

CHALLENGE
ACTION
RESULT

SETTING THE
BAR FOR
SUCCESS
IN ACTION

CHRISTUS HEALTH

Santa Rosa, Westover

CHRISTUS Santa Rosa Health System is the only Catholic faith-based, nonprofit healthcare system in San Antonio and New Braunfels, TX. CHRISTUS Santa Rosa Hospital-Westover Hills (CSRH-WH) is a 150-bed hospital serving the fastest growing area of San Antonio. Specialized care includes orthopedic and surgical services, ICU, women's services, a newborn nursery, comprehensive cardiovascular care from diagnostics to open heart surgery, vascular lab, sleep center, emergency services, the CHRISTUS Weight Loss Institute, wound care, rehabilitation and more. The campus also boasts an Outpatient Imaging Center and three medical plazas, one of which houses CHRISTUS Santa Rosa Family Medicine Residency Program and CHRISTUS Santa Rosa Family Health Center.



ABOUT CRAIG MENDOZA: Mendoza earned his MBA in Business Administration and Management and his BA in Healthcare Administration. He has held several positions throughout CHRISTUS Health during the past 10 years including Director of Radiology & Transport, Manager of Radiology, Manager of Cardiology, Transport, Lab Technician and Director of Imaging.



ABOUT JAMES PHARR: Pharr has an MS in Organizational Development and Leadership and a BA in Human Resources from the University of the Incarnate Word. He has been working as the Hospital Patient Transportation Lead since 2017.



CHALLENGE

- Like many health systems across the country, CHRISTUS was experiencing high rates of turnover in its patient transport department—resulting in staffing shortages and challenges

associated with onboarding large numbers of new employees.

- Staffing challenges during peak times often meant delays across the

care continuum because patients couldn't easily and efficiently get to the next step in their care journey.

- Data regarding patient transport was

difficult to obtain because the services were previously outsourced and not recorded—consequently making it difficult to identify trends and develop strategies for improvement.



ACTION

- When CHRISTUS Santa Rosa Hospital-Westover Hills became a part of CHRISTUS Health about two years ago, the once owned and outsourced patient transport department transitioned to TeleTracking.

Hospital Patient Transportation Lead, trained current team members to interview prospective transporters as a way to ensure applicants have the right skill set, mindset, persona and spirit. Applicants appreciate being interviewed by people who are in the position because they understand every aspect of the job—and also ensuring new hires are well-prepared. The development program has been very well received. "It's an ideal approach because once a patient transporter knows how the hospital operates, they can expand their individual skills in other roles," stated Pharr.

- The leadership team at CHRISTUS Santa Rosa Hospital-Westover Hills decided to institute a development program for building a transport team, starting with the interview process—which is highly selective given the impact a transporter has on patient throughput.

- Craig Mendoza, Director Integrated Imaging-Ancillary, and James Pharr,

When a new patient transporter joins the team, they shadow several team members for three weeks before graduating from the training course. At that point, they know the expectations, understand the performance data from TeleTracking and can maximize the use of the mobile application. "This is an investment of time and money and it's well worth it to gain the results we need, and even more importantly, what our patients deserve," added Mendoza.

- Mendoza and Pharr developed daily reports to communicate to the transport team how they were/are performing. The first report ranks patient transport asso-

ciates during both the middle and end of their shift. The second report is a summary of delays that helps leadership determine if there are improvement opportunities to move patients timelier and effectively.

- As 2020 kicks off, Mendoza and Pharr have added new processes to help departments request patient transport through TeleTracking. For example, the transport team is responsible for taking deceased patients from their room to the morgue—a job that takes two transporters and sometimes up to 45 minutes to complete.



RESULTS

- Mendoza and Pharr know the importance of patient throughput in their organization because the 150-bed hospital is often at capacity. Mendoza shared, "The best way we know how to keep patients flowing through the hospital is to share performance data, hold members accountable and instill the importance of their work with every patient trip." This objective is achieved not by dictating expectations, but instead, leading by example to deliver on their mission as a faith-based organization of extending the

healing ministry of Jesus Christ.

- Since the team started posting individual and group performance reports—and implementing mobile devices—performance has improved. "We are in high demand and receive on average 400 plus requests a day. It's safe to say our performance has improved. And, staff enjoy looking at their stats daily to see how they fared against their peers," said Pharr. The team also uses the data as a tool for continuous process improvement

as they move toward best practice targets and goals. It's not always easy. Issues and concerns need to be addressed but, "with readily available meaningful data, feedback is always shared with honesty, respect, and guidance," added Pharr.

- The team's performance has been so successful that it is now the ideal model for all CHRISTUS facilities. Mendoza and the entire team have made this their personal quest—to do good for God, patients and

CHRISTUS Health. This is far beyond doing good work, it's doing good broadly and raising others up in the spirit of empathy and concern.

"We like to keep it simple. Our team does an outstanding job from the moment they arrive until the end of their shift. It is important as a leader to keep them motivated, and so the data is used to educate and adjust," concluded Pharr.