organizations nationally. While we did not have room to list results for all 32 questions of the survey, these results are a representative sample. In fact, over half of Castle's results scored in the top 10% of the nation, and only one score was below the top 25% of the nation.

Culture of Safety National Percentile Rankings

Year 2019

Better ►



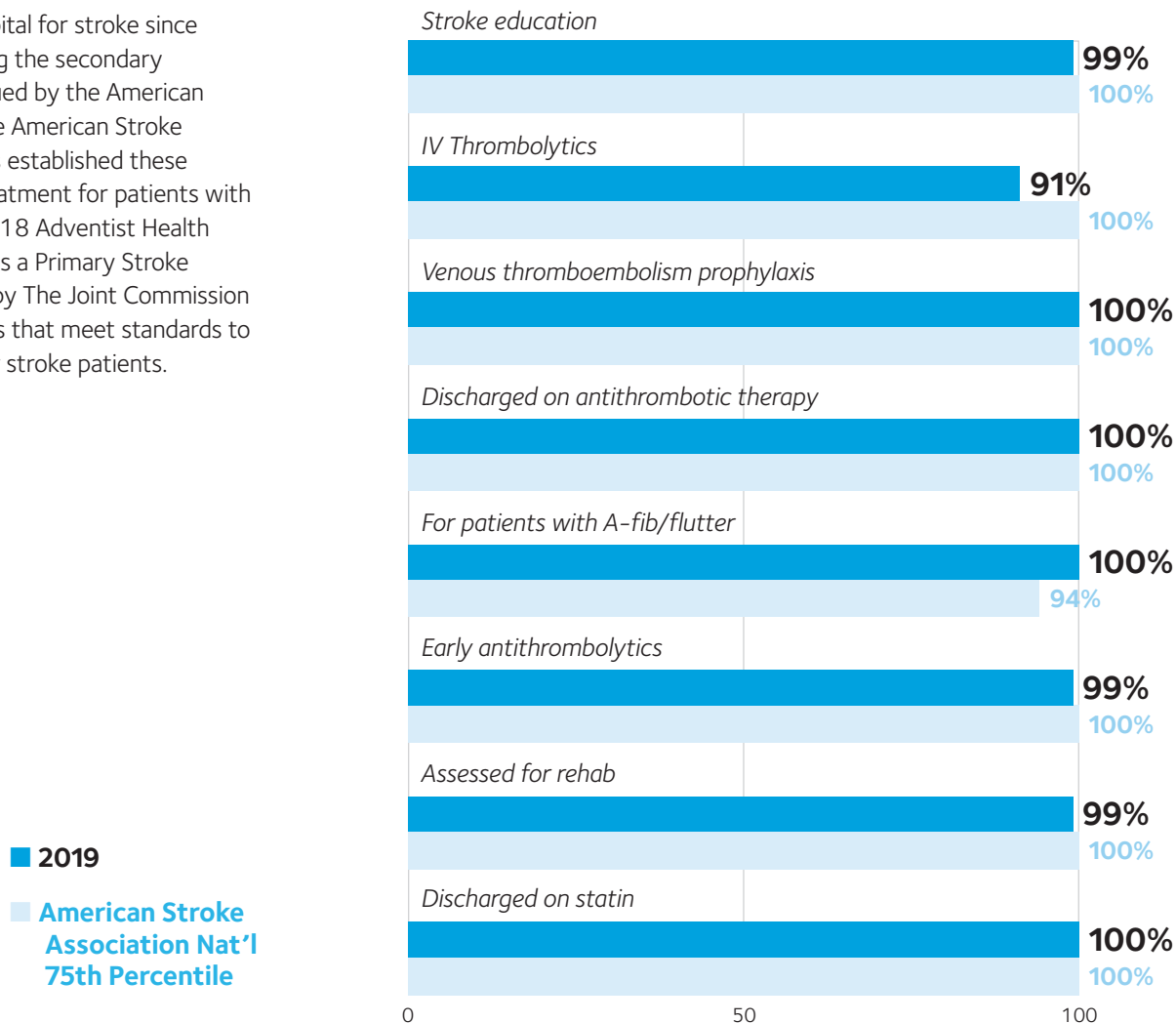
Inpatient

Adventist Health 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 the best treatment for patients with stroke. Additionally, 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 2019

Better ➤



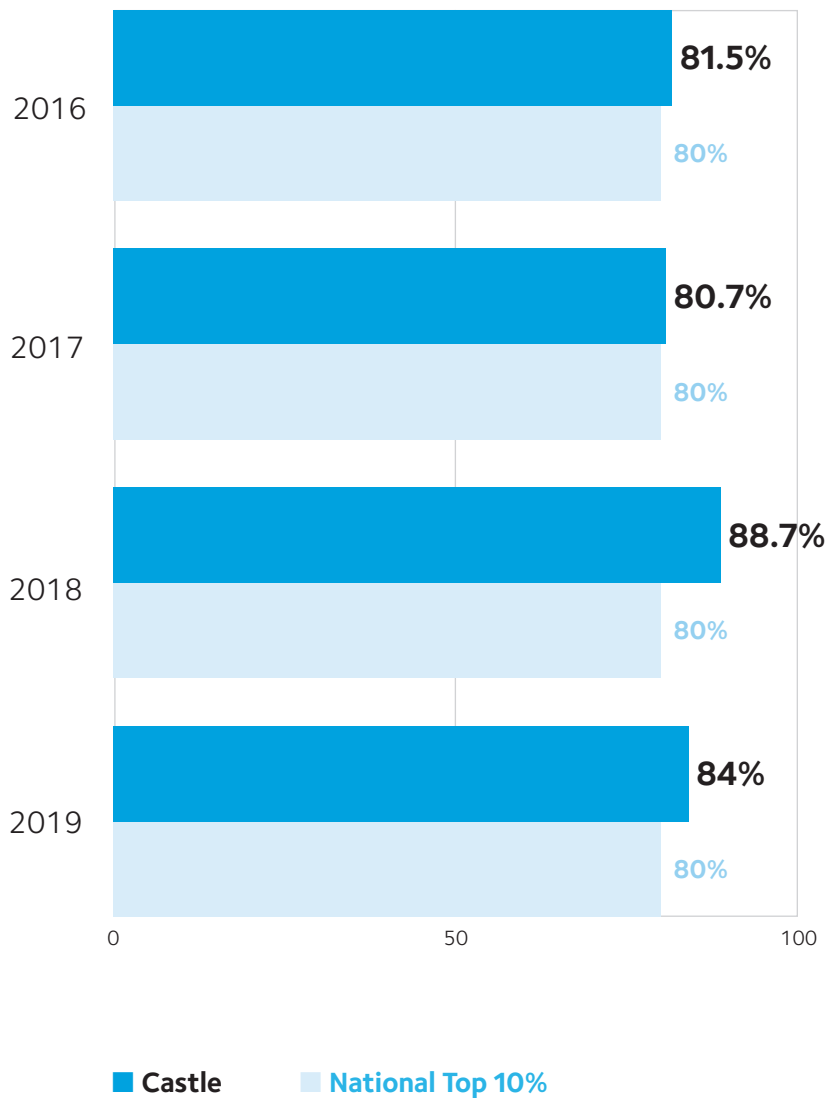
Sepsis Bundle

Adventist Health Castle has consistently been a national leader in sepsis bundle compliance over the past four 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 2019

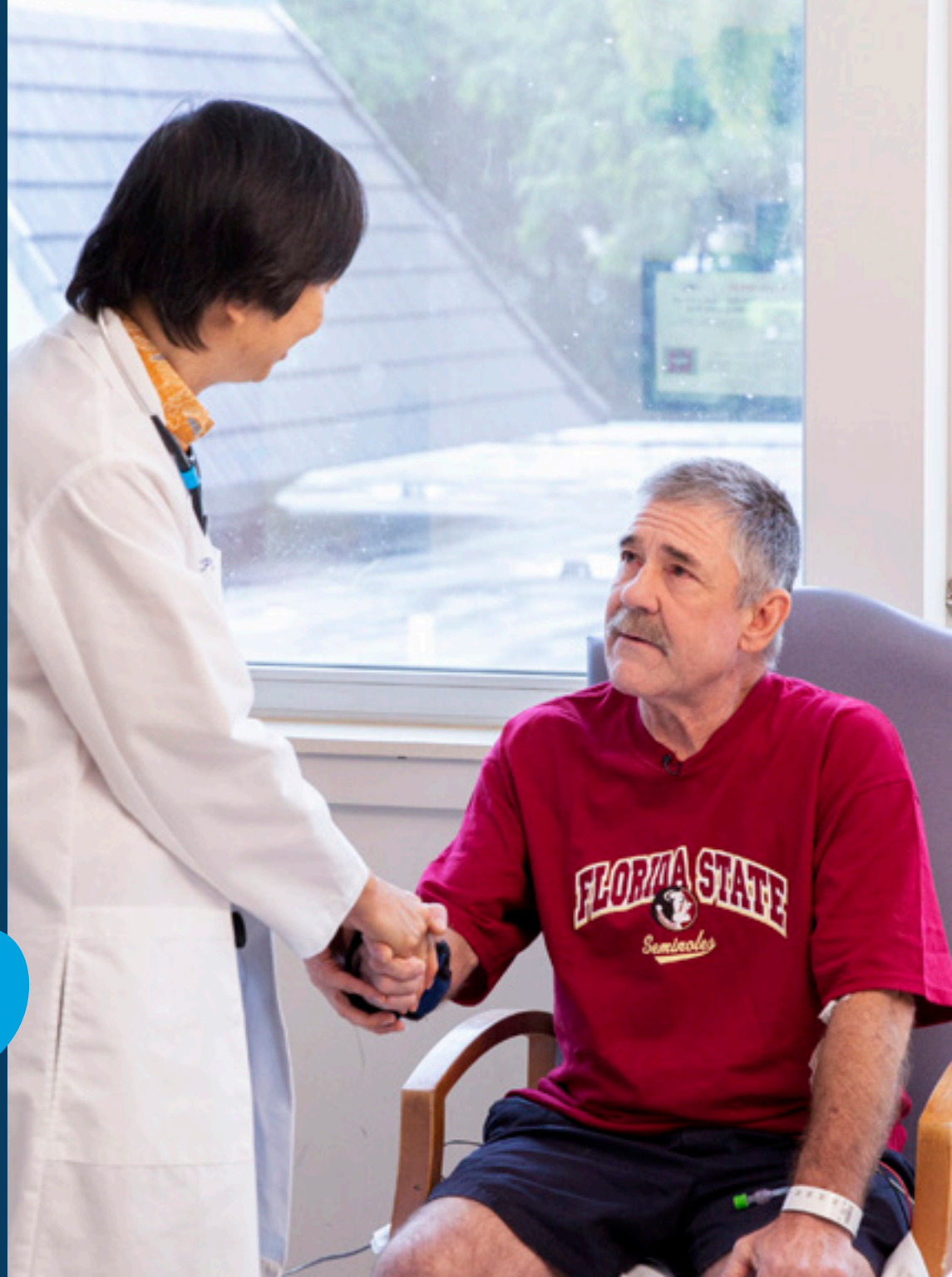
Better ▶



“
Congratulations on a job well done. Thank you to the nursing staff for taking care of me and my wife as well. Thank you to the technicians and assistants that helped my cardiologist, the whole hospital and whole staff and even the two chaplains that came up and prayed for me. It made my day, coming and speaking to me. The food was good. The nurses were very polite and helpful. I ran into nurse Maria at Windward Mall. She stopped and asked how I was doing. She was so nice. You can tell you all really care. I just want to thank the whole medical center there. You folks are so dedicated in your work and it shows in the final results. The outcome is better because you care. Better health is your goal and you achieved it with me. I did not think the results could be this good. I'm breathing and I'm not suffocating. God is working with your medical center. I am going to try and not throw that opportunity away. This is a new life for me. I got a second chance in life. Great work. I have been blessed. You folks blessed me.

– A grateful patient

”



Staff Vaccinated Against Influenza

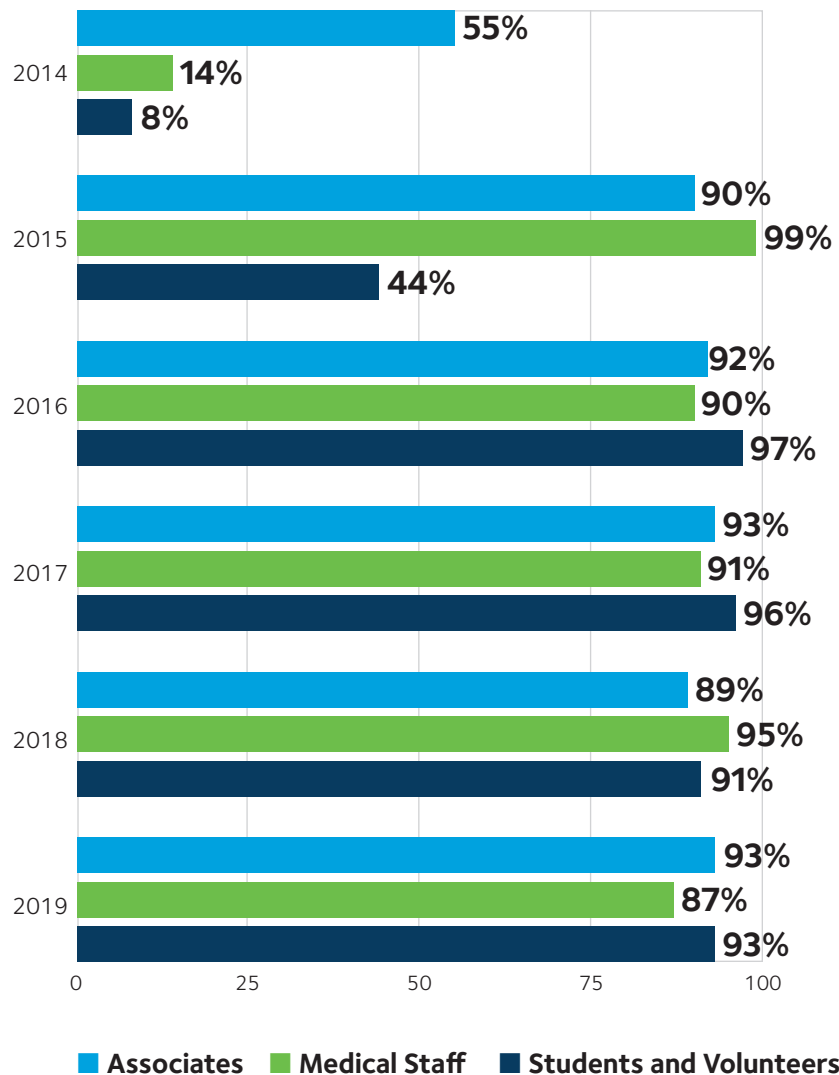
Receiving an influenza vaccination each year is the best way to keep from becoming infected and then spreading the flu to others. The U.S. Department of Health and Human Services has set a “Healthy People 2020” goal for health facilities to reach vaccination coverage of 90% of a their work force.

In 2015, Castle was the first hospital in Hawai'i to attain the “Healthy People 2020” vaccination rate goal. We are pleased that we have been able to sustain that performance over the past five years.

Staff Vaccinated Against Influenza

Years 2014 to 2019

Better ▶



Surgical Site Infections

Surgical site infections (SSIs) are the most common healthcare-associated infections in the United States. Nationally, 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 (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 Adventist Health Castle. 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	0.07	1.0
2016	0	2	0	0
2017	0	1	0	0
2018	0	0	0	0
2019	1	2	0	0

Less is Better



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.

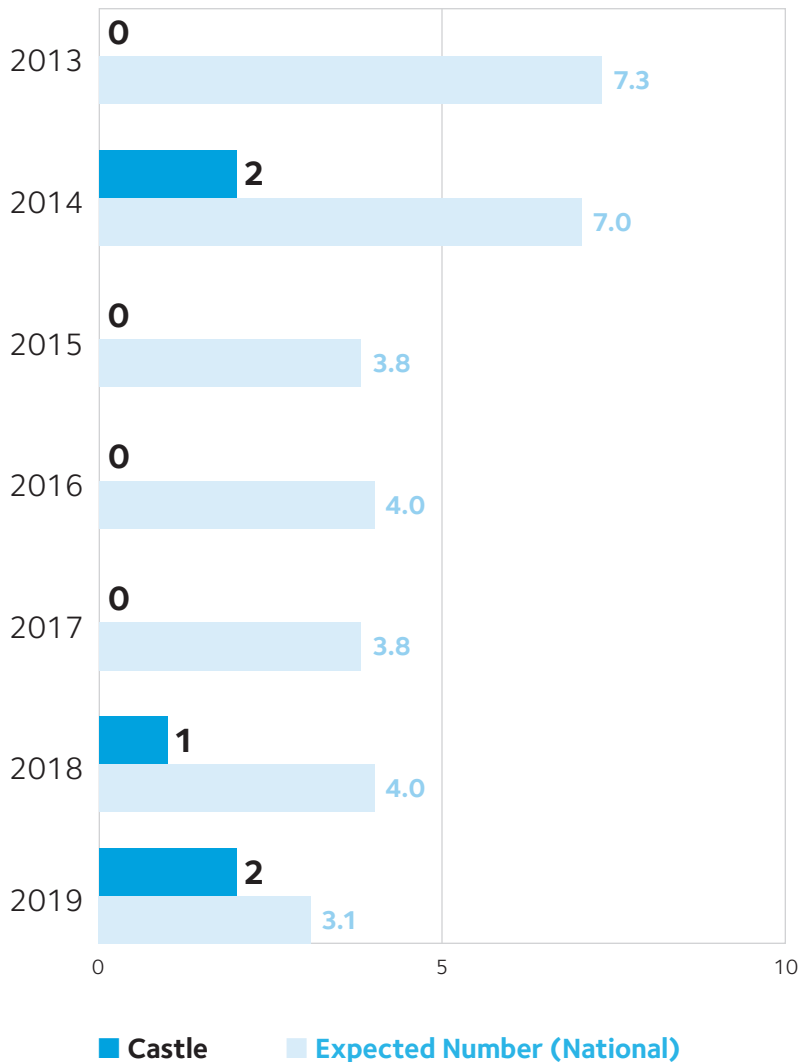
At Castle, healthcare workers wash their hands before and after putting in or removing a urinary catheter, wear gloves when handling the urinary catheter, and wash their hands after removing their gloves. Every day, doctors evaluate whether the patient still needs the urinary catheter. It is removed 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.

Catheter-Associated Urinary Tract Infections

Years 2013 to 2019

◀ Better



Central Line-Associated Bloodstream Infections

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

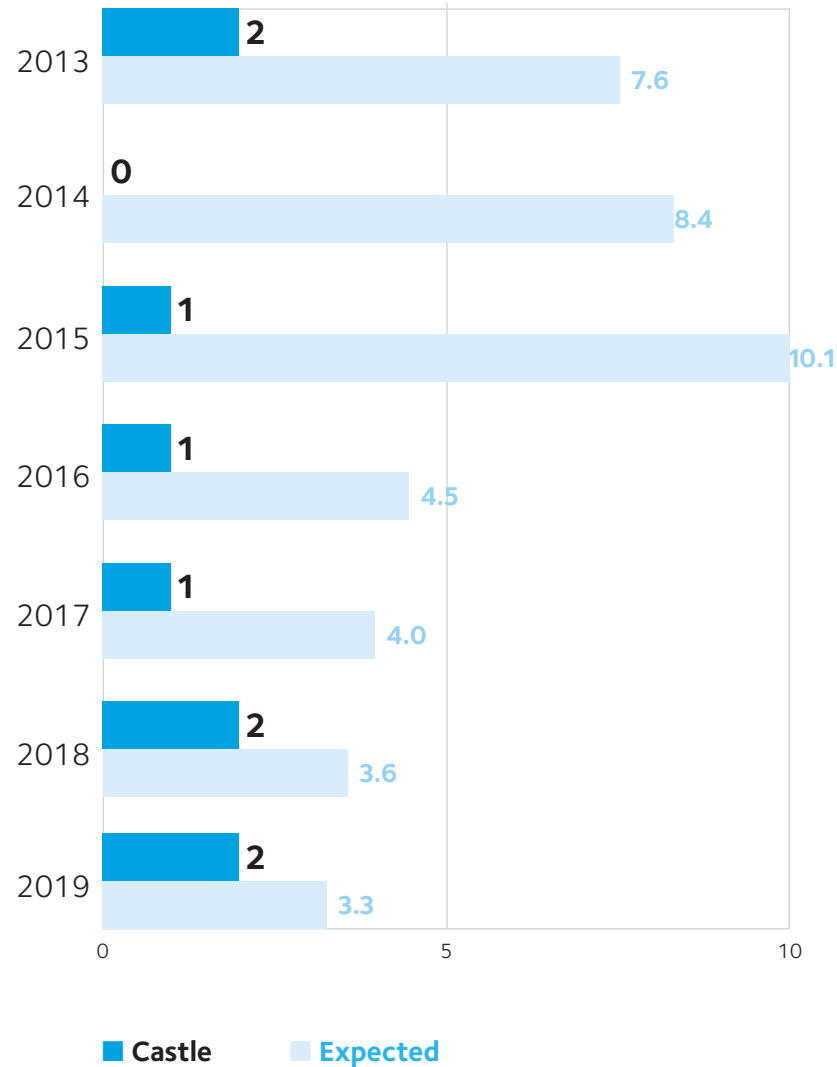
Adventist Health Castle's goal is to eliminate these infections by implementing evidence-based practices to reduce bacteria that could enter the central line catheter. The doctors wash their hands, don a mask, bouffant cap, sterile gown and sterile gloves before putting in the central line. Nurses wash 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 wash their hands and don sterile gloves and a mask to change the bandage covering the area where the central line enters the skin. Every day, the doctor evaluates whether the patient still needs to have the central line. It 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

Years 2013 to 2019

← Better



Clostridioides 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.

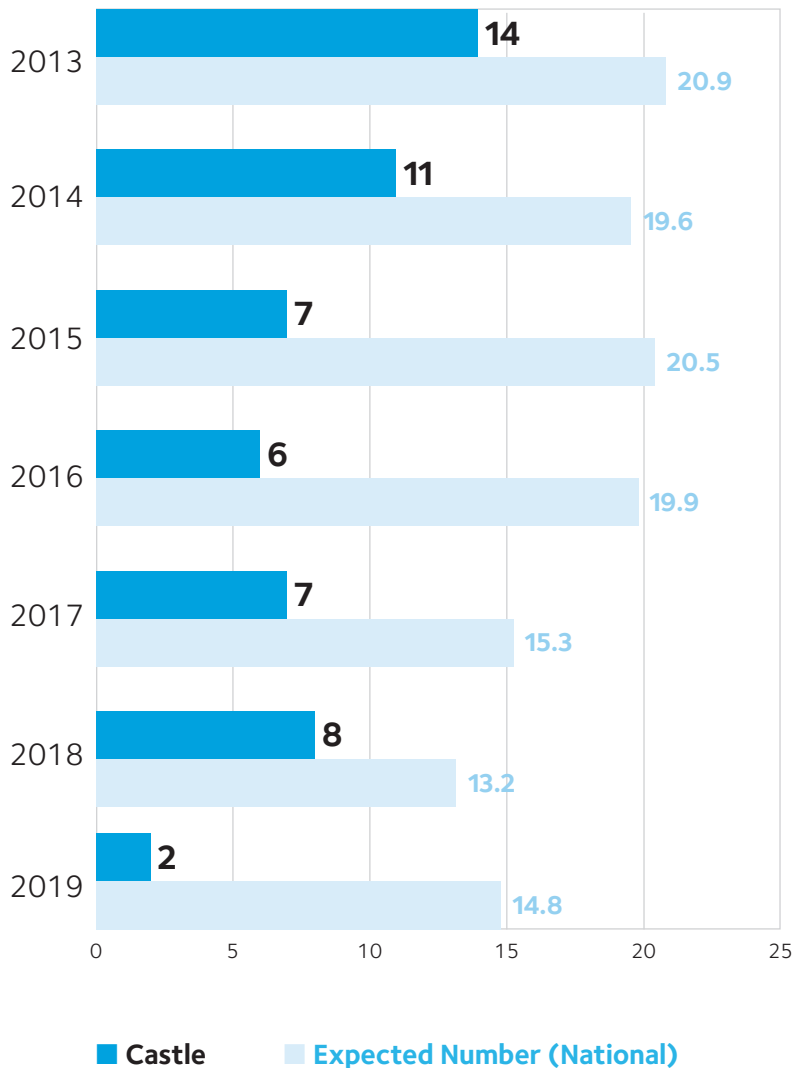
Adventist Health Castle uses a *Clostridioides difficile* Bundle to reduce the incidence of CDI including early identification of patients at risk for CDI, prompt testing and isolation precautions, pharmacy review of antibiotics, and cleaning shared patient equipment and the environment with bleach-based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

Castle has 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.

Clostridioides difficile Infections

Years 2013 to 2019

◀ Better



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.

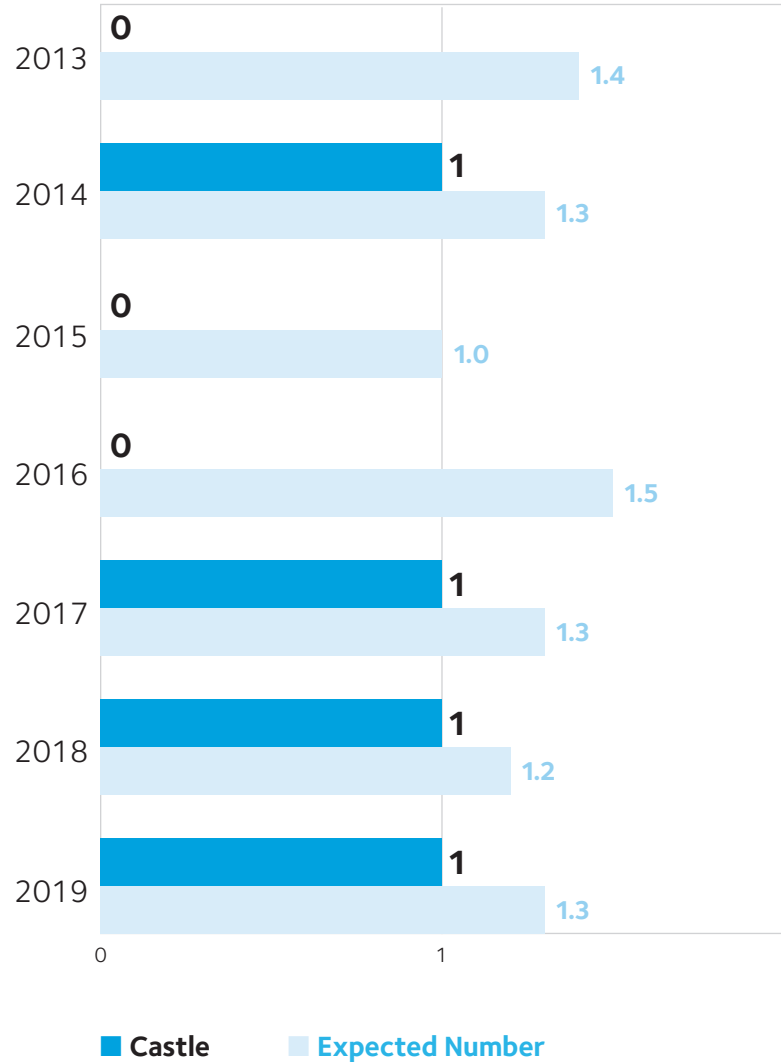
Castle prevents MRSA bacteremia through multiple approaches, including admission screening of high risk patients, isolation precautions, monitoring of hand hygiene compliance, environmental cleaning with MRSA-active disinfectants, daily bathing of high risk patients with chlorhexidine and electronic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

Over the years, the incidence of MRSA bacteremia at Castle has remained well below the number expected by the Centers for Disease Control and Prevention.

MRSA Bacteremia

Years 2013 to 2019

← Better



Hospital-Acquired Pressure Injuries

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

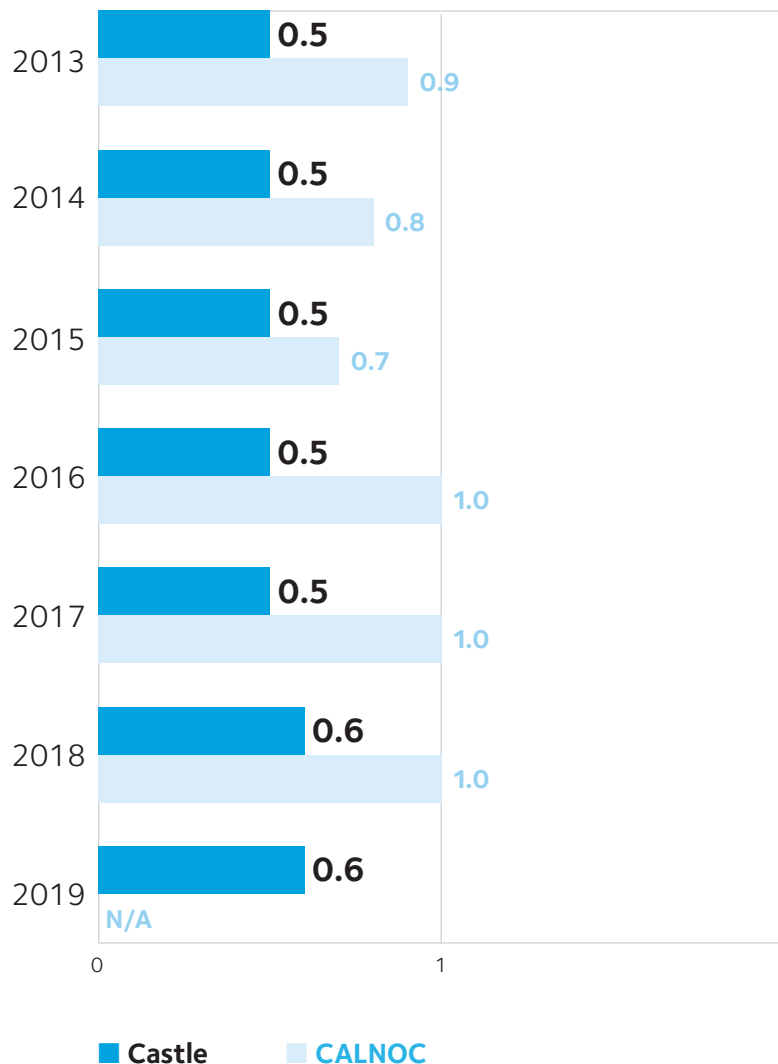
Strategies to prevent pressure injuries include keeping the patient’s skin clean and dry, changing position frequently and using pillows and other products that relieve pressure.

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

Hospital-Acquired Pressure Injuries per 1,000 Patient Days

Years 2013 to 2019

◀ Better



Early-Term Elective Deliveries

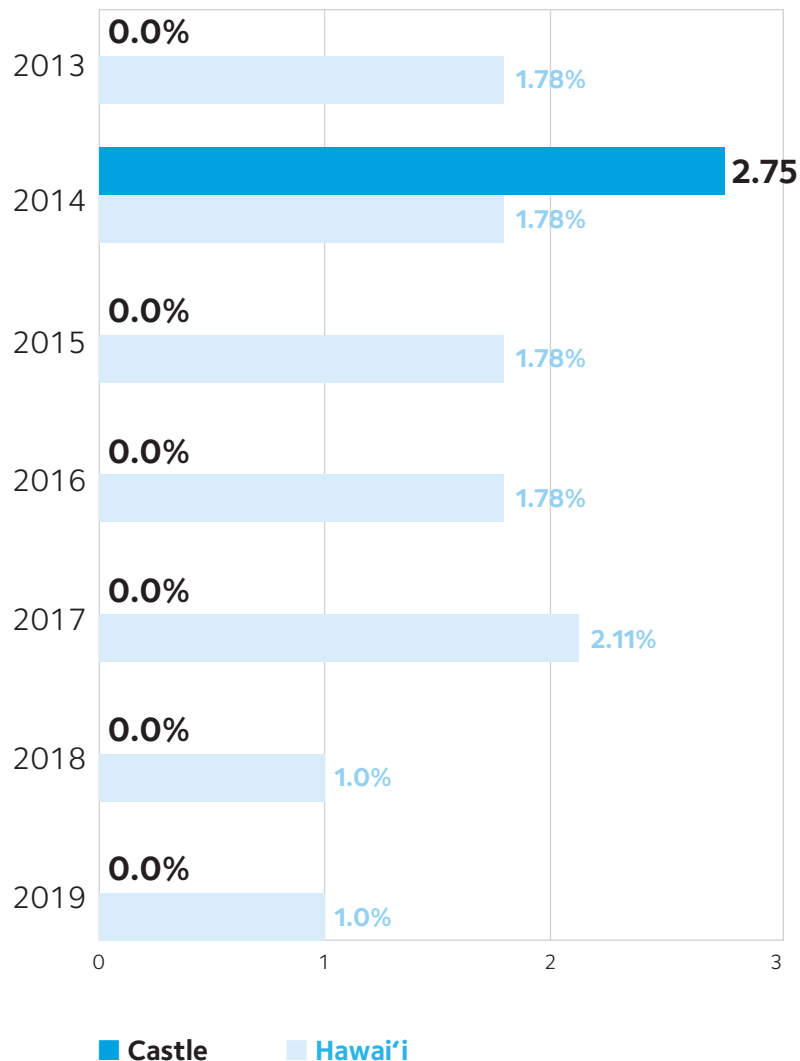
An elective delivery is done for a non-medical reason, such as the desire of the parents to schedule the baby's birth at a particular time. The American College of Obstetricians and Gynecologists (ACOG) and the American Academy of Pediatrics (AAP) have a standard that requires 39 weeks of gestation to be completed before an elective delivery, either vaginal or operative. Compared with newborns delivered at 39 weeks of gestation, early-term babies 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. Since 2015, Castle's Birth Center has developed procedural controls to prevent such deliveries.

Elective Deliveries Performed Before 39 Weeks

Years 2013 to 2019

◀ Better



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 30 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.

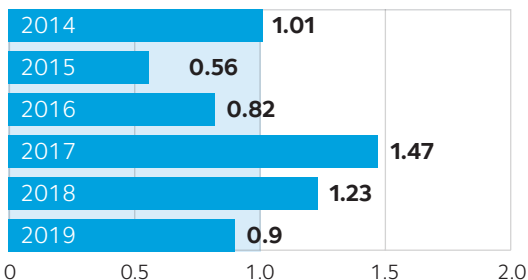
Castle has implemented processes to help prevent readmissions, including daily rounding with the physician and primary nurse to plan for discharge, medication reconciliation and collaboration with those who are assisting with the transition of care.

Thirty-Day Readmission Rates

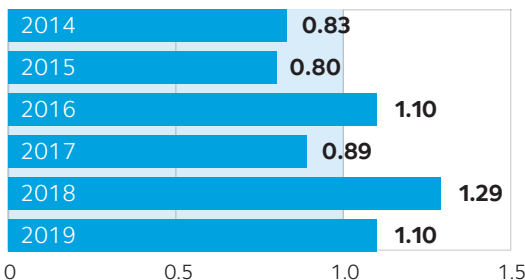
Years 2014 to 2019



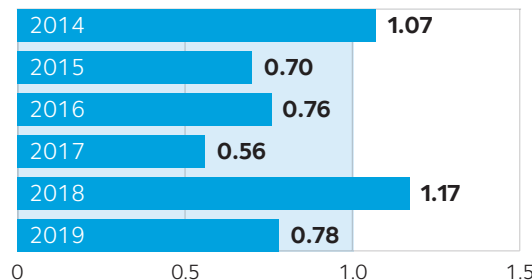
AMI Patients



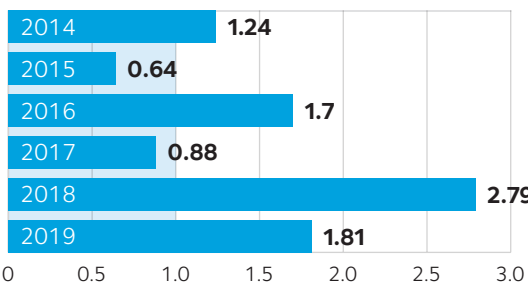
HF Patients



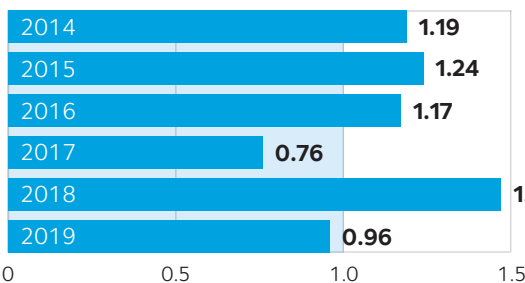
CAP Patients



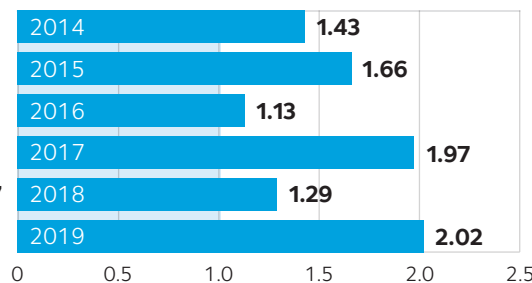
CABG Patients



COPD Patients



H&K Patients



Acute Length of Stay

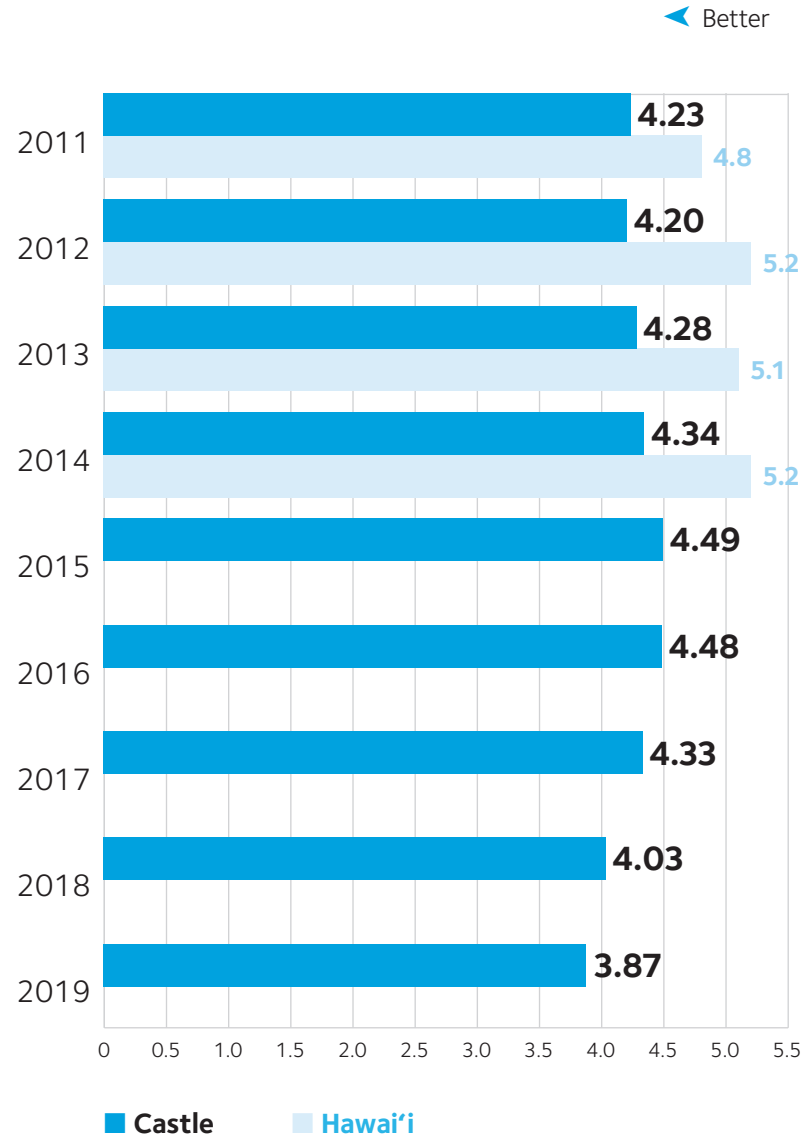
For several years, Adventist Health Castle has focused efforts on streamlining care processes so that patients can be discharged from the hospital and be returned to the healing environment of their own homes as soon as it is appropriate for them.

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 2011 to 2019



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.

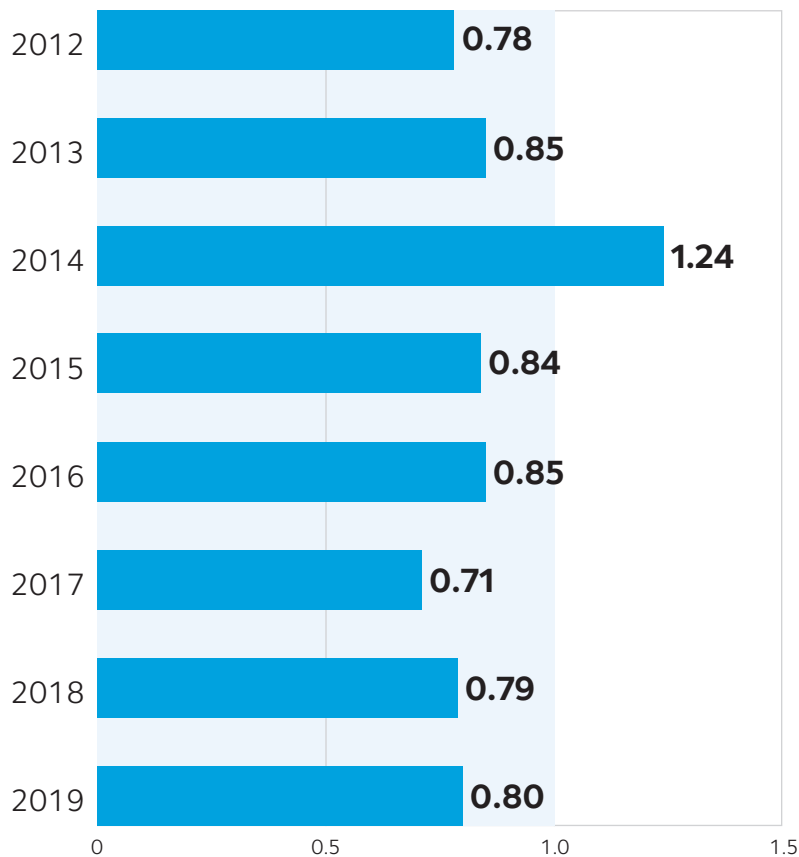
The chart shows Adventist Health Castle’s risk-adjusted mortality rate for patients with diagnoses of total hip or knee arthroplasty, acute myocardial infarction, chronic obstructive pulmonary disease (COPD), coronary artery bypass graft, heart failure, pneumonia or stroke.

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

Risk-Adjusted Mortality Rate

Years 2012 to 2019

◀ Better



Expected Rate = 1.00





My husband was very ill and in need of emergency care at your hospital. The work up and care rendered to my husband was nothing short of exceptional. Everyone he met from the registration staff, to the ER doctor, his nurses, the radiology techs and the lab staff all gave him the highest quality of care. I am a retired nurse with a quality management background from another Hawai'i hospital and have a pretty good understanding of medical care and its complexity.

You are very fortunate to have such a great medical team working at Castle. One thing that really impressed me was the caring attitude of every single person we encountered. They genuinely cared and were prepared to answer the many questions we had. Thank you for providing my husband with such excellent care. I have already told many of our family and friends about the great care he received. Castle is the medical facility right in our community and will always be our first choice if we should need care in the future.

– A grateful wife



Re-route Hours

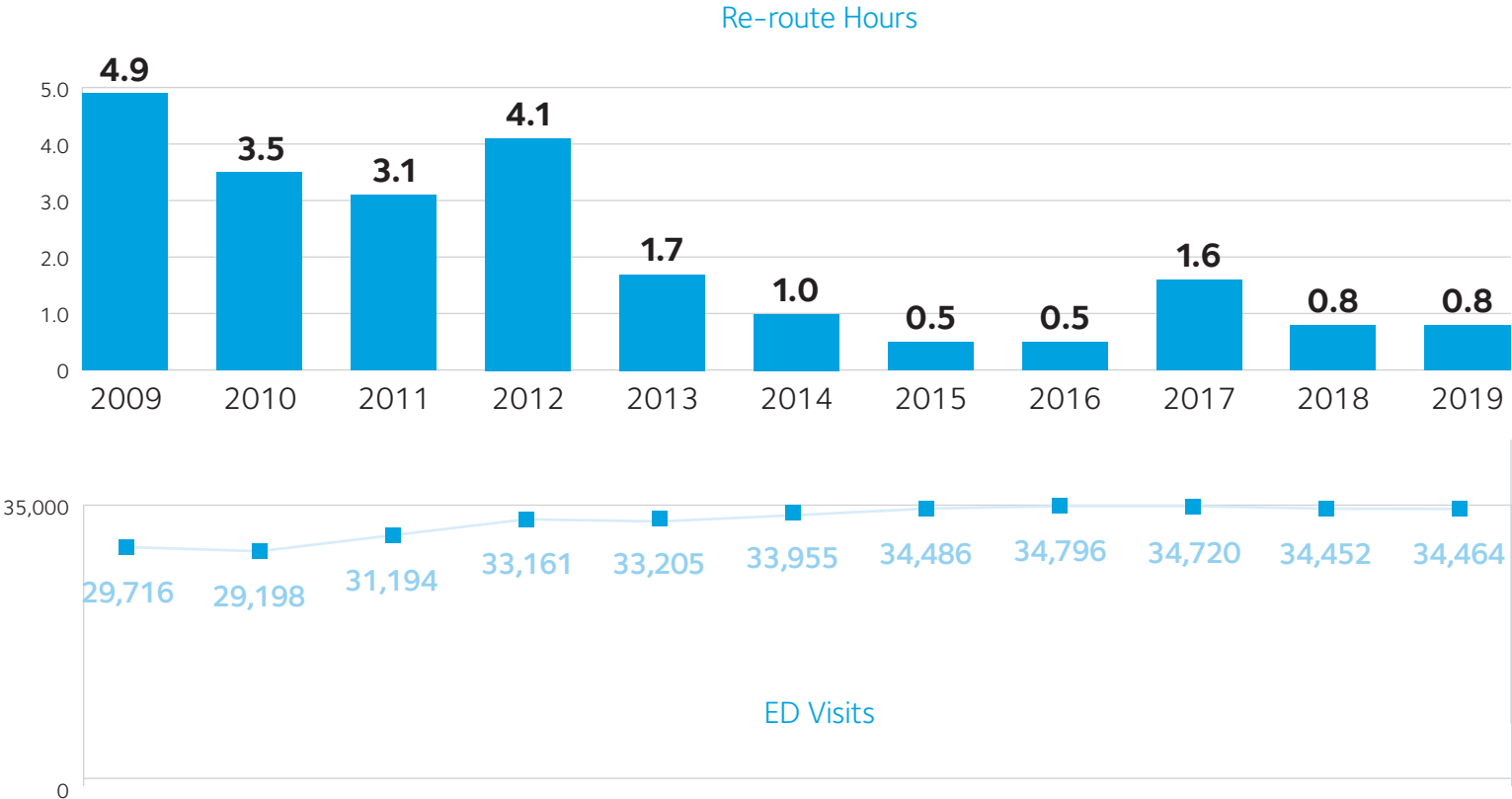
Re-route hours are the hours of an emergency department’s operation during which ambulance patients are unable to be admitted because of high patient volumes and consequently need to be rerouted to other hospitals. Adventist Health Castle monitors its reroute hours on a monthly basis to ensure that the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

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

Re-route Hours per 1,000 ED Visits

Years 2009 to 2019

Better
▼



Patients Left Without Being Seen

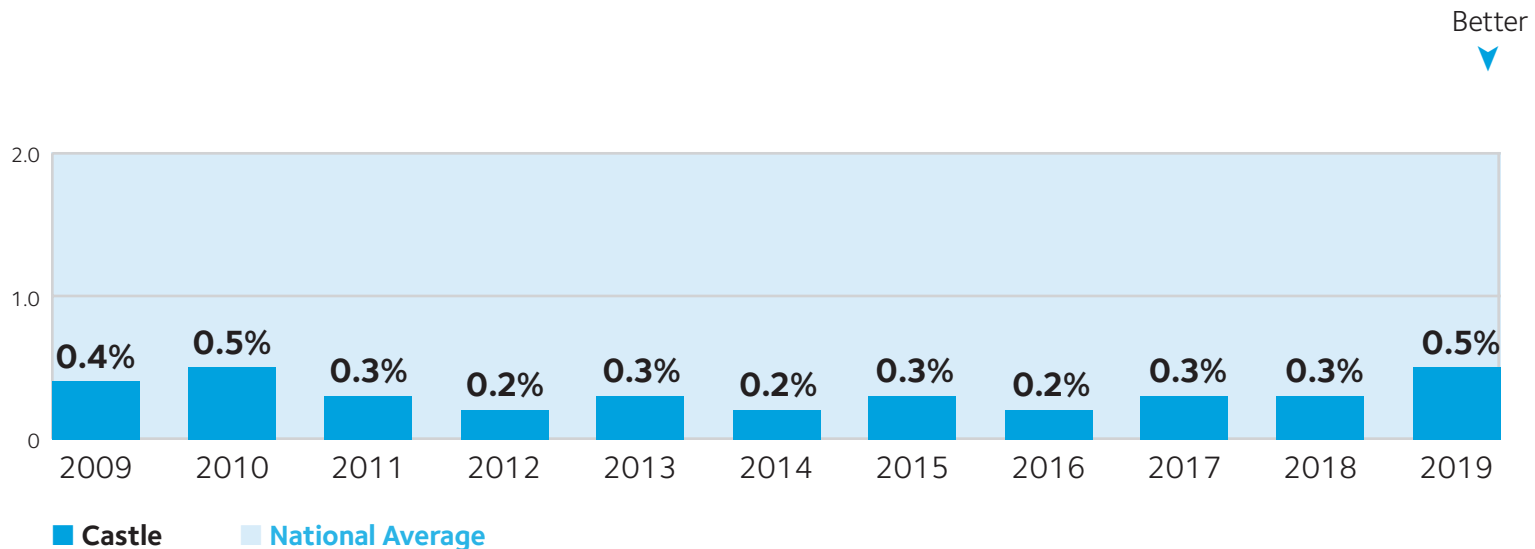
The most recent publicly available analysis shows that about 2.0% of emergency patients in the United States leave an emergency facility without ever being seen, frequently due to long wait times. Even though Adventist Health Castle's patient volume has grown over the years, only 0.5% of our patients in 2019 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 2009 to 2019



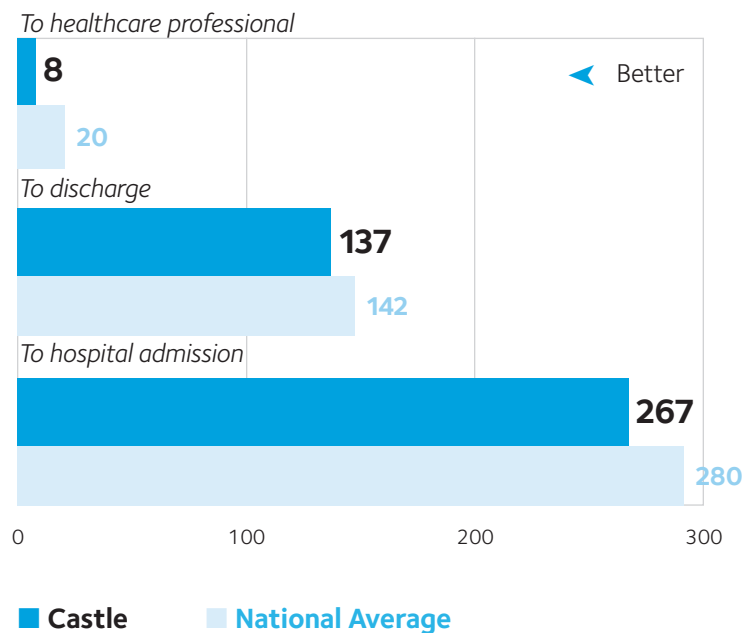
Wait Times

A major part of a patient's experience at any Emergency Department (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 time the patient sees a healthcare professional, is discharged or is admitted to the hospital.

In 2019, patients coming to Castle's ED had shorter wait times than the most recently available national comparisons.

Emergency Department Wait Times Minutes after Entering

Year 2019





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.

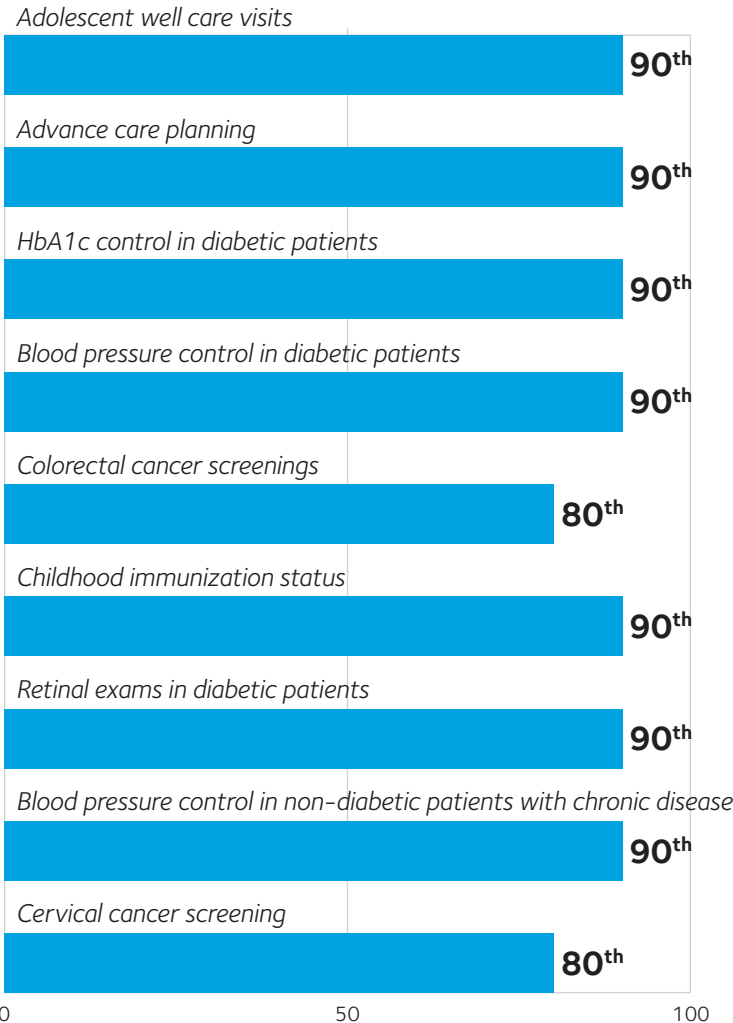
Castle Health Group has partnered with HMSA, the largest health insurer in Hawai'i, to fully implement the PCMH model for patients who are covered by most HMSA plans. The group is also beginning to include specialists, thereby moving towards what is known as a Patient-Centered Medical Neighborhood.

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, 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 2019



Dental Clinic opens in Lā'ie

Adventist Health Castle opened a state-of-the-art dental clinic in the Lā'ie Village Shopping Center Dec. 16, 2019 with a blessing, tours of the clinic, music by local entertainer Kawika Kahiapo, refreshments and gift bags for visitors.

Located in the Lā'ie Village Shopping Center, (55-510 Kamehameha Highway, Suite 2) the clinic is part of Castle's commitment to provide crucial healthcare services to the North Shore community and accepts all dental insurance plans including Quest.



Level III Trauma Care for the Windward Community

Adventist Health Castle is well on its way to becoming a level III trauma facility. Having this designation on the Windward side allows a trauma victim access to acute care quickly. For trauma, like stroke and acute heart attack, early access to care and intervention is vital for optimal outcomes. Over the next year we will be tracking data on patients who present to our facility and qualify for a trauma designation. We will also be evaluating and fine tuning our processes and procedures. Emergency Medical Services will not be bringing trauma patients that aren't already being transporting to us until after we are certified as a trauma facility. Providing community education on injury prevention topics such as water safety, keiki care seat/booster seat installation and pedestrian safety are also an important part of being a designated trauma facility. These opportunities will be ramping up soon.

We are very excited about becoming the first facility in Adventist Health to become a level III trauma facility. In addition to having associates at Adventist Health Castle enhance their skills, it will also allow us to provide more advanced care for our community.



MBA Program

Adventist Health Castle and La Sierra University's Zapara School of Business have partnered to bring an MBA program with a healthcare emphasis to Castle's campus. 34 students joined the first class in January 2019. The program is available to associates and community members interested in expanding their healthcare management preparation and skills. This is the

third MBA cohort offered at Castle in the past 13 years, but the first one with La Sierra University as a partner. Castle is committed to continuing to develop healthcare professionals and is excited to bring this program back to Kailua.

A fourth cohort is planned for Fall 2020.





Forty-Two Graduate from Castle's Leadership Academies

In 2019, Adventist Health Castle held a graduation ceremony for 42 associates enrolled in the medical center's leadership academies—the largest group of graduates since the inception of the program in 2016. Seventeen graduates from the Nursing Leaders Academy (NLA), 18 graduates from the Emerging Leaders Academy (ELA), and seven from the New Leader Academy were recognized. The success of the NLA and the ELA led Castle to offer a third leadership development program in 2019 called the New Leader Academy, which the medical center will continue to offer.



Ten Graduates from Castle's Nurse Residency Program

The Nurse Residency Program at Adventist Health Castle is built on an evidence-based curriculum that is designed to effectively support new nurse graduates as they transition from an advanced beginner nurse to a competent professional nurse in the clinical environment. The program contains a series of classes and experiences to develop clinical skills, critical thinking and leadership. It also requires the Nurse Resident to complete an Evidence Based Practice Project in their clinical area. This helps the resident to apply research-based evidence into practice and to understand its importance in the delivery of safe, high quality patient care.



COPE Health Scholars Graduation

On Aug. 13, Adventist Health Castle celebrated the graduation of its Summer 2019 Intensive COPE Health Scholars. The seven Summer Intensive Health Scholars began training in May 2019 and then rotated to the Pūlama medical unit, the Laulima telemetry unit, the Intensive Care Unit and the Birth Center. To graduate, each scholar needed to earn a minimum of 280 hours in the COPE Health Scholars program or 164 hours in the Junior Health Scholars program. COPE Health Scholars are 18 years and older and are either currently in college or have graduated from college. 2019 was the first year for the Junior Health Scholars Program, which are 16 to 18-year-old high school students. Upon completion of the required hours, scholars receive a completion certificate from University of California, Los Angeles (UCLA) Executive Program's in Health Policy and Management.

The Health Scholars Program has worked closely with Adventist Health Castle to develop a tailored strategy for recruiting students from local community high schools, community colleges and medical students with roots in Hawai'i. This allows Adventist Health 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.

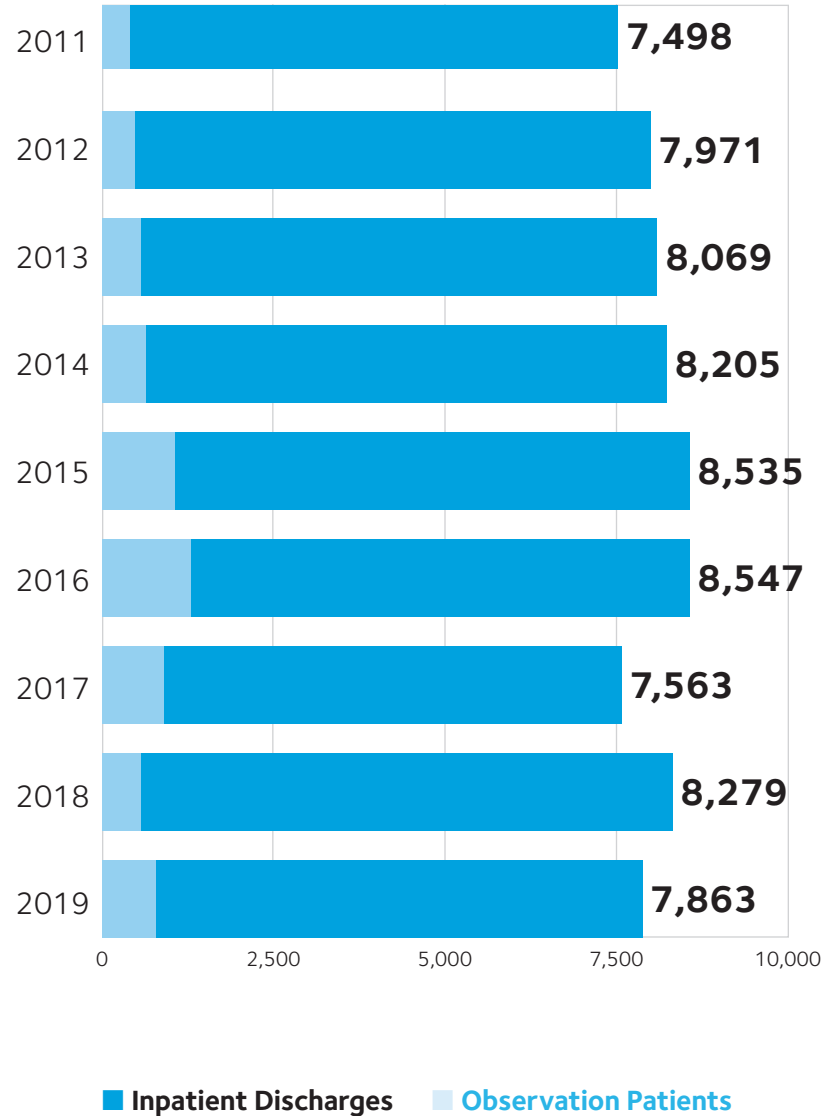


Inpatient Volume

Inpatient volumes were slightly down compared to last year, as more inpatient services move to outpatient and we worked through the closure of the Pali Highway due to repairs throughout 2019.

Inpatient Volume

Years 2011 to 2019

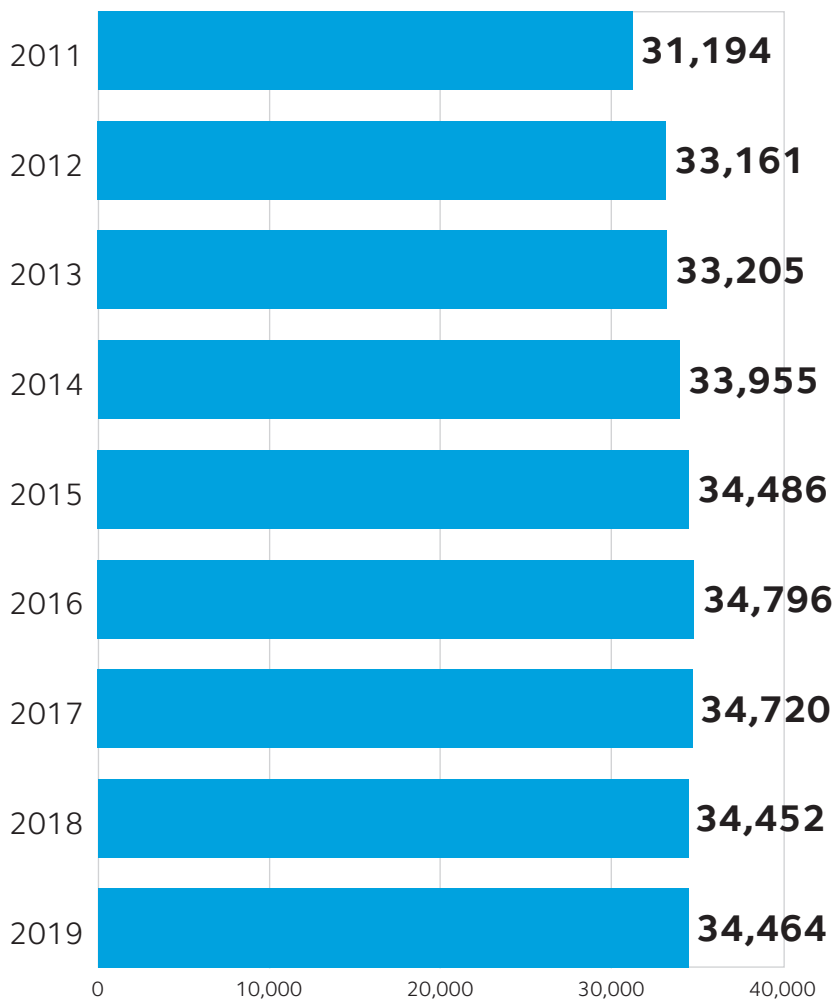


Emergency Department Visits

Castle's ED had yet another busy year in 2019 as we continued to meet the emergency needs of the Windward community.

Emergency Department Visits

Years 2011 to 2019

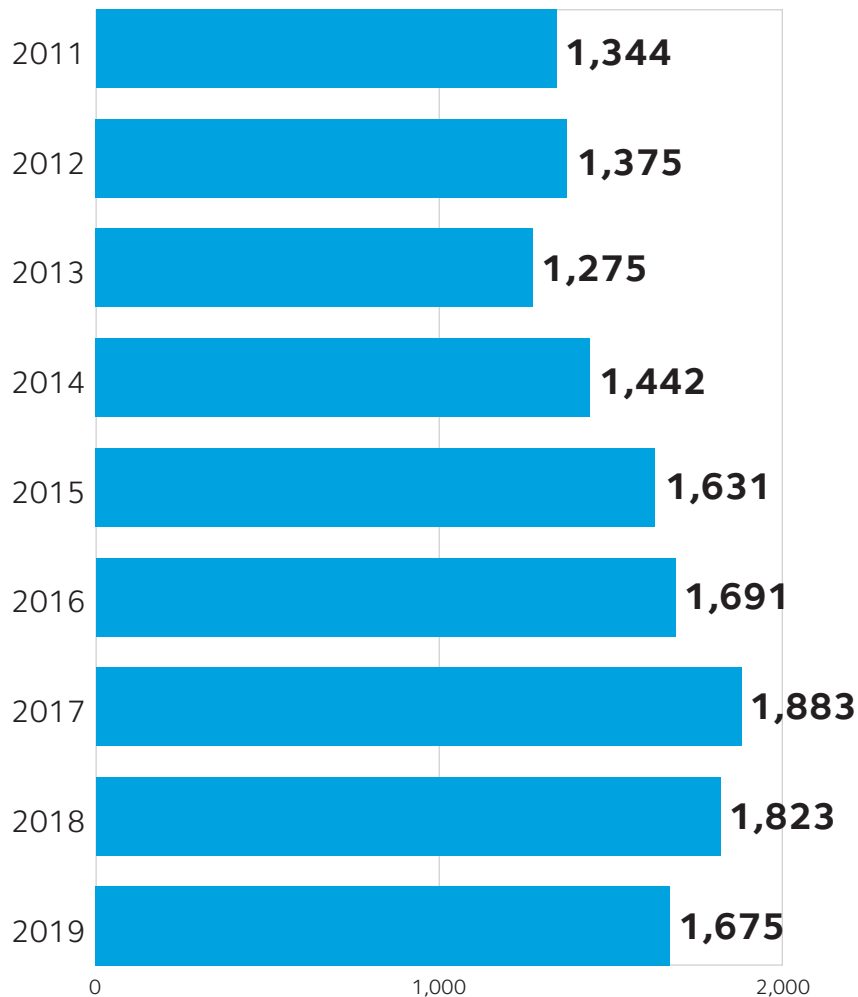


Behavioral Health Discharges

Adventist Health Castle's Behavioral Health Unit continues to provide vital services to many individuals in this underserved patient population.

Behavioral Health Discharges

Years 2011 to 2019

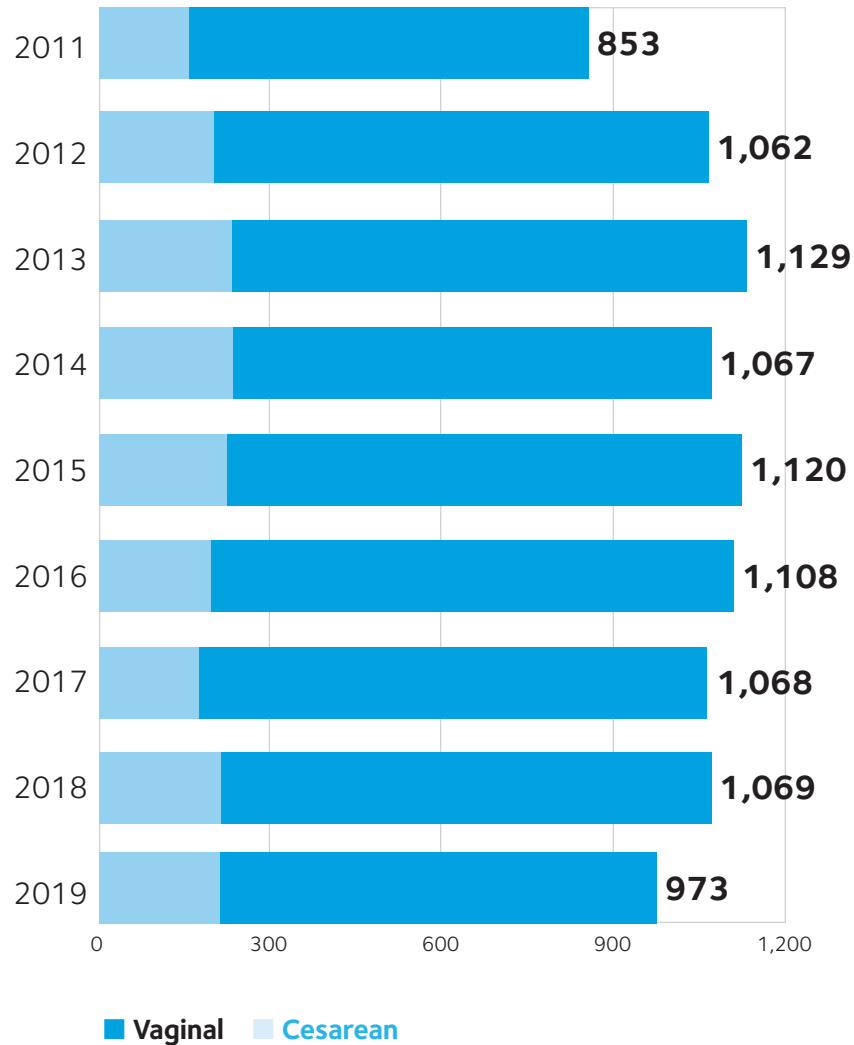


Births

The Vera Zilber Birth Center at Adventist Health Castle continues to provide a quality birthing experience to our patients (see page 25). The decline in deliveries last year was due to a contractual change with Tricare.

Births

Years 2011 to 2019



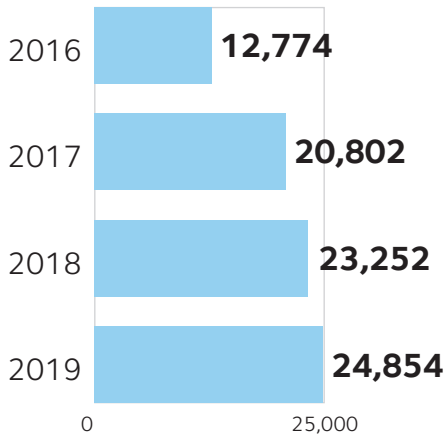
Outpatient Visits

Outpatient visits set new growth records in 2019. 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.

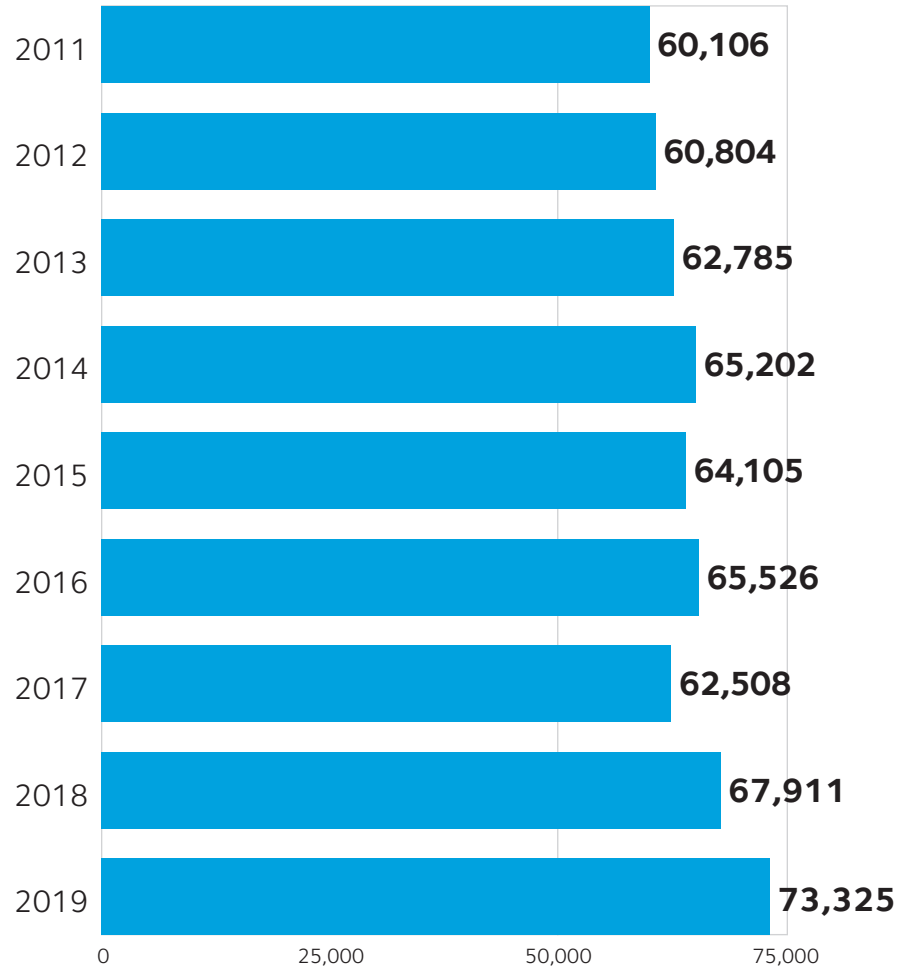
Primary Care Visits

Years 2016 to 2019



Outpatient Visits (excluding Emergency)

Years 2011 to 2019



Wellness and Lifestyle Medicine Center

During 2019, Adventist Health 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 services.

- More than 13,000 services were provided to our community in the center and through health and wellness outreach programs. We provide a monthly free seminar called In Sickness and In Health and 417 participants benefited from the program.
- Through a Hawai'i Community Foundation Grant, we provided tobacco treatment counseling to 115 participants who were primarily low-income, low-education or unemployed. Additionally, tobacco support groups are provided on and off campus. Outreach and care to expectant moms who smoke was provided with continued grant support for a program called Baby and Me Tobacco Free. Our tobacco treatment program has a 34.1% quit rate for at least 30 days or more as compared to the national benchmark of 30%.
- In 2019, we saw 1,166 patients in our diabetes program, which is accredited by the American Association of Diabetes Educators.



- Ten different types of group fitness classes were offered throughout the year including beginning/easy classes such as yoga and pulmonary fitness and moderate level intensity activity. 9,114 total fitness contacts were provided.
- In an effort to promote healthy eating, our registered dietitians provided 195 nutrition services and 11 cooking demonstration classes called Eat Well for Life were held, with 342 people participating.
- In 2019, The Daniel Plan was successfully offered in Kailua and Kāne'ohe. Outcomes included an average of 6.25 pounds of weight loss and a 2.5% improvement in body composition. The Daniel Plan is biblically based, and customizable to the participants interest with 5 emphasis: faith, food, fitness, friends and focus.
- The Wellness Center receives referrals for children and adolescents diagnosed with obesity or diabetes. Healthy Weight and Your Child is a family-based program provided in partnership with YMCA and Hawai'i Pacific



- Health. This 25-session program focuses on healthy eating, physical activity, confidence building and stronger family connections and last year we provided 625 services.
- We partnered with the University of Hawai'i to provide 80 encounters of a free skill building class centered on teaching basic nutrition, meal planning, food safety, budgeting, and some physical activity.
- In our fifth year partnering with the Boys and Girls Club of Kailua, Castle provided resiliency training to middle school girls. We served 88 children.
- Castle continues to offer massages by licensed massage therapists to our associates and the community.
- 9 different community support groups (Alzheimer's caregivers, Grief Support, Hospice, Mamma Hui, National Association for Mental Illness, Parkinson's, Pulmonary Fibrosis, Tobacco Cessation) met regularly, with more than 957 people attending altogether.

Goal	Results
<p>Improve patient satisfaction with:</p> <ul style="list-style-type: none"> • Inpatient care • Outpatient Care • Outpatient Surgery • Primary care clinics 	<p>Successfully improved results for inpatient satisfaction. Improvement efforts continue for outpatient care, outpatient surgery and primary care clinics.</p>
<p>Improve physician satisfaction with:</p> <ul style="list-style-type: none"> • Radiology • Laboratory • Electronic Medical Record 	<p>Successfully improved physician satisfaction in all three categories.</p>
<p>Reduce readmission rates</p>	<p>Successfully reduced readmission rates for AMI, Heart Failure, Community Acquired Pneumonia, CABG, and COPD patients.</p>

Improve patient satisfaction with:

- Outpatient care services
- Primary care clinics

Reduce readmission rates:

- Hip and knee surgeries
- CABG
- Heart failure

Improve overall physician engagement**Reduce patient falls**



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