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Introduction

The focus on quality health care at Castle Medical Center is longstanding. We continually monitor our performance and make improvements that enable us to deliver an ever higher level of services to our community. Beyond this, we at Castle believe in being transparent, open, and honest about the quality of care we provide and about our ongoing efforts to give consistently excellent care to our patients.

This sixth annual edition of Castle's *Quality Report* reveals our performance on many quality indicators, including those that are publicly reported by various agencies that assess health care institutions nationally. These quality indicators are widely recognized as measures of the type of care that our patients should expect to receive at our hospital. The *Quality Report* is part of our commitment to keep "raising the bar" and exceeding the expectations of our patients, physicians, associates, and the wider community.

Our physicians and associates are deeply committed to providing quality patient care and outstanding customer service. Their commitment has resulted in the improvements that we share within this report. We are very pleased to say that our quality scores continue to improve year after year, and our patient satisfaction scores are at their highest levels ever.

At Castle Medical Center, we are dedicated to being a highly trusted and respected provider of health care services to the Windward O'ahu community, and we are proud of our performance, even as we strive to reach still higher levels of excellence.



Travis Clegg
M.B.A.
Vice President Operations

Wendi Barber
C.P.A., M.B.A.
Vice President Finance / CFO

Laura Westphal
R.N., M.B.A., C.P.H.Q.
Vice President Patient Care Services

Kathryn A. Roethel
R.N., M.P.H., M.H.A., F.A.C.H.E.
President and CEO

Alan Cheung
M.D., M.B.A.
Vice President Medical Affairs

David Na'ai
M.D.
Chief of Staff

Travis Clegg

Wendi Barber

Laura Westphal

Kathryn A. Roethel

Alan H. Cheung

David A. Na'ai

The Medical Center



Located in Kailua, Hawai'i, Castle Medical Center 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, outpatient, and home-based services. With 160 beds, more than 1,000 associates, 200 volunteers, and 280 physicians 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 organization.

Castle Medical Center focuses on providing patient-centered health care in a caring environment that extends well beyond hospital and clinic walls. Our many programs are developed to serve the medical needs of our communities.

In 2011, Castle's services included:

- 24-hour emergency services
- Inpatient acute care
- Vera Zilber Birth Center
- Joint Care Center
- Inpatient behavioral health services
- Interventional cardiology services
- Surgical Weight Loss Institute (bariatric surgery)
- Multi-specialty surgical services
- Neurological services
- Harry and Jeanette Weinberg Outpatient Center
- Chemotherapy Clinic
- Extensive outpatient and home-based services
- Imaging and laboratory services in Kāne'ohe
- Wellness and lifestyle Medicine Center.

Awards and Recognition

Best Places to Work in Hawai'i

Castle Medical Center was named one of the top "Best Places to Work in Hawai'i" in the large company category for 2011. Since the awards program began seven years ago, this is the sixth time that the hospital has been recognized with a place on the "Best Places to Work" list.

The "Best Places to Work" list is sponsored by ProService Hawai'i and is published annually by *Hawai'i Business* magazine.



Awards and Recognition

Medical Staff and Employee Perception Awards

Professional Research Consultants (PRC) is a national marketing research organization whose mission is to help health care organizations achieve excellence through surveys of physicians and employees. Based on results from the organization's Medical Staff and Employee Perception Surveys performed in 2011, PRC has recognized Castle Medical Center with fifteen individual National Excellence in Healthcare Awards.



Medical Staff Perception: Castle received two 5-Star Awards for scoring in the top 10% of hospitals whose medical staff was surveyed, in the areas of:

- As a place to practice medicine
- Emergency services.

Furthermore, Castle received three 4-Star Awards for scoring in the top 25% of hospitals surveyed in:

- Nursing care
- Overall quality of care
- Administration.

Employee Perception: Castle received ten 4-Star Awards for scoring in the top 25% of hospitals whose employees were surveyed, in the areas of:

- As a place to work
- Teamwork between departments
- Senior leadership
- Communication
- Immediate supervisor
- Teamwork within department
- Department director
- Overall empowerment
- Training and professional development
- People treated fairly.

Awards and Recognition

Excellence in Physician Satisfaction

In 2011, Castle Medical Center was honored at the “What’s Right in Health Care” conference in Chicago for achieving excellent quality scores in physician satisfaction. This annual peer-to-peer learning conference is the largest of its kind in the nation and is sponsored by Studer Group.

Studer Group works with over eight hundred American health care organizations, including Castle, teaching them

how to achieve, sustain, and accelerate exceptional clinical, operational, and financial outcomes. Castle has been working with Studer Group since 2010.

In the photo below, Laura Westphal, then Castle’s director of Quality Resources, accepts the award from Quint Studer, founder of Studer Group, accompanied by Castle’s Studer coach, Barbara Hotko, R.N.



Awards and Recognition



Koa Anvil and 'Ilima Awards for Marketing

The Hawai'i chapter of the Public Relations Society of America (PRSA Hawai'i) honored Castle Medical Center's Marketing Department with six of its Koa Anvil awards in 2011. These awards recognize outstanding achievement in an entire public relations program.

Marketing and communication professionals throughout the state of Hawai'i submitted their best work of 2010 for the Koa Awards program, and PRSA professionals in chapters across the nation judged the entries.

The six Koa Anvil awards, the most ever received by the hospital, were for:

- Annual Report: *2010 Quality Report*
- External Web Site: Castle Medical Center's Web site, castlemed.org
- External Newsletter: *Windward Health*

- Internal Magazine: *Ulupono*
- Press/Media Kit: Castle Medical Center's media kit
- Event or Observance: 2010 Christmas Tree Lighting.

Also in 2011, the Hawai'i chapter of the International Association of Business Communicators (IABC Hawai'i) honored Castle's Marketing Department with five of its 'Ilima Awards, which recognize and award excellence in communication programs.

These awards were given for:

- Special-Purpose Publication: *Physician Directory*
- External Publication: *Windward Health*
- Employee Publication: *Castle MD*
- Media Relations: Castle Medical Center's media kit
- Television Commercial: Surgical Weight Loss TV advertisement.

Awards and Recognition



CEO Cancer Gold Standard Accreditation

Castle Medical Center received the CEO Cancer Gold Standard™ accreditation, which recognizes the organization's extraordinary commitment to the health of our associates and their families. This accreditation comes from the CEO Roundtable on Cancer, a nonprofit organization of cancer-fighting CEOs that works in collaboration with the National Cancer Institute, many of its designated cancer centers, and leading health non-profit organizations and professionals.

The CEO Cancer Gold Standard™ calls for companies to evaluate their health benefits and corporate culture and take extensive, concrete actions in five key areas of health and wellness to fight cancer in the workplace. To earn Gold Standard accreditation, a company must establish programs to reduce cancer risk by discouraging tobacco use, encouraging physical activity, promoting a healthy diet and nutrition, detecting cancer at its earliest stages when outcomes may be more favorable, and providing access to quality care, including participation in cancer clinical trials.

Awards and Recognition



Silver Performance Award for Stroke Care

Castle has received the American Heart Association's "Get With The Guidelines" (GWTG) Silver Performance Achievement Award for achieving at least twelve consecutive months of 85% or higher adherence to all the GWTG stroke treatment guidelines.

We are proud of this award because it means that patients' lives have been improved by turning treatment guidelines into lifelines.

Mission

A letter received from a thankful family member attests to the Sacred Work that is delivered daily in our hospital...

I am writing this letter on behalf of my family in regards to the overwhelming experience we recently had at Castle Medical Center.

Last month, my brother-in-law was rushed to Castle's ER in cardiac arrest. The care the ER gave us was outstanding! The passion, professionalism, and dedication were beyond words. Unfortunately, two days later, he had another cardiac arrest, one that took him into a very critical state... Three days afterwards, he passed away...

Our physician in the ER was so compassionate for our feelings, and so informative. All of the nurses treated not only my brother-in-law, but all of us, with respect. Radiology allowed us to stop in the hallway to have prayer with him before they had to take him to the ICU. Once in the ICU, they were so understanding of our having a large family and that all we wanted was to be with him. The staff all had the most wonderful, kind compassion for us! By the time we moved to the Ho'okipa Unit, I got to really understand what Castle Medical Center's mission is really about: "Caring for our community" – our family – "and sharing God's love" – such as opening the chapel several times and giving us the hospital's chaplain.

The director of Castle's dietary department brought a water jug, coffee, hot water for tea, and even fresh-baked cookies. I was floored and didn't know what to say except, "THANK YOU!" When the young children got tired, the housekeepers brought blankets to put on the floor of the auditorium so the babies could take a nap. The family once again was in disbelief that a hospital could be so KIND! I also want to thank Security for putting up with all of us and for even helping us find parking and opening the doors so that no one would have to wait on the night our family member passed away. MAHALO!

Finally, there was the hospital's chaplain, who became my knight in shining armor as I became the advocate for our family. When I didn't think I could handle any more, he would be right there to lift me up. When I didn't have an answer for the grieving wife and family, he would appear, whether in person or overhead on the PA system, to give the soothing words we all needed. Even when he just listened, it was so comforting. We all knew God was present even if things didn't go the way we all wanted them to...

Mission

Sacred Work

At Castle Medical Center, where our mission is “Caring for our community, sharing God’s love,” health care is truly Sacred Work. We serve not only to earn a living, but to do God’s work on Earth. He is the healer, we are His ambassadors.

During 2011, the medical center’s Sacred Work Council, comprising a cross-section of the workforce – housekeepers, nurses, spiritual caregivers, physicians, administrators, and Governing Board members – brought forth several initiatives to illustrate and reinforce this message:

- The Code Prayer Team was initiated in response to an associate’s idea to pause to pray for a patient, the patient’s family, and the associates and physicians who are providing care when a Code Blue is called in the hospital. (A full description of this initiative can be found on the following page of this report.)
- The medical center held a workshop entitled “Ambassadors of Prayer” to which associates, leadership, and the Sacred Work Council were invited to reflect on the power of prayer and to contemplate God’s agenda in their personal and work lives.
- Dr. Harold Koenig, nationally renowned Christian physician and researcher from Duke University, was invited to speak at a forum held for Castle’s medical staff and to present a seminar to the hospital’s leadership on the relationship between spirituality and health care and how prayer and faith bring healing.
- Castle’s new graduate nurses attended a training session that provided them with an introduction to the concepts of Sacred Work.
- Castle began holding monthly, off-campus Sacred Work retreats. These prayerfully planned, eight-hour sessions offer inspiration and rejuvenation and provide insight into the unique and important contribution of each staff member to Sacred Work at the hospital. Associates are paid for their time spent at the retreat.



Mission

Porgera Hospital in Papua New Guinea

In 2010, Castle Medical Center began a relationship with Porgera Hospital, located in the highlands of Papua New Guinea, by sponsoring a medical mission that traveled to the hospital and provided care for hundreds of local people.

This past year, Castle's leadership continued this relationship by raising funds at the corporate level to be donated to Porgera for the purchase of a diathermy unit.



A shipment of medically necessary supplies and equipment, including the diathermy unit, will be sent to the remote hospital in early 2012.

Code Prayer Team



Starting in January of 2011, Castle's associates were invited to quietly offer a prayer whenever a Code Blue is called overhead – for the person who is coding, their family, and the team working with the patient. Many associates have said they are participating as part of the Code Prayer Team. "On numerous occasions when a patient experienced a life-threatening event and a code was called, I have been able to share with the family that associates throughout the hospital were pausing to pray for their loved one and for them as well," says the hospital's chaplain, Dave Rasmussen. "Knowing that associates are praying has brought them a much-needed added layer of support for which these families have expressed deep appreciation."

Mission

Japan Relief

Associates of Castle Medical Center donated \$10,505 to various organizations for relief efforts in Japan, which was devastated by a massive earthquake and tsunami in March of 2011. To encourage our associates to donate, Castle agreed to match their donations up to \$10,000. Consequently, a total of \$20,505 was donated to earthquake relief by the medical center and its 'ohana.



Separately, Castle's Medical Staff donated \$2,000 to the cause.

Medical Equipment to the Philippines and Palau



Donations of medical equipment by Castle Medical Center to the Hawai'i Gospel Rescue Mission help those living in underserved countries. The photo above, provided by director of the mission Lucy Bayot, shows how pre-operative kits donated by Castle were used for performing minor surgeries in Cebu Province in the Philippines.

In November, Castle donated hospital beds and bedside laptop carts to the Hawai'i non-profit organization Reach Out Pacific (REPAC). These beds and carts were then shipped to Belau National Hospital in the Micronesian nation of Palau.

Castle regularly donates equipment that the hospital no longer uses to REPAC, whose mission is to improve health care and education throughout the Pacific. Since its establishment in 2005, REPAC has helped numerous Micronesian organizations obtain more than \$1.2 million worth of much-needed supplies.

Mission

Kiheipua Project

As part of Castle Medical Center's Palliative Care Program, the Kiheipua Project helps provide support and comfort for patients and their families who are dealing with a painful and serious illness. This project provides blankets and quilts, handmade or donated by Castle's associates and community friends, to patients at the hospital who are terminally ill in order to help brighten their room, create a memory, promote tactile comfort and warmth, and offer a special sense of love.



Mission

Sacred Work Retreats



In October of 2011, Castle began holding Sacred Work retreats to assist the hospital's associates to relax, reflect, and rejuvenate. These one-day retreats are held at a peaceful ocean-side location to create a safe and enriching environment where associates can learn, have fun, and engage with each other.

It is hoped that these retreats will help associates to better understand the unique contribution each one makes to carrying out the mission of the hospital, and to practice self-care physically, mentally, and spiritually.

The medical center values these retreats enough to count them as work time for its associates.

Medical Staff Christmas Outreach

For the third year, Castle's Medical Staff chose to contribute Christmas trees and ornaments to Weinberg Village Waimānalo, an independent non-profit facility that provides transitional housing and other services to families that are homeless or at risk. In December, nephrologist David Na'ai, M.D., and ophthalmologist George Nardin, M.D., who are Castle's current and former chiefs of staff, represented the hospital's Medical Staff and delivered the trees and ornaments to Waimānalo.



This season, the Medical Staff also made a \$1,000 Christmas donation to Hale Ola, the Windward spousal abuse shelter located in Kailua.

Mission

Inpatient Satisfaction with Spiritual Care

Castle Medical Center is a faith-driven organization dedicated to meeting the spiritual needs of our patients.

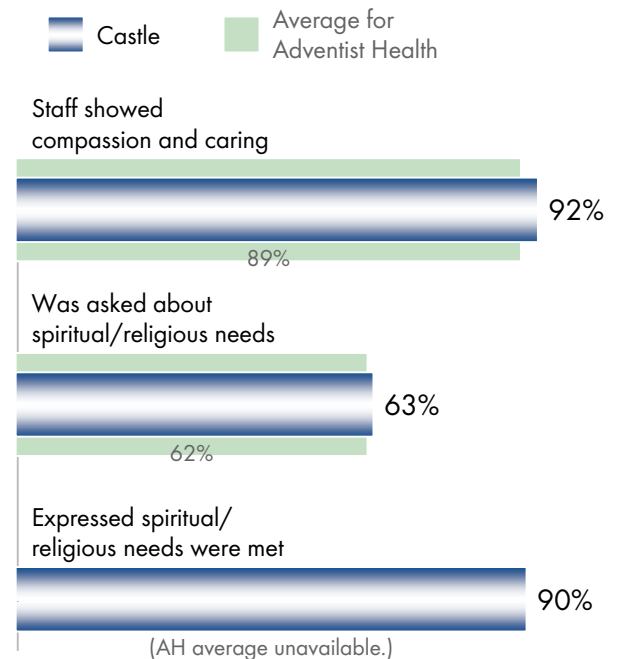
In addition to the initiatives described under “Sacred Work” on page 11, we focused in 2011 on the following:

- Overhead prayers every morning at 8 a.m. and every evening at 8 p.m.
- Ongoing education related to Sacred Work and loving care in our weekly bulletin for all associates, the *Weekly Huddle*
- Inspiration prayer cards on all patient meal trays
- Encouraging associates to listen to the spiritual needs expressed by their patients and to pray with them, or to refer them to the chaplain when appropriate.

The chart on the right compares the level of satisfaction that Castle’s patients have with their spiritual care to the average found at seventeen faith-driven hospitals within the Adventist Health system.

Better 

Inpatient Satisfaction with Spiritual Care 4th Quarter 2011



Patient Satisfaction

We would like to let you know that the care our mother received at Castle was, without exception, outstanding. From her arrival at the emergency room until her discharge, the staff was unstinting in its efforts to treat and care for her. It is to the credit of your organization that everybody performed their duties professionally and showed an unbelievable degree of compassion and understanding to our mom and us.

We would also like to let you know that all of the staff with whom we spoke love working at Castle. It is so unusual to encounter a “corporate culture” so full of happiness and satisfaction.

— A letter from an appreciative patient

Patient Satisfaction

Inpatient

Castle Medical Center contracts with health care research and quality improvement firm National Research Corporation (NRC) to send out surveys to a representative sample of patients after their discharge in order to learn how satisfied they were with the care they received at Castle. NRC's large database allows us to compare our performance with hundreds of hospitals across the nation.

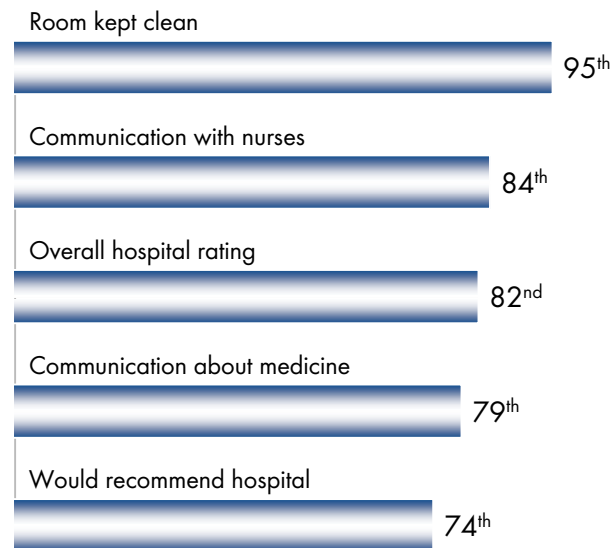
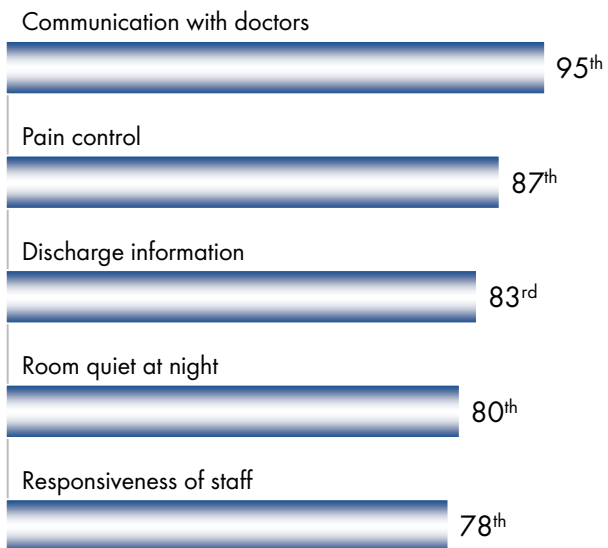
The charts on the following three pages show Castle's most recent inpatient satisfaction ratings. We are pleased that we exceeded our 2011 goal of reaching the top 25% of hospitals nationally, with an overall ranking in the 82nd percentile.

We attribute this success to the following processes:

- Hourly patient rounds that focus on meeting patients' needs.
- The AIDET communication tool, which stands for **A**cknowledge, **I**ntroduce, **D**uration, **E**xplanation, and **T**hank. All staff received training and were assessed for their competence in using AIDET.
- The "Take Five" program in which nurses sit down and listen carefully to patients' concerns.
- Nurse leadership rounding on patients to verify excellent care.
- Patient care boards to enhance communication between associates, patients, and families.
- Post-discharge phone calls to patients to assist in their transition home.
- Feedback to associates regarding patient satisfaction, including monthly postings on communication boards.
- Mission-driven loving care that goes beyond customer service.

Castle's goal for 2012 is to improve patient satisfaction so that in our overall rating, we rank in the top 10% of hospitals nationally.

Inpatient Satisfaction NRC Percentile Ranking 4th Quarter 2011



Better 

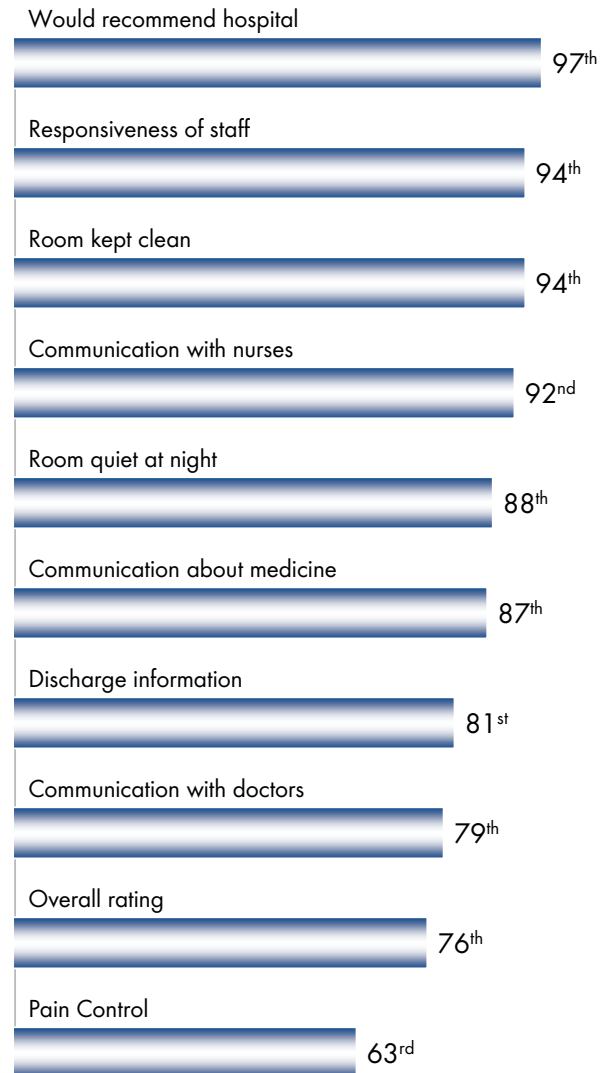
Patient Satisfaction

Birth Center, Emergency Department, and Outpatient Surgery

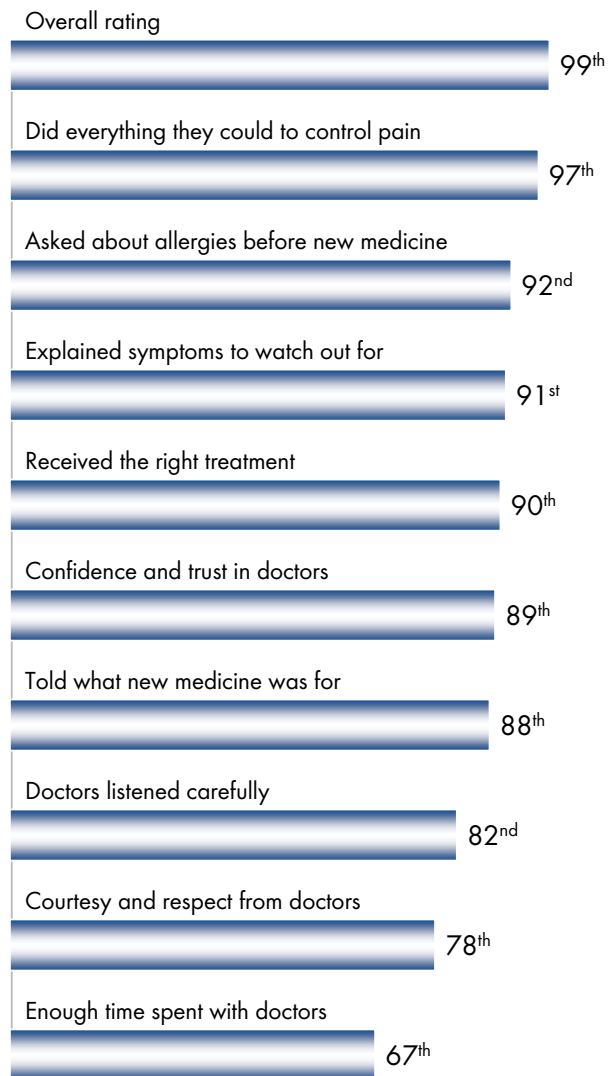
Patient satisfaction with Castle Medical Center's Birth Center has kept our hospital in the top 25% of hospitals nationwide over the past several years. We are most pleased that in the fourth quarter of last year, the number of patients who said they would recommend our Birth Center to others put us in the 97th percentile nationally.

Castle's Emergency Department and Outpatient Surgery patient satisfaction scores consistently rank among the top in the nation. Most recently, we are especially proud of the overall ranking of our Emergency Department in the 99th percentile nationally.

Birth Center Patient Satisfaction NRC Percentile Ranking 4th Quarter 2011

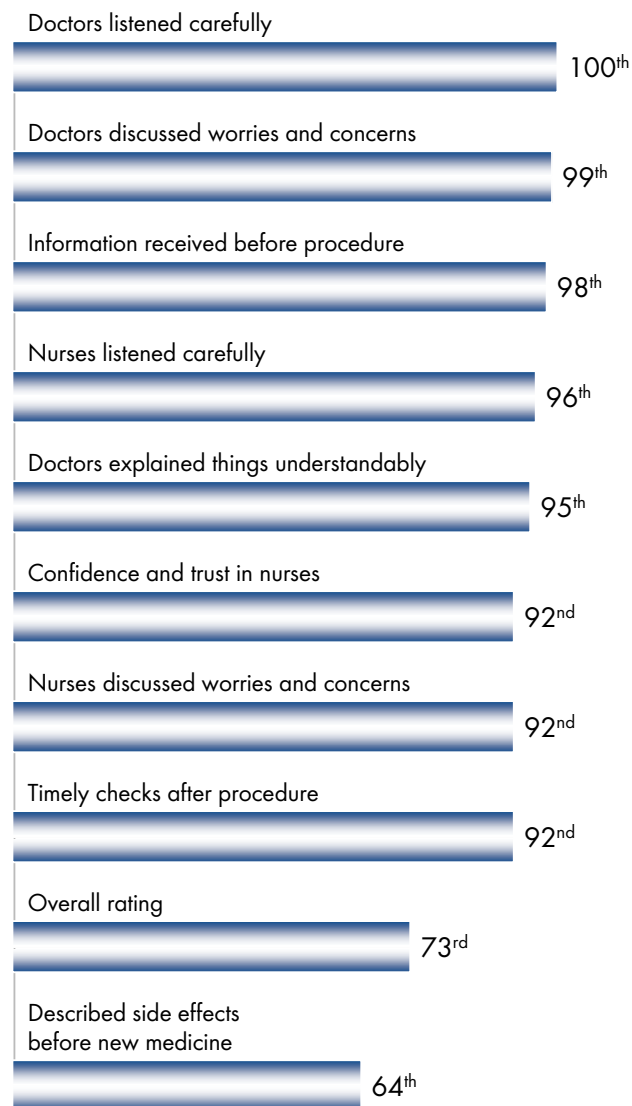


ED Patient Satisfaction NRC Percentile Ranking 4th Quarter 2011



Better 

Outpatient Surgery Satisfaction NRC Percentile Ranking 4th Quarter 2011



Physician Satisfaction



My wife and I, both obstetrician/gynecologists, have only recently begun practicing in Hawai'i. This has, however, already changed the way we perceive the rendering of medical care, in large part due to our experience with Castle Medical Center.

Underlying all our encounters with the staff, be it with the nurses from labor and delivery, with the nurses in the operating room, or even with the telephone operators, there is an unspoken wellness of being, a bright and positive attitude of enthusiasm – something that is not easily quantified, but recognized at first glance when present.

This obviously makes our experience and daily life just that much brighter. Even more important is the contagious nature of this mood to our patients, some of whom are going through difficult times.

The feedback from those who delivered at the newly remodeled Birth Center has been consistent: the nursing staff was exceptionally attentive, coached through labor, patiently assisted breast-feeding... The patients know and remember their nurse's name! Overall, they have an experience they cherish in its own right and recommend to their friends and family.

We have brought new ideas and different approaches with us to Castle, and these have invariably been met with a "can do" attitude: "We don't usually do it like that, but I see no reason why we cannot."

It has transformed our view of the hospital from just a place where care is provided to a place with its own personality and life, a place we feel proud to be a part of. Castle Medical Center is much more than where medical care is given but also where a breath of positive well-being is infused into each and every encounter.

Perhaps this is what is called "aloha"? It certainly is the place where we have found a home.

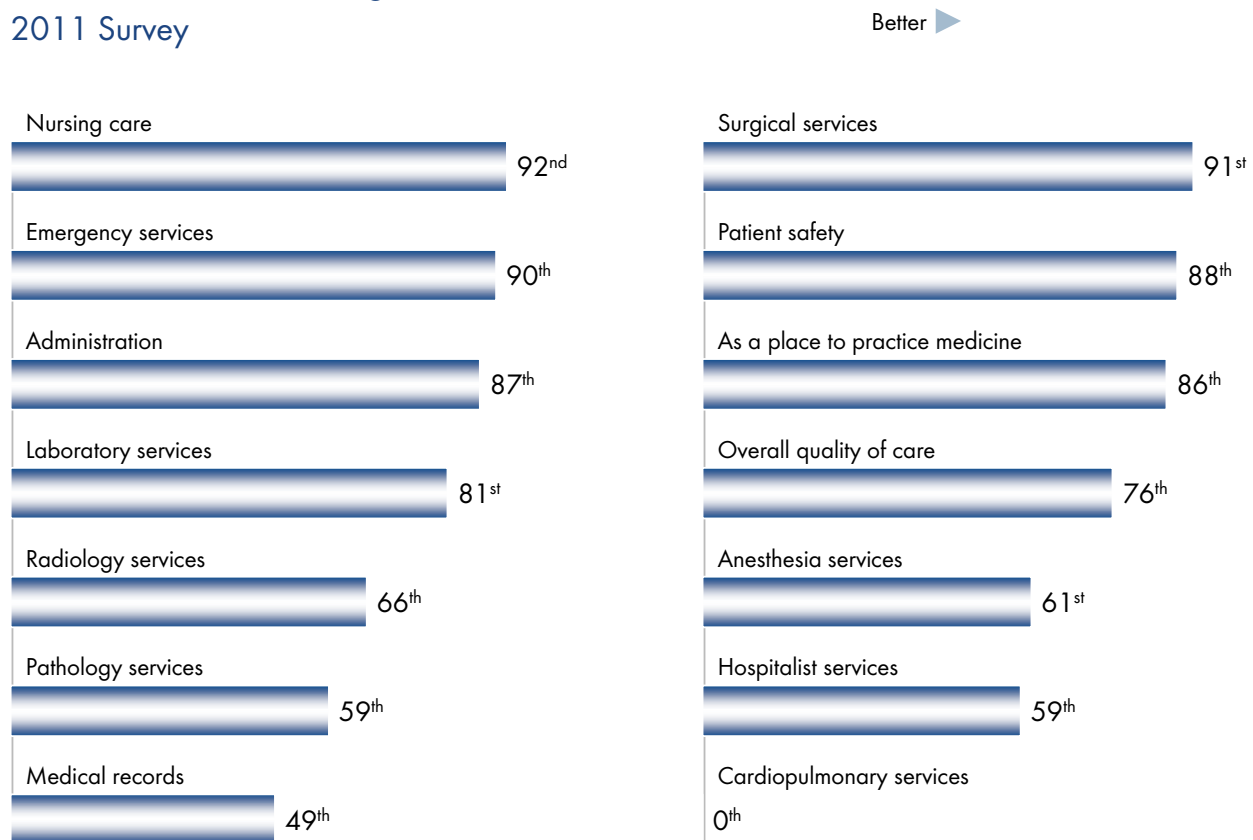
– Jean-Paul Clark, M.D., obstetrician and gynecologist in private practice with his wife, Li-Duen Clark, M.D., in Kāne'ohe

Physician Satisfaction

Ninety-seven members of Castle's medical staff provided feedback on the hospital's clinical service areas, administration, and overall quality by participating in the 2011 Physician Loyalty Survey. This survey is administered by Professional Research Corporation (PRC), which compares our results with over 350 other hospitals nationally that also participate in the survey.

Castle is proud that in twelve of the fourteen major measures shown on the chart below, the hospital ranked higher than the national median (50th percentile), and that Castle achieved a ranking in the 86th percentile "as a place to practice medicine." The survey also provided us with information that we can use to improve physician satisfaction, especially in the area of cardiopulmonary services.

Physician Satisfaction PRC Percentile Ranking 2011 Survey



Associate Satisfaction

I like to call myself a “dinosaur.” That’s the word I use for everyone who’s worked at Castle Medical Center for more than twenty-five years, and there are still quite a few of us around!

When I was in high school in Kailua, my goal was to become a nurse. I was even a candy striper at Castle in the 1960s. Unfortunately, our family could not afford my tuition to nursing school, so to support myself, I got a job at a nursing home, and that’s what got me in the door at Castle.

Working at Castle has been a blessing to me in so many ways. Most people in Kailua have to drive each day over the mountain to Honolulu just to get to work, and I can stay right here, only a few minutes from where I live. There may be 1,000 employees at Castle, but it doesn’t feel that way. The hospital feels personable, friendly – like a family. The benefits are great. I enjoy my job, and I love that there is such a wide variety of tasks that I’m asked to do.

More than this, Castle has made such a difference to my health. A few years ago, my weight had crept up to 384 pounds. When the hospital established a bariatric surgery program, I went to the seminars that Castle offers and gave it a lot of thought, and I decided to have a gastric bypass operation. I’ve lost 185 pounds now and counting – that’s like losing a whole other person! Not only am I able to get around so much better now, it has changed my entire outlook. And the programs that Castle offers to maintain a healthy lifestyle – on exercise, nutrition, and stress – will help me make sure I never go back to where I was.

Maybe the most satisfying part of working at Castle is that I get to help the community. Each year I help organize the Giving Tree program for needy families at Christmas and the food baskets we distribute at Thanksgiving time. This year we had a blanket drive for the homeless. For many years, I supervised the Teddy Bear Clinic to introduce the hospital to elementary school children from all over the Windward side of the island. These things are all a part of our mission, “Caring for our community, sharing God’s love.”

So this year will be my thirty-sixth at Castle. And you know, I never did really miss becoming a nurse. But this “dinosaur” found a home for herself at Castle.

**– Pauline Kalawai’a, administrative assistant
for Castle’s Marketing Department**

Associate Satisfaction

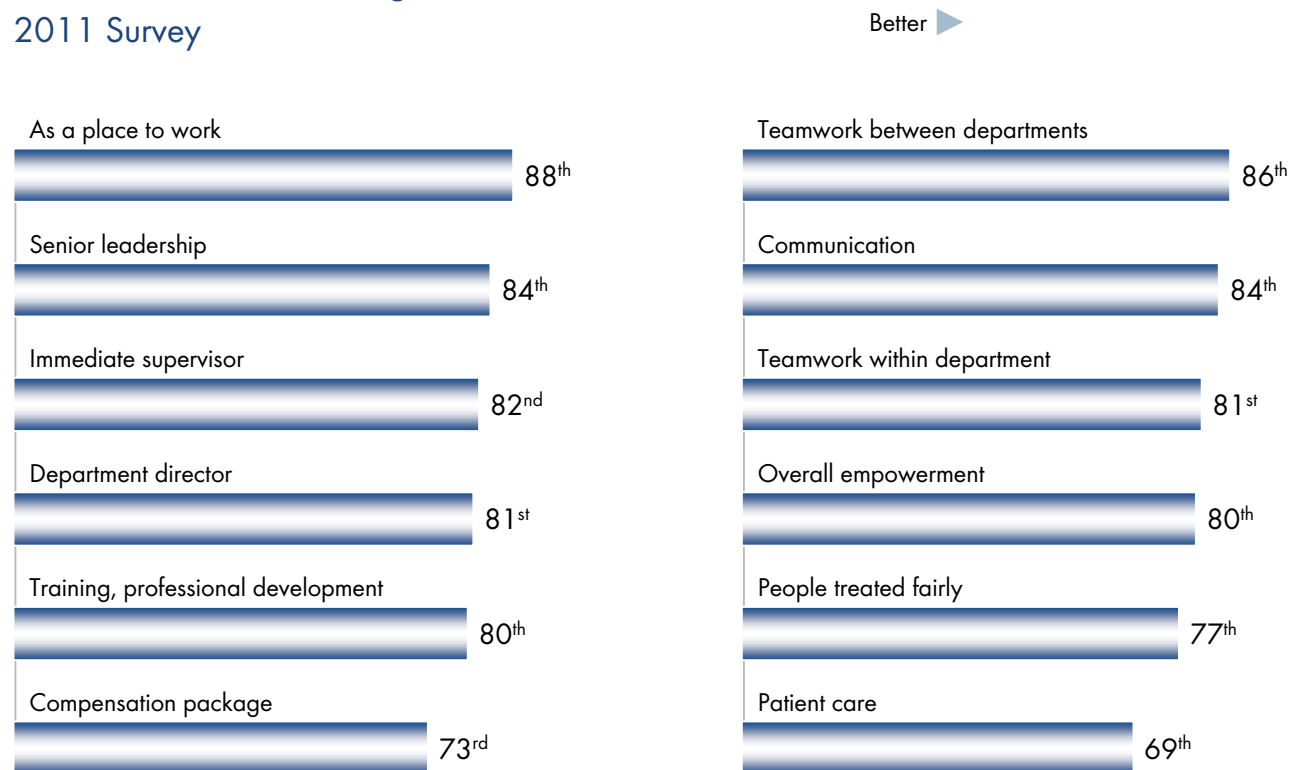
Castle Medical Center contracts with health care research and consulting firm Professional Research Consultants (PRC) to survey our associates about how satisfied they are with their employment at the medical center.

In our 2011 Employee Engagement Survey, Castle's overall score "as a place to work" reached the 88th percentile of

hospitals nationwide that participated in the survey. Castle received ten 4-Star Excellence Awards from PRC for scoring in the top 25% of hospitals nationally in various categories.

Castle was also recognized again in 2011 by *Hawai'i Business* magazine as one of the "Best Places to Work in Hawai'i."

Associate Satisfaction PRC Percentile Ranking 2011 Survey



Inpatient Care

I was so impressed with every level of care and interaction that we encountered as a family while at Castle. From admission clerks to nurses, physicians, the cafeteria staff, housekeeping, security – not one individual gave me reason to doubt that we were receiving the BEST of health care and would continue to experience excellence through every stage of our stay.

Castle is clean and welcoming. It is a breath of fresh air when you experience the kindness and spirit of love and healing that is on the lips of every staff member, no matter what their role and duties. You have a marvelous team that places the patient and their family at the center of their purpose. Patient education is also impressive and appropriately shared at all levels of understanding and need. The nursing care is superior, and you should be a model for nursing throughout not only Hawai'i but the United States. Your staff is so impressive! The physicians and nurses whom we encountered were likewise model healers, whose wisdom was cloaked in humility. Compassionate, respectful, kind, committed, willing: these are words that describe the type of professionalism we experienced.

I hope that this praise is accepted as encouragement to continue doing what Castle Medical Center is doing. I think you have it right! You renew my faith in an often-faltering health care system in our country. Thank you on many levels for being a part of our family's experiences and memories.

– A letter from a family member

Inpatient Care



Castle Medical Center is committed to the provision of quality health care in a highly complex and high-risk environment. For this reason, the hospital has participated with organizations, such as the Institute for Healthcare Improvement, the National Quality Forum, the American Heart Association, The Joint Commission, the Centers for Medicare and Medicaid Services (CMS), Hawai'i Medical Service Association (HMSA), and Duke University, with the goal of complying with evidence-based, best-practice guidelines. These guidelines have been designed to ensure that patients receive the highest quality care and achieve the best clinical outcomes possible.

The following pages highlight some of the recent improvements to patient safety and medical treatment that have been made as a result of Castle's endeavoring to comply fully with best-practice guidelines.

Inpatient Care

Acute Myocardial Infarction (AMI), Heart Failure (HF), and Community Acquired Pneumonia (CAP)

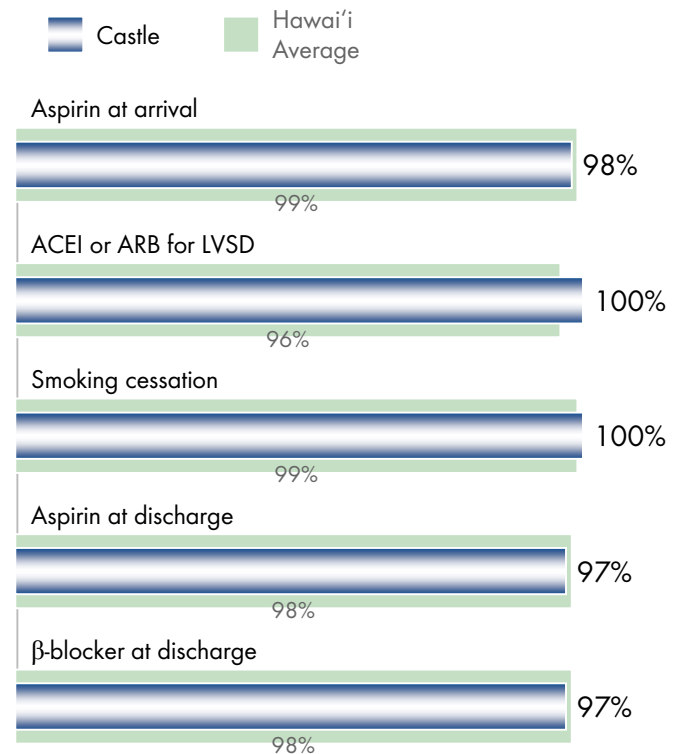
Research has established guidelines for the optimal treatment of patients experiencing heart attack, heart failure, or pneumonia. Castle has shown great improvement over the last several years in compliance with these guidelines. The hospital continues to focus its efforts on clinical feedback and collaboration with physicians to make further improvements.

The following charts display the most recent results available on the Centers for Medicare and Medicaid Services "Hospital Compare" public Web site. During the twelve-month period covered in these charts, Castle's performance was better than the Hawai'i state average in most measures.

- ACEI = Angiotensin-converting enzyme inhibitor
- ARB = Angiotensin receptor blocker
- LVSD = Left ventricular systolic dysfunction

Better 

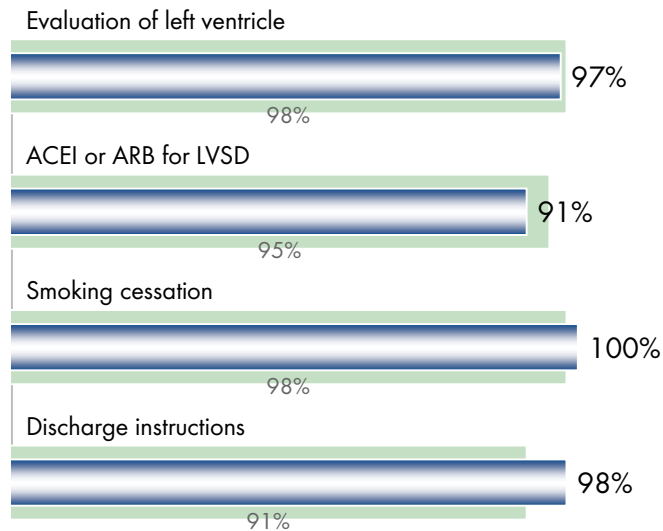
AMI Guideline Compliance April 2010 to March 2011



HF Guideline Compliance

April 2010 to March 2011

■ Castle
 ■ Hawai'i Average

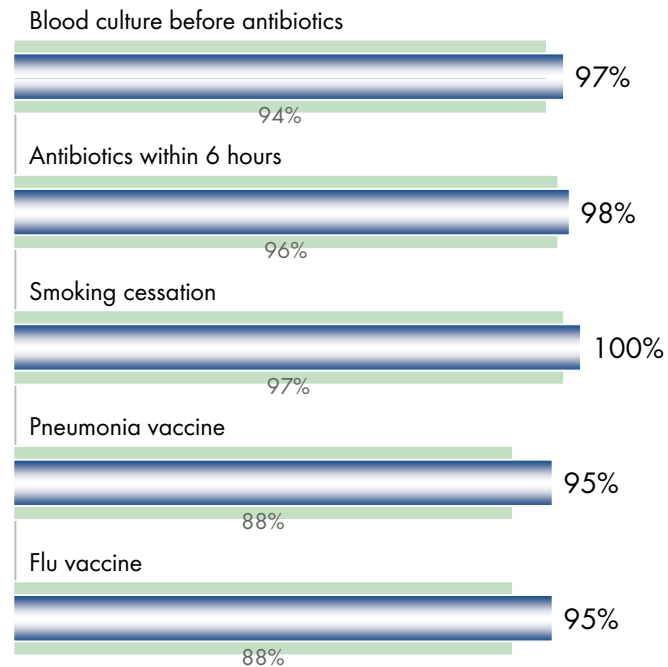


Better ▶

CAP Guideline Compliance

April 2010 to March 2011

■ Castle
 ■ Hawai'i Average



Inpatient Care

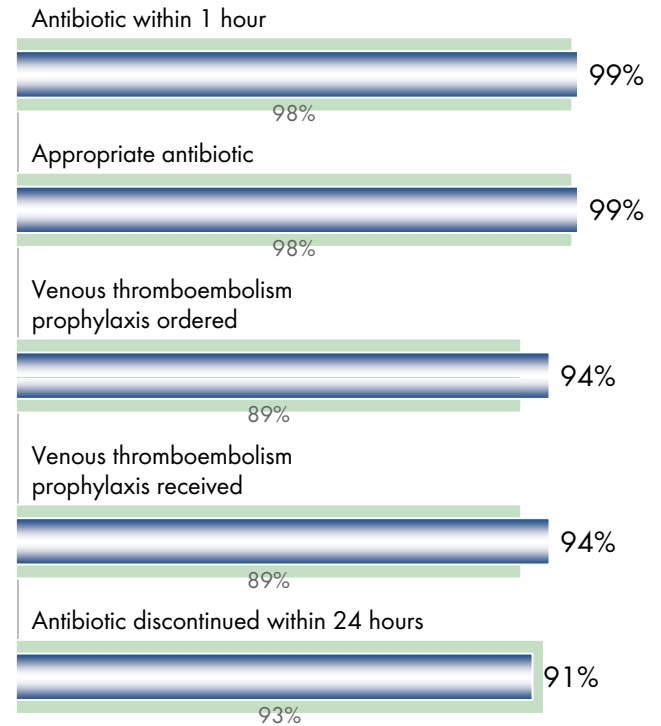
Surgical Care Improvement Project (SCIP)

Research has established guidelines that, when followed, produce the best clinical outcomes for surgical patients.

As shown in the chart on this page, during the latest twelve-month period for which data are available, Castle performed better than the Hawai'i state average in most measures.

SCIP Compliance April 2010 to March 2011

■ Castle ■ Hawai'i Average



Better ▶

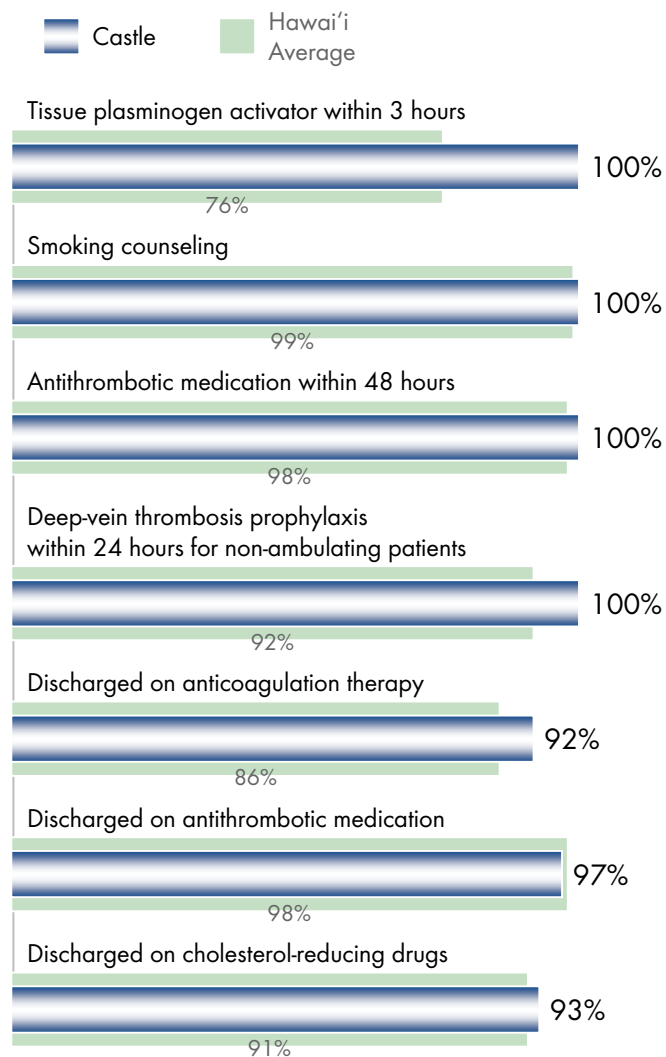
Inpatient Care

Stroke

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 American Stroke Association.

Our performance in 2011 earned the American Heart Association's "Get With The Guidelines" (GWTG) Silver Performance Achievement Award for achieving at least twelve consecutive months of 85% or higher adherence to all the GWTG stroke treatment guidelines.

Stroke Guideline Compliance Year 2011



Better ▶

Inpatient Care

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, Castle Medical Center has set an initial target of no more than 3.1 falls per 1,000 patient days, and a stretch target of no more than 2.95 falls per 1,000 patient days. Over the last two years, the hospital has seen considerably fewer falls than even our stretch target.

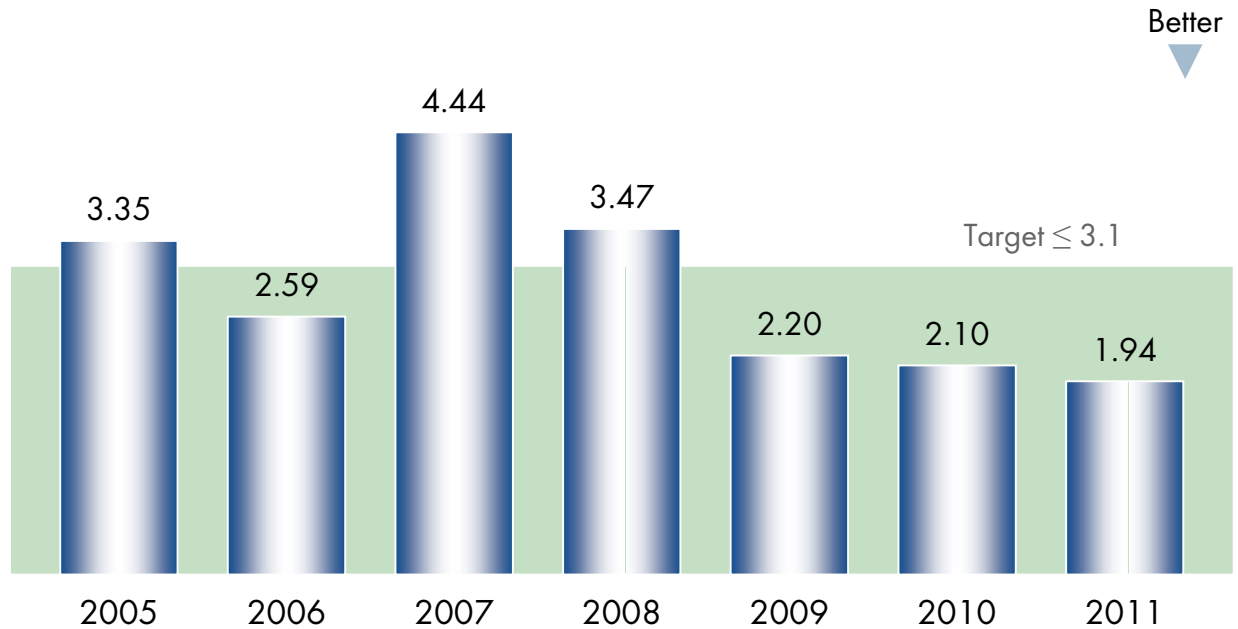
We attribute this success to the following ongoing measures recommended by Castle's Fall Task Force:

- To alert caregivers, an image of a falling leaf is now displayed outside each patient room in which a patient is assessed as being at risk for falling.
- Patient-friendly pull-cords were installed in patient bathrooms, with a very clear instruction: "Pull this cord for help."
- Patient bathrooms were equipped with safer shower chairs. Falls from shower chairs have thereby been eliminated.
- Chair alarms were integrated with existing nurse call systems.
- Competencies were established for nurses on the use of fall prevention equipment.
- Feedback is now provided to staff based on analyses performed by our team of fall responders.
- On each bedside table in patient rooms is the message, "Call Don't Fall," and information on fall prevention is now a part of Castle's welcome packet.
- Castle's risk coordinator performs safety rounds on the nursing units to help identify patients at risk for falling and to ensure that all safety measures are properly in place.

While we have successfully met our target for 2011, we believe that even a single patient fall is one too many. We will continue to seek ways aggressively to prevent falls entirely.

Inpatient Care

Patient Falls per 1,000 Patient Days
Years 2005 to 2011

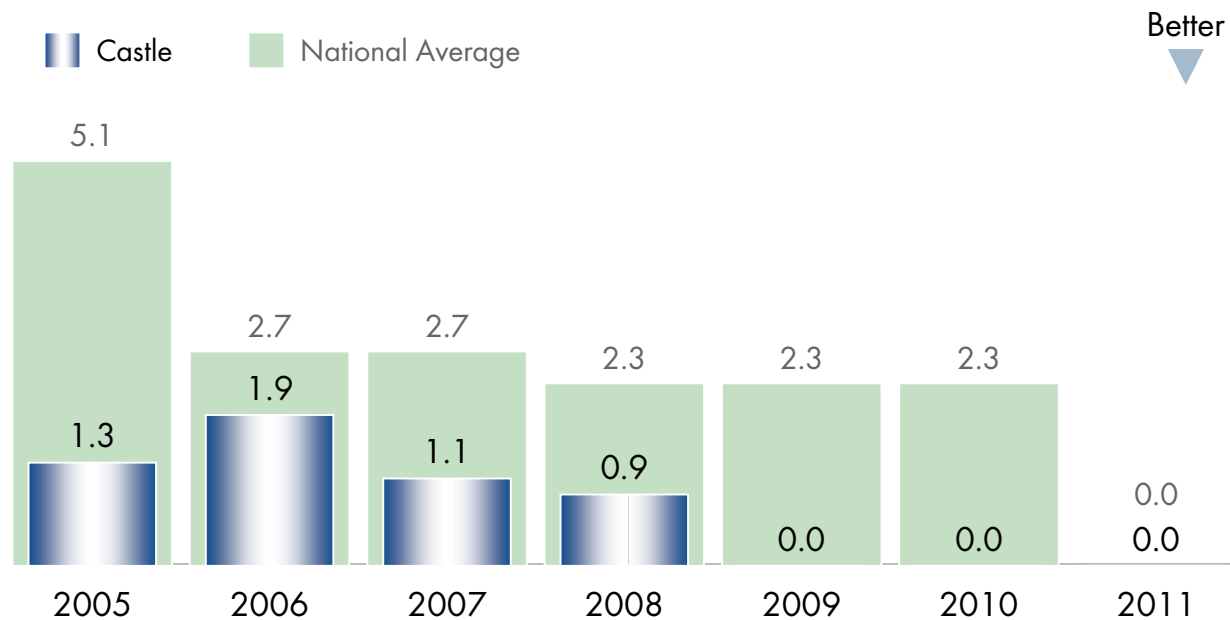


Inpatient Care

Ventilator-Associated Pneumonia

In 2005, Castle Medical Center implemented all elements of the ventilator-associated pneumonia prevention bundle. Since the bundle's implementation, Castle's incidence of ventilator-associated pneumonia has been well below nationally reported rates. Since 2009, we have experienced exceptional results, with no cases at all of ventilator-associated pneumonia.

Ventilator-Associated Pneumonia Rate per 1,000 Ventilator Days Years 2005 to 2011



Inpatient Care

Catheter-Associated Urinary Tract Infections

Catheter-associated urinary tract infections (CAUTIs) account for up to 40% of all hospital-acquired infections and are the most common hospital-acquired infections in the United States. CAUTIs have a significant negative effect on the well-being of patients, and they can increase hospital costs substantially.

Castle continues its efforts to reduce CAUTIs by using criteria for the initial insertion of urinary catheters and by daily prompts to have catheters removed if they are no longer needed. Participating in state and national initiatives, Castle has also developed infection control standards based on widely recognized best practices.

Catheter-Associated Urinary Tract Infections
per 1,000 Patient Days
1st Quarter 2010 to 4th Quarter 2011



Inpatient Care

Central Line-Associated Bloodstream Infections

Central line-associated bloodstream infections (CLABSIs) may increase mortality rates by 10% to 20% and increase hospital length of stay and medical costs. Castle's goal is to eliminate these infections by implementing evidence-based steps that standardize infection-control practices.

Castle is also implementing new technology, such as IV tubing caps to keep ports sterile and new central-line dressing with chlorhexidine to reduce bacteria at the site of the central-line catheter.

On the rare occasion when we do discover a patient with a CLABSI, there is an immediate investigation to help us identify ways to improve treatment.

Central Line-Associated Bloodstream Infections
per 1,000 Line Days
4th Quarter 2009 to 4th Quarter 2011



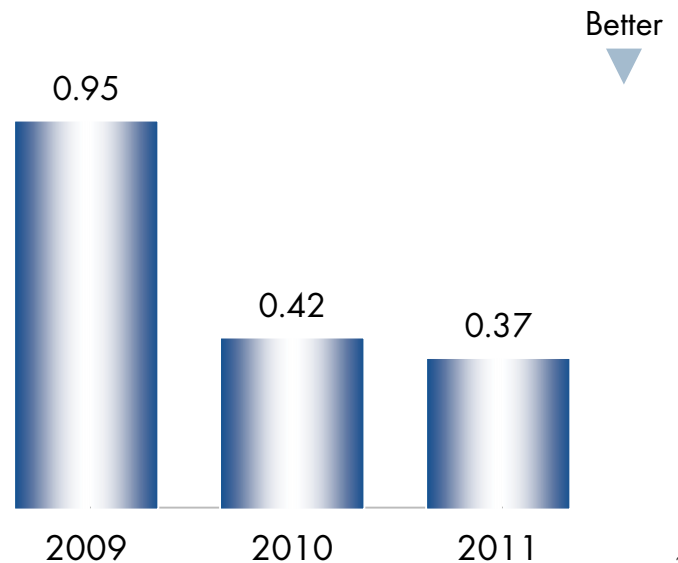
Inpatient Care

Surgical Site Infections

At Castle Medical Center, we understand the importance of following evidence-based practice to reduce surgical site infections. Proper selection and timing of antibiotics, the use of chlorhexidine prep, proper hair removal, and maintaining proper body temperature have all contributed to our low infection rates.

The chart on the right shows class-1 surgical wounds that are reported within sixty days of surgery. As you can see, our performance in this area has improved considerably over the last three years.

Surgical Site Infections
per 100 Surgeries
Years 2009 to 2011



Inpatient Care

Hospital-Acquired Pressure Ulcers

Pressure ulcers can lead to patient discomfort, increased length of hospitalization, and other more serious complications. Our goal at Castle is to eliminate all hospital-acquired pressure ulcers.

Castle attributes the improvement we saw last year in the prevention of pressure ulcers to the following:

- The evaluation and upgrading of new skin care products, including underpads to prevent skin shearing, heel protector boots, and new devices for turning and positioning patients

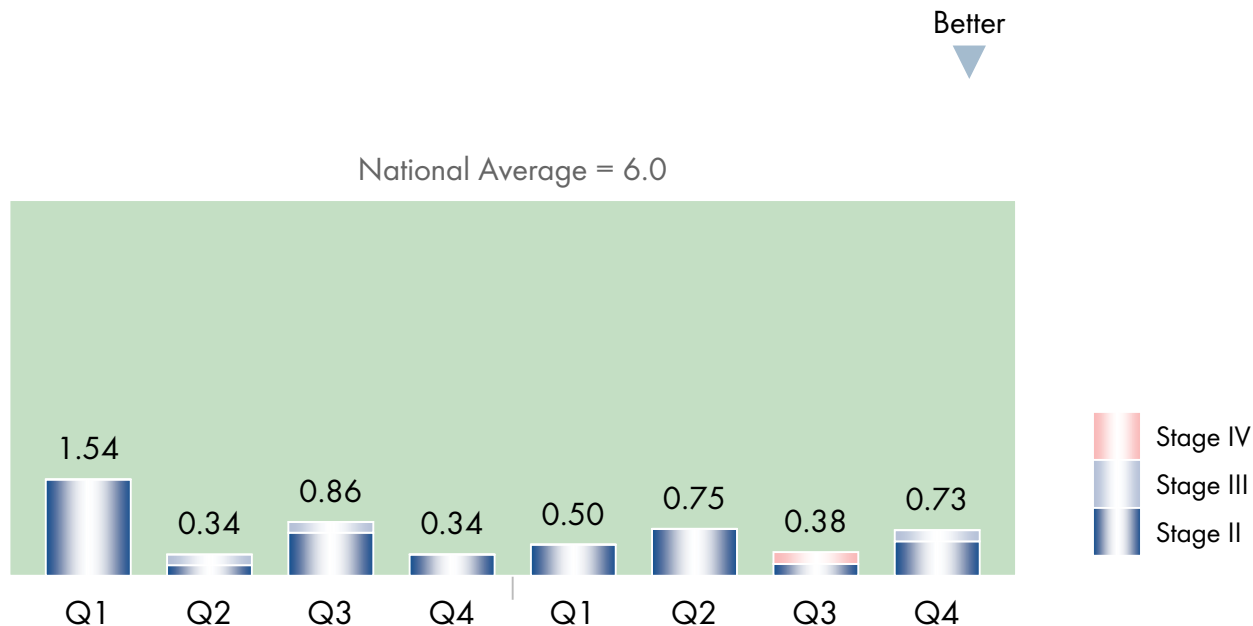
- Education of associates on new products and pressure-ulcer prevention strategies
- Weekly wound-care patient rounds to ensure that patients are receiving the best care possible.

Pressure ulcers can have four stages:

- Stage I: Intact skin with slight redness
- Stage II: Red with slight skin breakdown
- Stage III: Full thickness tissue loss
- Stage IV: Full thickness tissue loss with exposed bone, tendon, or muscle.

Hospital-Acquired Pressure Ulcers per 1,000 Patient Days

1st Quarter 2010 to 4th Quarter 2011



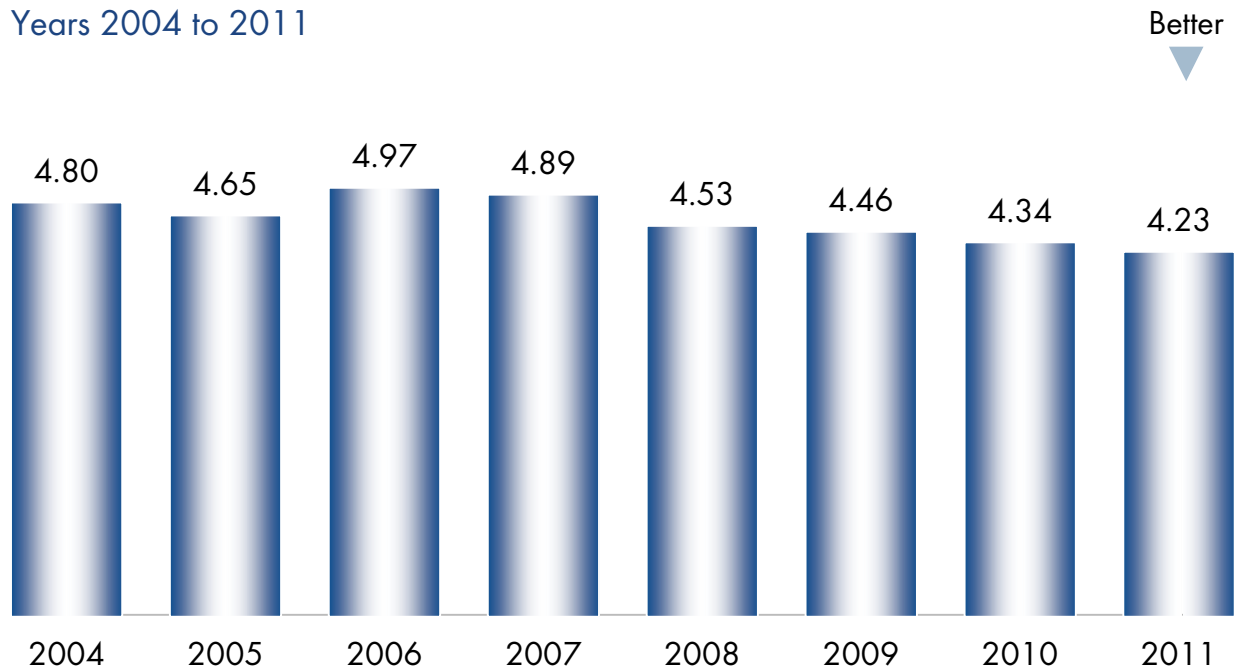
Inpatient Care

Acute Length of Stay

For several years, Castle Medical Center has focused efforts on streamlining care processes so that patients can be discharged from the hospital as soon as it is appropriate. Efforts have also been made to build relationships with community-based facilities in order to expedite long-term care placements when required, so ongoing care could be provided to discharged patients.

Average Acute Length of Stay

Years 2004 to 2011



Emergency Care





I just wanted to let someone “important” know how wonderful my recent experience at your facility was. It’s not very often that one finds a group of such professional people as the staff at Castle Medical Center.

I recently visited family in Kailua and unfortunately had to utilize your emergency facility during our vacation. Actually, though, the experience was anything but unfortunate. I was very impressed by the attitudes of each staff member I encountered, from the registrar to the physician. I don’t remember any names from my visit, but I remember the way they made me feel and how I didn’t feel like a bother to any of them, which is rather different from many other facilities, both medical and non-medical.

You have a superb staff there, and I just wanted to let you know that it was recognized. I’m a medical professional myself, and I would love to one day work with people like yours who love their jobs. Thanks again.

– A patient of Castle’s Emergency Department

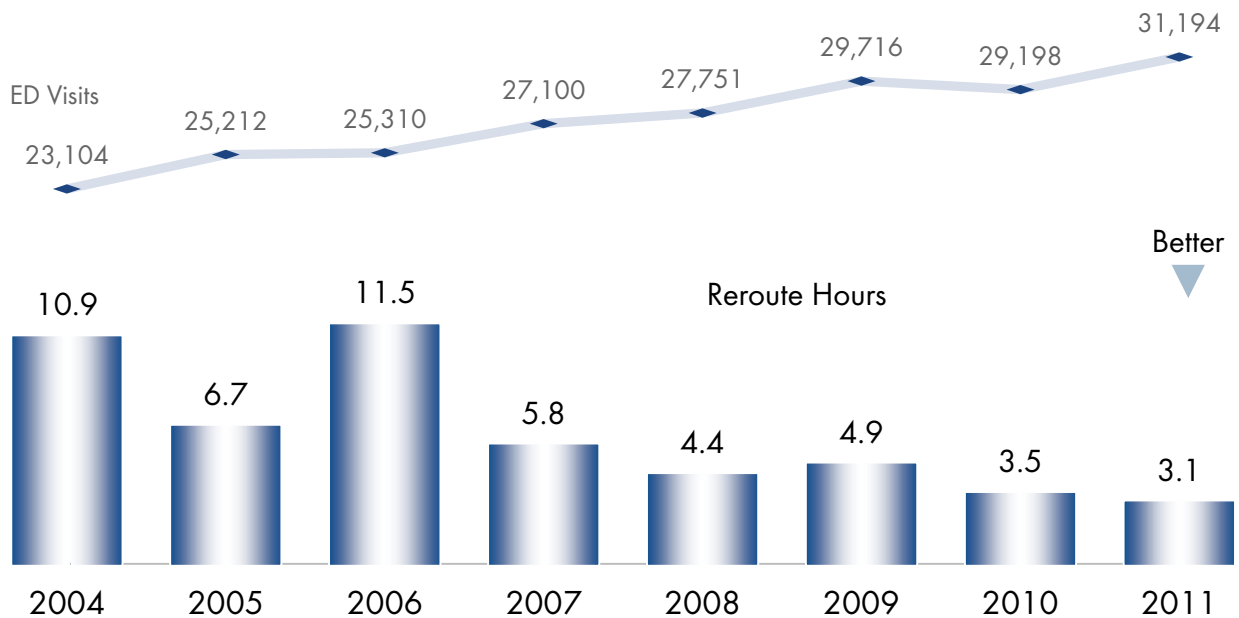
Emergency Care

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 becomes more difficult with greater patient volume.

Plans are underway to expand the Emergency Department in 2012 by annexing adjacent space to keep up with increasing numbers of patients.

Reroute Hours per 1,000 ED Visits Years 2004 to 2011

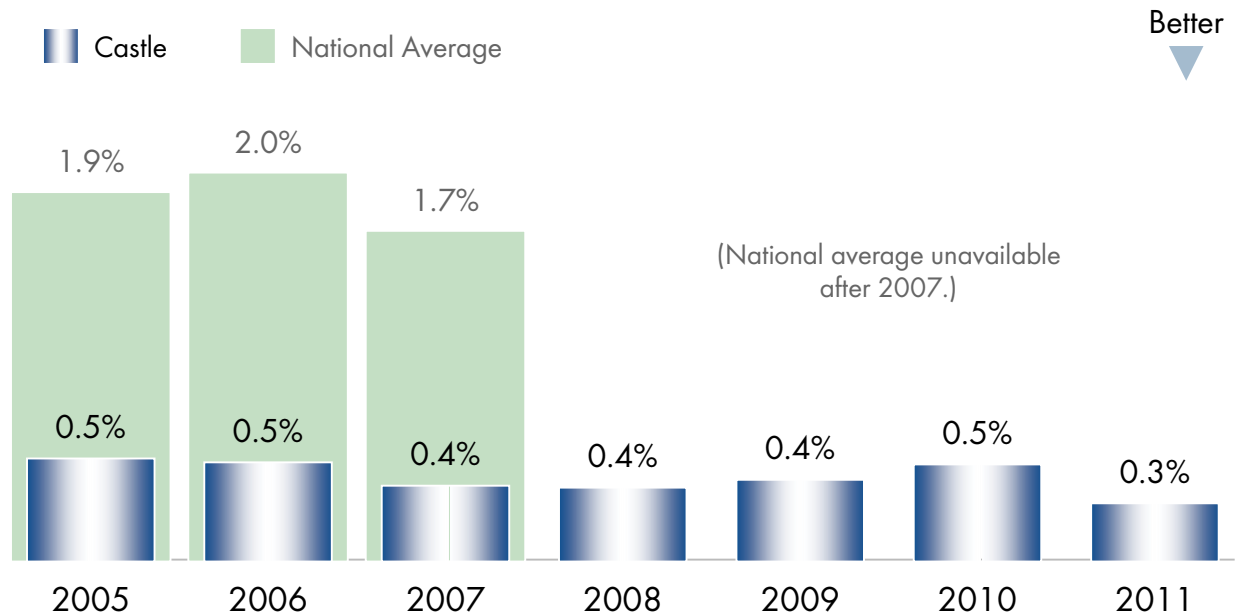


Emergency Care

Patients Left Without Being Seen

Nationally, about 1.7% of emergency patients leave an emergency facility without being seen, frequently due to long wait times. Even though Castle's patient volume has grown over the years, only 0.3% of patients left the Emergency Department (ED) in 2011 without being seen. Castle attributes this success to efforts to expedite and maintain patient flow.

ED Patients Left Without Being Seen Years 2005 to 2011



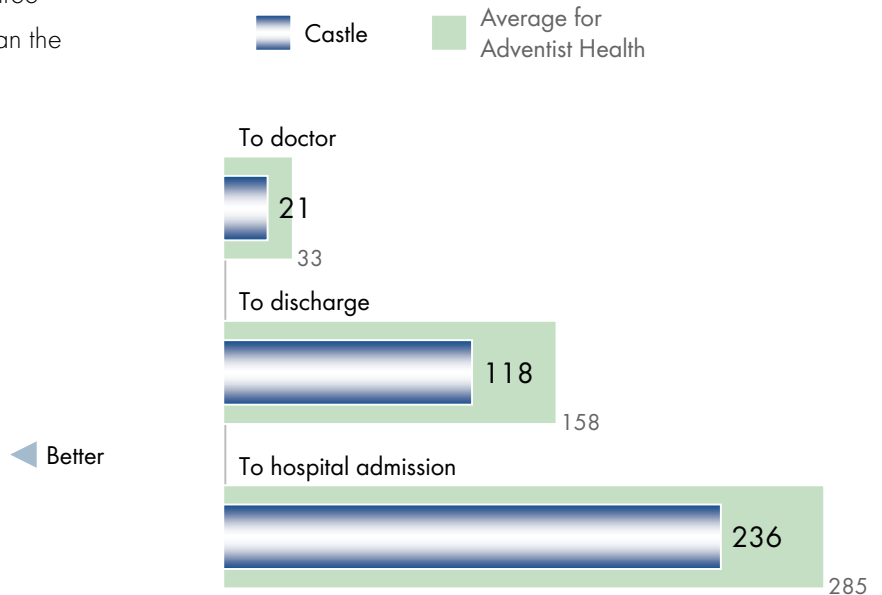
Emergency Care

Wait Times

Early in 2011, Castle Medical Center joined with fifteen other hospitals in the Adventist Health system to form a collaborative with the aim of improving the clinical care and patient experience in our Emergency Departments (EDs). In late 2011, Adventist Health recognized Castle with an award for the best overall performance of all sixteen hospitals.

A major part of a patient's experience at any ED is how long the patient has to wait for care. The chart on the right 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 all three categories, Castle performed significantly better than the Adventist Health average.

ED Wait Times Minutes after Entering 3rd and 4th Quarters 2011



Home Care

Once or twice in a person's life, if that person is lucky, an angel comes into her life to be her guide during a difficult time. I have been one of those lucky people. After a recent surgery, when I was at a very low point, I signed up for home care with Castle Home Care, and that is when an angel came into my life – my nurse.

This nurse is not only highly skilled and professional, she is a compassionate, caring person. Her sweet smile lights up the room. She always puts her patients at ease and is even encouraging with each small step along the way. When faced, in my case, with a very complicated procedure, she never gave up and was inventive – always “thinking outside the box” to solve the problem – and always encouraging me. My physicians have been impressed with her follow-up, always keeping them informed.

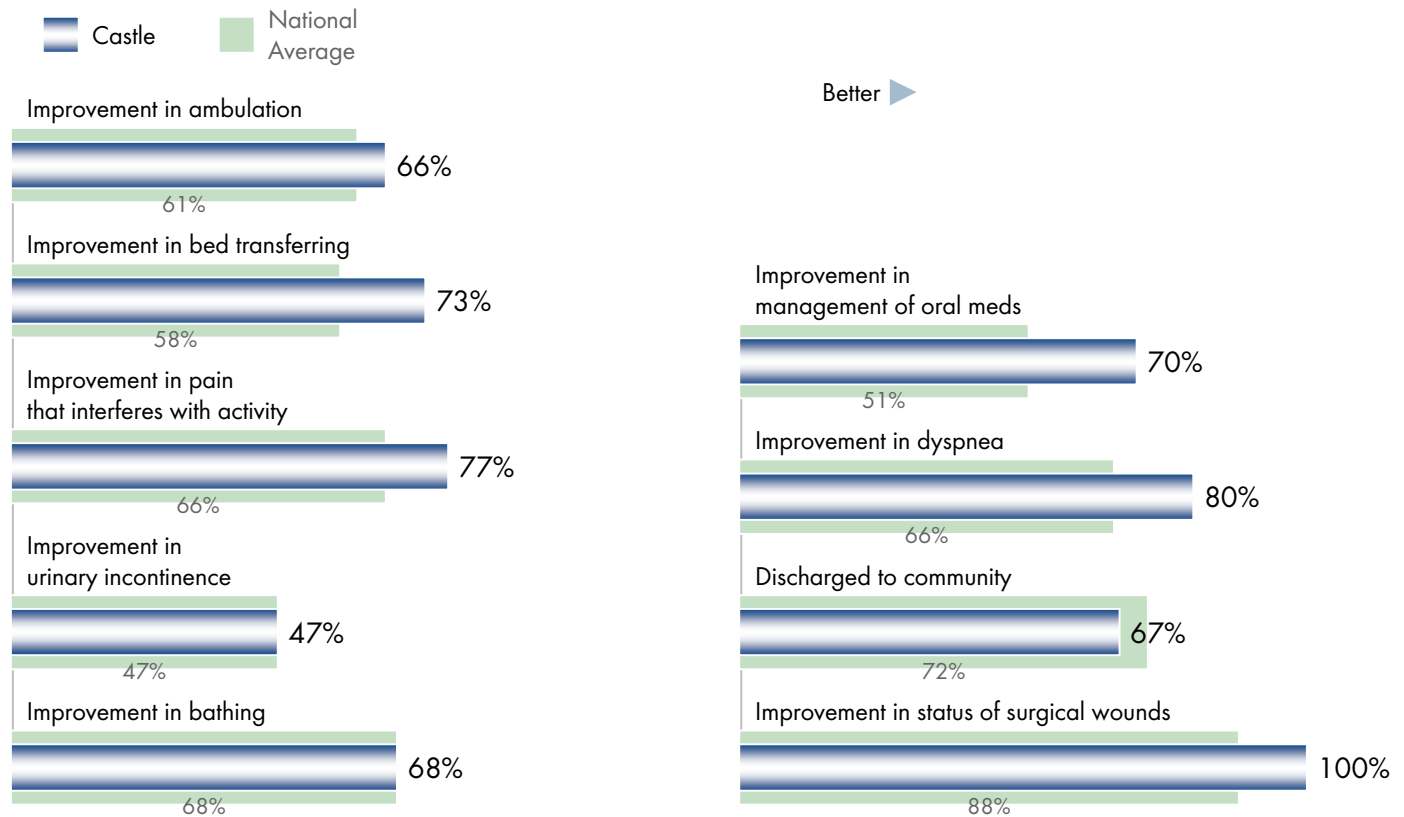
This home care nurse of mine is the embodiment of all the best a nurse can be. She not only heals the body, she nourishes the spirit. She is thorough and calm. When she is with you, she makes you feel like the most important person. She has a special gift, a quality that can't be learned. Hawaiians call it “mālama” – caring. I will always be grateful to her for her mālama during this time in my life.



– A thankful Castle Home Care patient

Home Care

Home Care Positive Clinical Outcomes Year 2011



Home Care

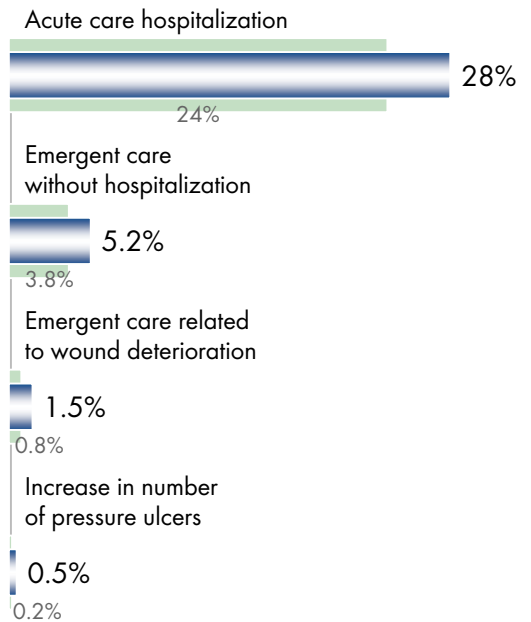
Clinical Outcomes

The measures shown in the charts on these two pages have been chosen by the Centers for Medicare and Medicaid Services (CMS) to be included on their "Home Care Compare" Web site, in order to help improve home health care and to provide information to consumers that might help them make informed decisions about their care.

In 2012, Castle Home Care will focus improvement efforts on reducing the frequency of patients' needing emergency care or hospitalization.

Home Care Negative Clinical Outcomes Year 2011

Castle National Average



← Better

Advancements and Innovations

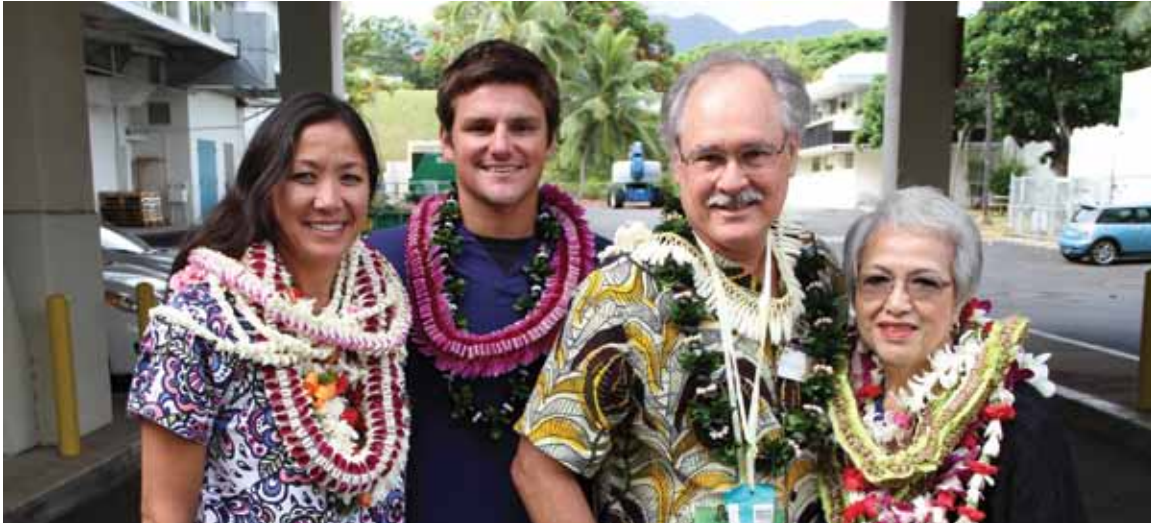


Energy Makeover

Castle has significantly decreased the hospital's carbon footprint by completing a \$2.6 million comprehensive energy project with a Honolulu-based company, Energy Industries. Following a comprehensive assessment of Castle's infrastructure that examined the vulnerability to possible equipment failures of the hospital's air-conditioning, lighting, and power systems, Energy Industries developed new system designs to provide the hospital with built-in redundancies to mitigate the effects of disruptions.

Besides providing energy security for critical building equipment, the project is expected to save 1,200,000 kilowatt hours of electricity per year, which will allow Castle to redirect \$265,000 from utility bills to hospital operations that support patient care.

Advancements and Innovations



Always Behaviors

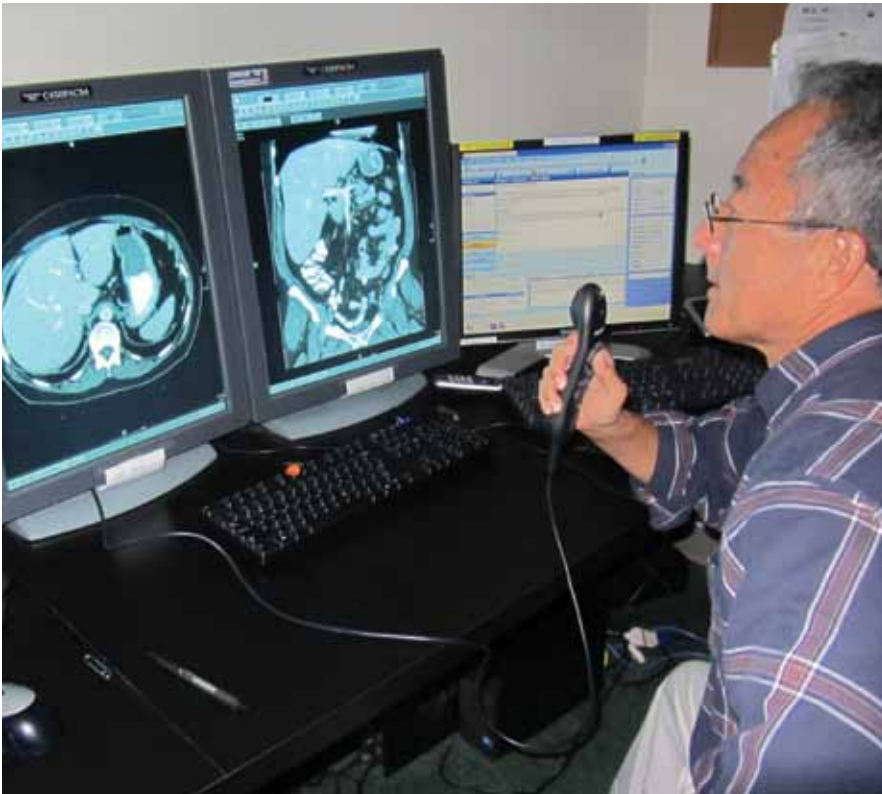
Castle rolled out its new behavior standards, called Always Behaviors, in August of 2011. While many of these standards were not entirely new, uniting them as the Always Behaviors emphasizes the principle that consistency is paramount to the operation of the medical center.

Castle cannot achieve its mission by caring for patients and their families only on a *usual* basis, or by communicating with a positive attitude only *usually*. The Always Behaviors stipulate that it is *never* acceptable to pass a patient's blinking call light without going into the room to ask the patient, "How may I help you?," or to walk past litter in the hallway without picking it up, or to speak badly of other associates behind their backs.

One of the most important new Always Behaviors is practicing the five fundamentals of service using the acronym AIDET, which stands for **A**cknowledge, **I**ntroduce, **D**uration, **E**xplanation, and **T**hank. All Castle associates have been trained in AIDET and have completed their AIDET competency, which included a self-assessment and three successful observations.

Since the new behavior standards were introduced, associates have been recognized for exemplifying various behavior standards through Castle's Hōkū ("Star") Awards program.

Advancements and Innovations



RadWhere™ at Castle

In July of 2011, Castle went live with RadWhere™, a voice recognition dictation system developed specifically for radiology and implemented to shorten report turnaround times.

Integrating RadWhere™ with our picture archiving and communication system (PACS) has allowed our radiologists to interpret, dictate, self-edit, and sign off on their reports in a matter of minutes. This system then allows our clinicians to view final reports immediately in their patients' electronic medical records.

Advancements and Innovations

Castle Joins Statewide BEAM™ Network

Castle Medical Center has now joined a growing number of hospitals, clinics, and imaging centers in Hawai'i to form a BEAM™ network for the state. Such a network allows these facilities to securely transfer medical images to each other in minutes.

Castle has successfully integrated its picture archive communication system (PACS) with the state's BEAM™ network, thereby allowing physicians and other health care facilities to view radiologic images directly from the medical center. Castle can now send images of trauma transfer patients to The Queen's and Kapi'olani Medical Centers without having to print films or burn CDs. In addition to benefiting trauma patients, the network allows our Emergency Department physicians to consult and collaborate with other physicians and specialists in Honolulu. In general, the ability to access and retrieve medical images between institutions will greatly enhance and expedite patient care.

The formation of this network was the result of an initiative to interconnect all of the state's trauma facilities, and was launched by the Hawai'i Trauma Advisory Council (HTAC).

Advancements and Innovations



Castle partners in Pediatric Dental Surgery Residency Program

Castle Medical Center, in collaboration with Lutheran Medical Center in New York City, began providing a Pediatric Dentistry Residency Program that offers specialty training as well as acute dental services for children on O‘ahu who have special needs and lack access to dental care.

Children are seen at statewide health centers, and if they require treatment, they are scheduled for surgery at Castle with Dr. Maile Kim, a Kailua-based pediatric dentist, Dr. Lynn Fujimoto, a Pearl City-based pediatric dentist, or Dr. David Okuji with the Lutheran Pediatric Dentistry Residency Program.

Part of the two-year residency program includes training in general anesthesia and surgery in a hospital setting. Each of the three dentists is at Castle on a monthly basis to train the dental residents and to treat pediatric patients who all have medical problems, such as autism, Down’s syndrome, or cerebral palsy, that are often impediments to their being treated easily in a dental office.

Advancements and Innovations



Ceiling Lifts

Castle Medical Center is one of the first hospitals in Hawai'i to have ceiling lifts, which can be used for lifting patients for transport, bed-handling tasks, turning, and repositioning, as well as during physical therapy.

These lifts are now used in hospitals across the United States and improve patient outcomes by increasing mobility and decreasing complications. They also improve quality of life for caregivers by reducing the number of musculoskeletal injuries and their severity.

Advancements and Innovations

Success Factors

Castle Medical Center has implemented a new automated on-line associate performance evaluation system called Success Factors. This system measures the performance of hospital associates in the three most important areas: job skills, behavior, and being a good teammate.

The weighted scores on the tool are designed to help staff members prioritize their own performance goals. During an evaluation conference, each associate's leader summarizes the skills and other valued characteristics the associate brings to the organization, and goals for improvement are set.

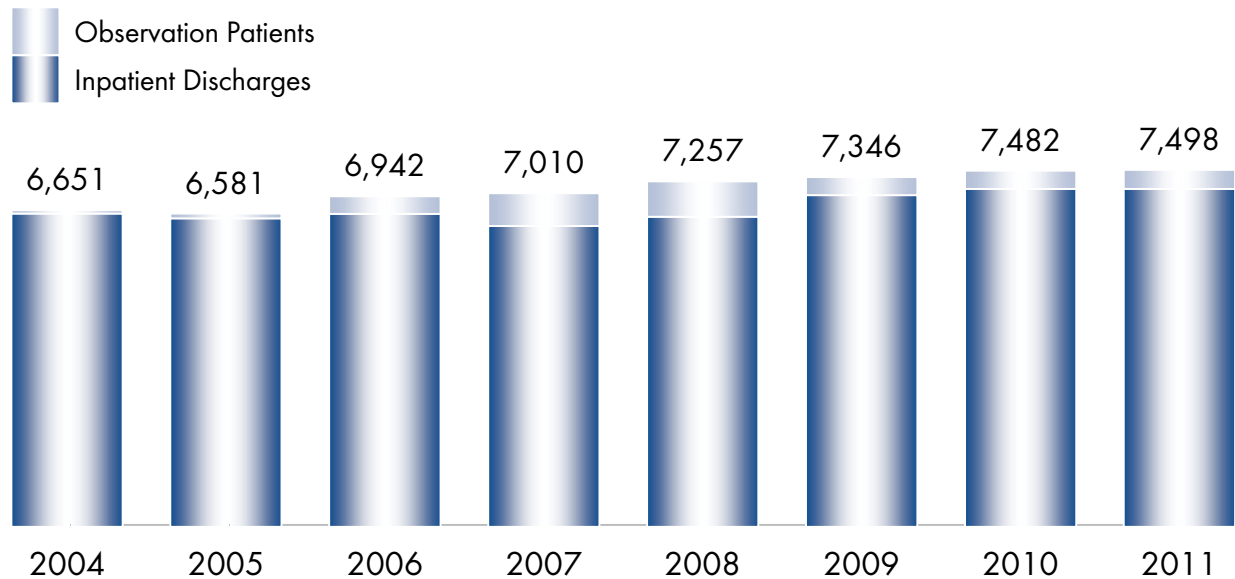
This new tool is designed to help Castle's leaders focus on achieving measurable results related to the hospital's goals and to align training to the desired results.

Volumes

Inpatient Volume

In 2011, Castle Medical Center had the highest number of inpatient discharges in our history. Inpatient volume continues to grow each year.

Inpatient Volume Years 2004 to 2011



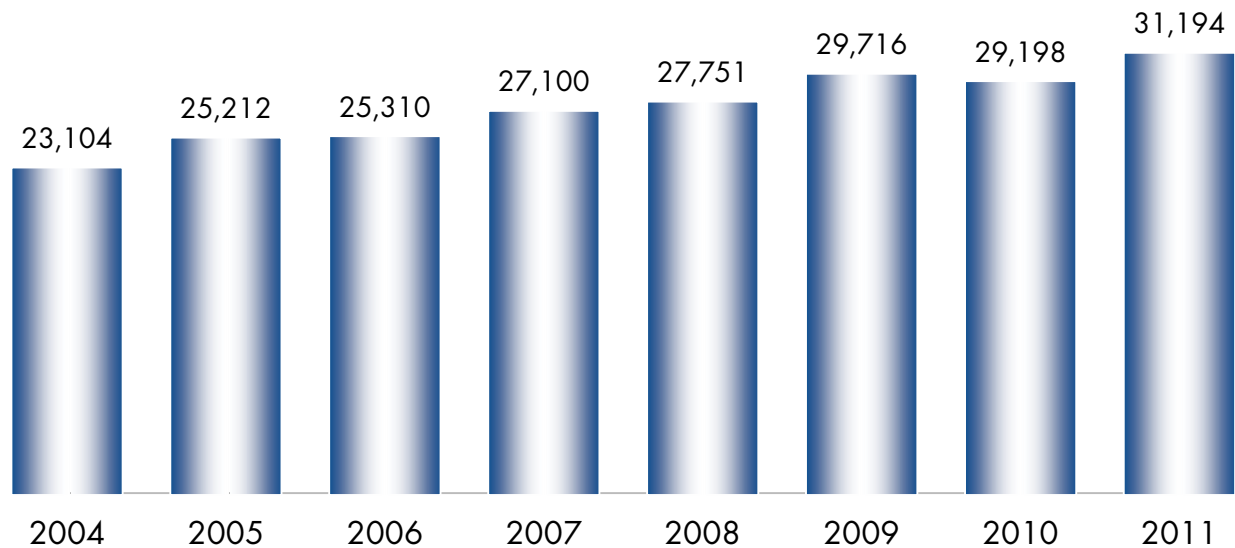
Volumes

Emergency Department Visits

In 2011, the Emergency Department at Castle had its busiest year ever, and the number of visits continues to grow.

Plans have been approved to expand and remodel the department to accommodate future growth. Construction is expected to begin in 2012.

Emergency Department Visits
Years 2004 to 2011



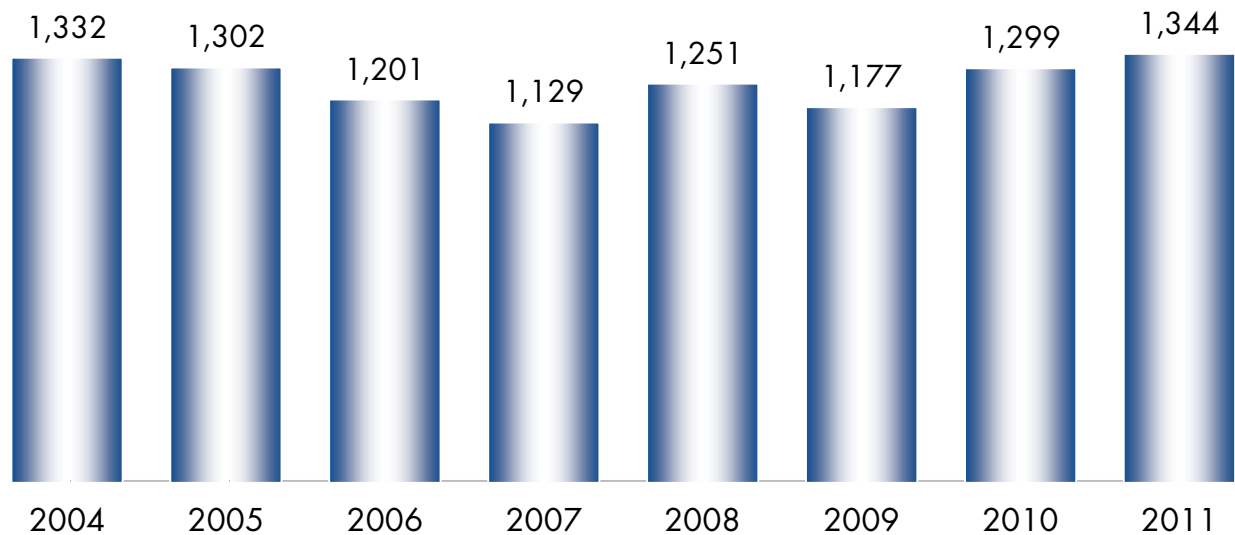
Volumes

Behavioral Health Discharges

As one of the few providers of inpatient behavioral health care on the island of O'ahu, Castle's Behavioral Health unit continues to offer essential services to its community.

Patient volumes in 2011 rose to their highest level in the history of the medical center.

Behavioral Health Discharges
Years 2004 to 2011



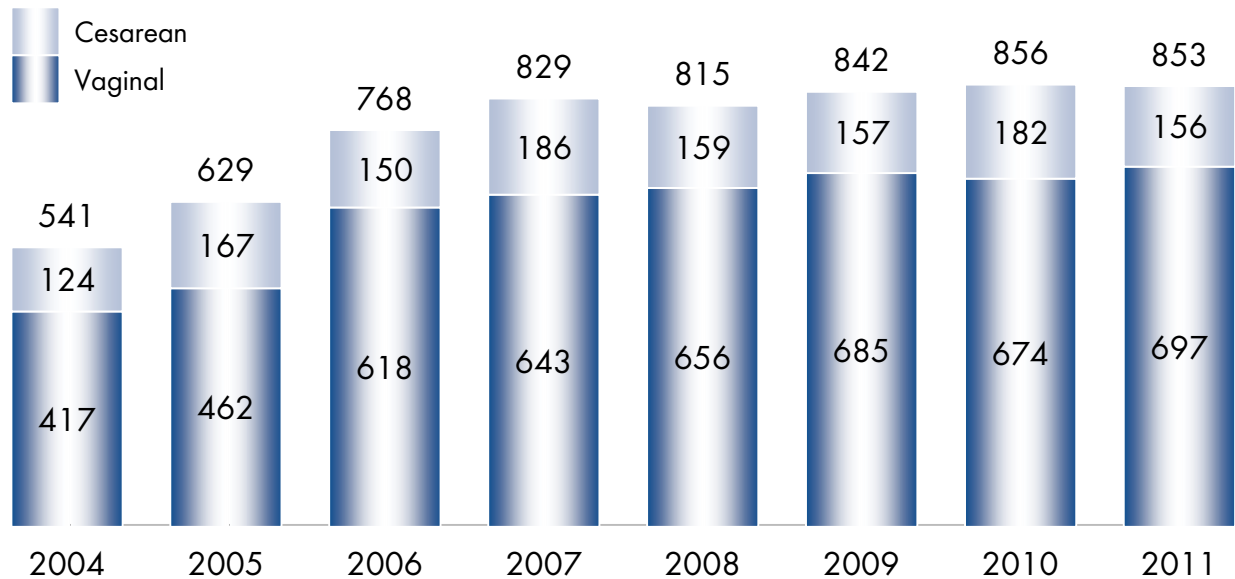
Volumes

Births

The Vera Zilber Birth Center continues to provide quality birthing options that draw large numbers of patients from all parts of the island of O'ahu.

Castle is grateful to the Joseph and Vera Zilber Family Foundation for its continuing support of our Birth Center. In June of 2011, the foundation contributed \$200,000 for the second phase of renovations to our labor and delivery rooms.

Vaginal and Cesarean Births Years 2004 to 2011

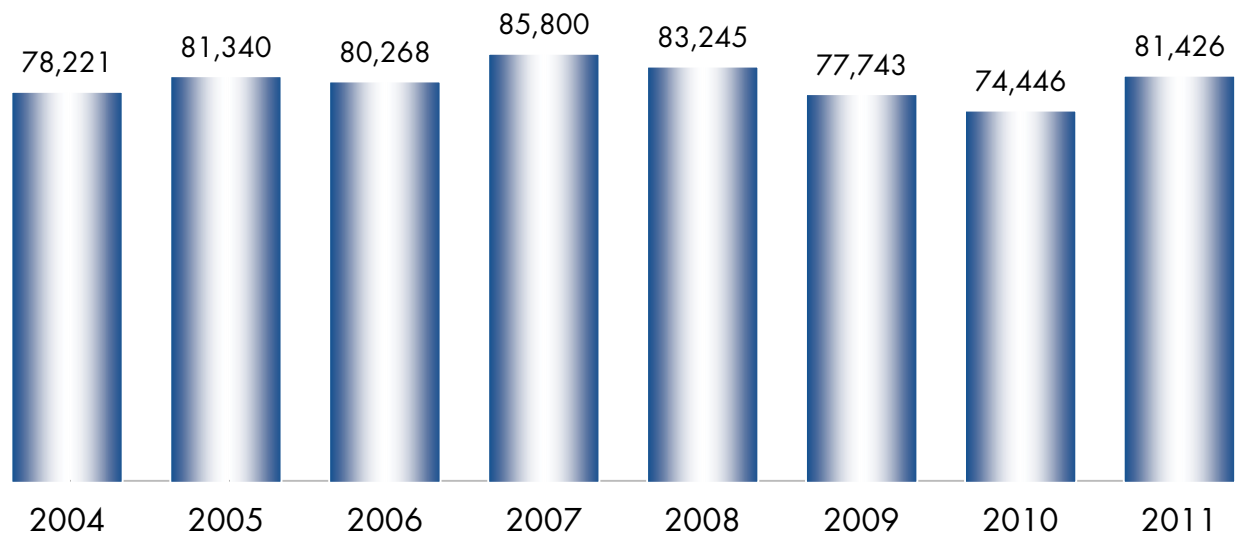


Volumes

Outpatient Visits

The chart below shows the number of outpatient visits to the Outpatient Clinic, Outpatient Surgery, Imaging, Cardiopulmonary, Cardiac Cath, Angiography, Laboratory, Rehabilitation, Wellness and Lifestyle Medicine, and Home Care. Castle's various outpatient services experienced significant growth in 2011.

Outpatient Visits (excluding Emergency)
Years 2004 to 2011



Volumes

Wellness and Lifestyle Medicine Center

During 2011, 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 3,600 people from our community participated in the center's health and wellness outreach programs at 80 events.
- 647 patients in the hospital (94% of eligible tobacco users) received bedside tobacco treatment services. Post-discharge support was offered to provide additional coaching to achieve a tobacco-free lifestyle.
- 95 people received outpatient tobacco treatment coaching, with optional complimentary nicotine-replacement medications. This program is supported by a grant from the Hawai'i Community Foundation.
- Ten different types of group fitness classes were offered throughout the year.
- Nine Wellness Cuisine Cooking classes were held, and 300 people participated this year.
- In an effort to enhance the care of heart failure patients, a new "Live Well with Heart Failure" group for heart patients and their family members was piloted and received positive participant feedback.
- Castle continues to offer seated massages provided by staff members who are licensed massage therapists. In 2011, over 420 people took advantage of this popular service.

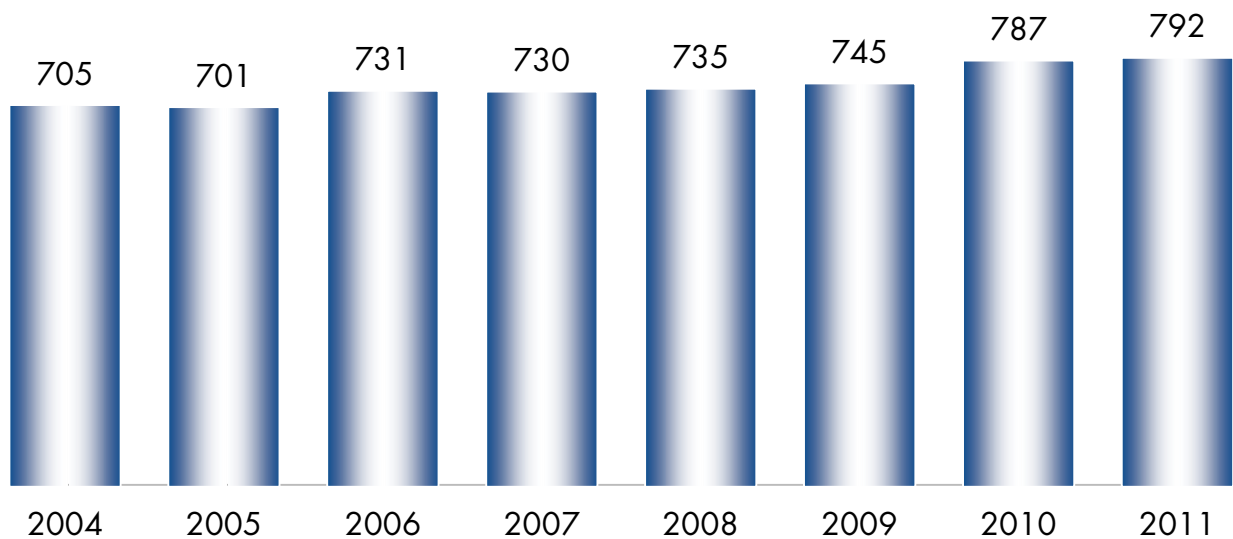
Staffing

Total Hospital Full-Time Equivalents (FTEs)

Growth in Castle's FTEs mirrors growth in patient volume over time.

Castle Medical Center is recognized as the largest non-military employer on Windward O'ahu.

Total Full-Time Equivalents (FTEs) Years 2004 to 2011



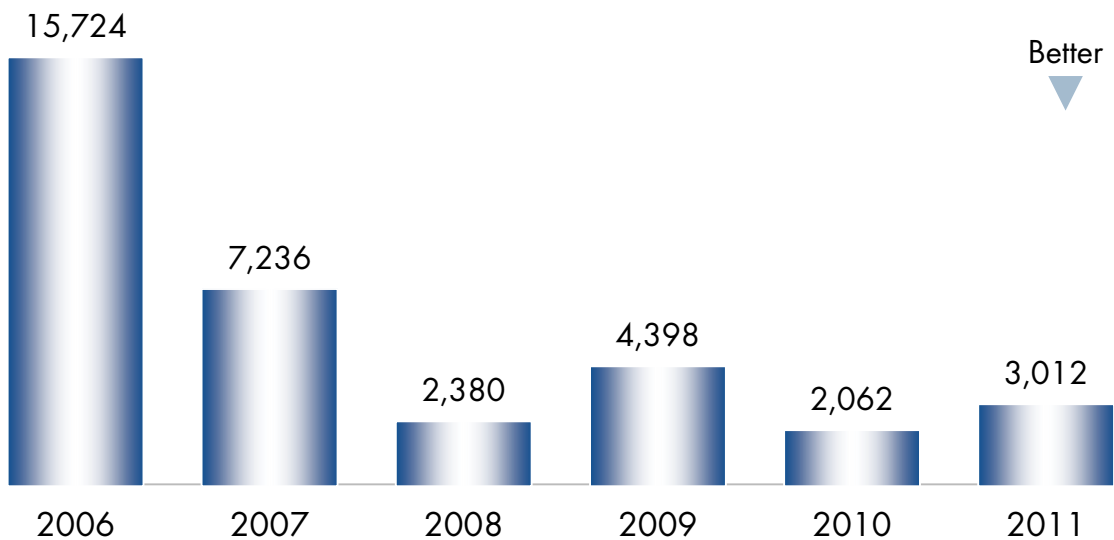
Staffing

Agency Use

For several years, Castle Medical Center has focused on reducing reliance on agency staffing in order to lower costs and improve quality.

In 2011, the use of agency staffing remained low due to improved hiring, lower turnover, continued use of the BidShift rewards program with expanded scheduling of hours, and the continued hiring of new nursing graduates.

Agency Hours Years 2006 to 2011



Quality Improvement Goals for 2011 and Their Results

Goal

Results

Continue efforts to improve performance in recognized evidence-based clinical guidelines for:

- Heart failure
- Acute myocardial infarction
- Community-acquired pneumonia
- Surgical Care Improvement Project
- Stroke.

Considerable improvement was achieved in these targeted areas, especially in the treatment of stroke.

Efforts continue to improve performance on all indicators.

Improve patient satisfaction for:

- Inpatient
- Outpatient surgery
- Emergency Department.

Goals were surpassed for the Emergency Department (overall satisfaction in the 99th percentile) and for Inpatient (overall satisfaction in the 80th percentile).

Efforts to improve the overall rating score for outpatient surgery continue.

Sustain the hospital's very low numbers of:

- Patient falls
- Catheter-associated urinary tract infections
- Hospital-acquired pressure ulcers.

We successfully sustained low rates of hospital-acquired pressure ulcers, and we decreased patient falls to less than 2 per 1,000 patient days.

We saw a small increase in catheter-associated urinary tract infections in 2011.

Improve Home Care clinical outcomes, especially by:

- Improving the management of oral medications
- Reducing the frequency of patients' needing emergency care or hospitalization.

The management of oral medications was successfully improved so that, with a score of 70%, Castle now ranks in the 85th percentile nationally.

Efforts continue to reduce the frequency of patients' needing emergency care or hospitalization.

Goals for 2012

Continue efforts to improve performance in recognized evidence-based clinical guidelines for:

- Heart failure
- Acute myocardial infarction
- Community-acquired pneumonia
- Surgical Care Improvement Project
- Stroke
- Sepsis.

Raise patient satisfaction to the national top decile for:

- Inpatient
- Outpatient surgery.

Improve physician satisfaction with cardiopulmonary services.

Continue participation in the Emergency Department Collaborative to maintain efficient patient flow during our Emergency Department's renovation.

Eliminate the incidence of:

- Catheter-associated urinary tract infections
- Central line-associated bloodstream infections.

Improve Home Care clinical outcomes by reducing the frequency of patients' needing emergency care or hospitalization.