AGENDA

Introduction
Residency Objectives
Brief description of CHOP
Summer projects
Relevance of M.H.A. classes
Lessons learned/advice to first years
INTRODUCTION

• BS/MHA Student
• Hometown: Malvern, PA
• Previous internships:
  • Department of Adolescent Psychiatry and Behavioral Sciences (DCAPBS)
  • Ambulatory Care Network
• Professional Interests:
  • Pediatrics
  • Quality Improvement
  • Consumer Insights
  • Operations
DEPARTMENT OF PEDIATRICS

• Department of Pediatrics Graduate Residency
  • Improvement Team

• Preceptor:
  • April Taylor, Senior Director of Improvement & Project Management, Practice Plan Administration
RESIDENCY OBJECTIVES

- Self Evaluation and Assessment
- Network with various CHOP employees and leaders
- Learn CHOP’s Quality Improvement framework
- Leveraging data to advance project aims
- Facilitate meetings and conversations independently
- Support COVID-19 projects: workflows, ramp-up, telemedicine
The Children’s Hospital of Philadelphia, the oldest Hospital in the United States dedicated exclusively to pediatrics, strives to be a world leader in the advancement of health care for children by integrating excellent patient care, innovative research and quality professional education into all of its programs.
CHOP VALUES: ICARE

Integrity
Be honest and fair. Come to work each day determined to do the very best job you can. Create an environment of trust and let ethical conduct guide your actions.

Compassion
Be mindful of the needs of those around you. Understand that others may be suffering, so always respond kindly and without judgement.

Accountability
Accept responsibility for your actions. Set expectations for you and your team that drive results. Be honest and own your mistakes. Apologize for them and always seek to find solutions.

Respect
Value others for who they are and what they bring to every interaction. Listen with open ears and an open mind. Show positive intent by listening actively, celebrating successes, and considering how our actions are perceived by others.

Excellence
Go beyond the ordinary to create innovative ways to deliver the highest level of service. Never be satisfied with less than the best outcomes. Collaborate with others to maintain a culture of learning and growth.
CHOP’S HISTORY

1855
1st Pediatric Hospital in the US

12 beds
63 patients

(Taylor, 2019)
HOW FAR IS CHOP’S REACH?

- Primary Care Practices
- Specialty Care Centers
- Specialty Care Centers, Surgery Centers, & After-hours Urgent Care
- Specialty Care & Surgery Centers
- Specialty Care Centers, Surgery Centers, After-hours Urgent Care, & Home Care

COMMUNITY INPATIENT PROGRAMS
- CHOP Newborn Care
- CHOP Pediatric Care
- CHOP Newborns & Pediatric Care
- Hospitals & Integrated Specialty Programs
<table>
<thead>
<tr>
<th>DEPARTMENT OF PEDIATRICS - DIVISIONS</th>
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<tr>
<td>ADOLESCENT</td>
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<td>ALLERGY &amp; IMMUNOLOGY</td>
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<td>REHAB MEDICINE</td>
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<td>RHEUMATOLOGY</td>
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Children's Hospital of Philadelphia
RESIDENCY PROJECTS

- COVID-19 Telemedicine Workflow
- Improving Patient Access to Care (IMPACT)
- Personnel COVID-19 Contingency Planning
- Patient.ly MyCareer Learning Module
COVID-19 TELEMEDICINE WORKFLOW
PURPOSE & BACKGROUND

Two-fold:

• **Providers:** To develop best practices for providers as the ramp up continues and they begin to have schedules that consist of both telemedicine and onsite visits.

• **Patients/Families:** To create workflows that ensure a positive patient (and family) experience by mitigating technical issues and delays of care.
**MIXED VISITS**

<table>
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<tr>
<th>Provider:</th>
<th>Date:</th>
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<table>
<thead>
<tr>
<th>Time</th>
<th>Description</th>
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<tr>
<td>8:30am</td>
<td>Video visit f/u</td>
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<tr>
<td>9:00am</td>
<td>Onsite f/u</td>
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<tr>
<td>9:30am</td>
<td>Onsite f/u</td>
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<tr>
<td>10:00am</td>
<td>Video visit f/u</td>
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<td>10:30am</td>
<td>Onsite f/u</td>
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<tr>
<td>11:00am</td>
<td>Onsite f/u</td>
</tr>
<tr>
<td>11:30am</td>
<td>Video visit f/u</td>
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<tr>
<td>12:30pm</td>
<td>Onsite f/u (Five 30 minute appts)</td>
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*Appt length = 30 minutes*
MY ROLE

Create charter & workflows

Connect with IS/Analytics Team

Identify stakeholders

Facilitate meetings
**TELEMEDICINE WORKFLOW**

**Pre-Visit**

- **STAR Text Reminder** (10 minutes prior to visit time)

**Visit**

- Provider logs onto telemedicine visit
- Conducts visit
- Documents f/u needed (if applicable) in chart and disconnects

**Post-Visit**

- Upon disconnecting, patient prompted to:
- Message prompted

- **Patient.ly Reminder**

**Decision Points**

- **Successful log on?**
  - Yes: **MA enters visit** - collect height, weight, BP, medications, etc.
  - No: **Triage to PSR to help with technical troubleshooting**

- **Provider running late?**
  - Yes: **MA or PSR* enters visit to inform patient about delays**
  - No: **Provider logs onto telemedicine visit**

- **Call office**
  - Patient calls the office to schedule f/u
- **MyCHOP**
  - Patient receives a MyCHOP message to schedule after encounter is closed
- **Expect a call**
  - “F/u needed” pushed to access center → prompts someone to call in <10 min to schedule patient f/u
- **Check-out**
  - An MA/PSR* comes back into the video visit to schedule any f/u needed

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*PSRs do not currently have security access to join a video visit*
LESSONS LEARNED

Projects may change course

Facilitating meetings is all about asking the right questions

Create strong relationships with the IS team

Each stakeholder in a project will have a different experience/perspective

Best practices should be easily adapted to various divisions
IMPROVING PATIENT ACCESS TO CARE (IMPACT)
CHAIR’S INITIATIVES

• **About:** Two-year projects funded by an internal grant program

• **Objective:** “Investing in innovation and the future of child health” (CHOP, 2017)

• **Process:** Requests for proposals is issued every two years; proposals are reviewed and selected based on criteria such as: innovation, sustainability, measurable outcomes, resources available

• **After selections:** Program leaders meet regularly to report on work, present findings, etc.
ROUND 7 CHAIR’S INITIATIVES

Project Goal:

To successfully implement a bundle of evidence-based strategies to improve patient access in the ambulatory clinic environment using operations management and implementation science.
DATA COLLECTION

End-of-Visit Survey:
• Goal: Better understand whether a follow-up visit was necessary (e.g. could it be handled by primary care), and whether it was the appropriate format (telehealth vs. onsite)

Test of Change #1: Video Visit Day of Reminder
• Goal: Send text to families 10 minutes prior to their appointment time to remind them to log on for the telemedicine appointment

Test of Change #2: Recall Lists
• Goal: Streamline the process to schedule patients added to the recall list to ensure patients are seen when follow-up is expected and to reduce manual effort of schedulers/coordinators
Takeaway:
- **28%** of patients arrive late for video visits across the department of pediatrics.
PATIENT.LY
TEXT REMINDER
PLATFORM
PDSA CYCLES

Act

Plan

Study

Do
LESSONS LEARNED

Stakeholder engagement is important

External vendors may need more explanation than internal vendors

Pivoting is vital – PDSA Cycles

Ask why x 5!

It’s okay if things don’t go exactly as planned – learn from them!
## AREAS OF EXPOSURE

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<tr>
<th>Area</th>
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<tr>
<td>Self Evaluation &amp; Goal Setting - SWOT</td>
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<tr>
<td><strong>40 + Informational/Networking Meetings with leaders</strong></td>
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<td><strong>Consumer Insights Department</strong></td>
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<td><strong>QGenda Scheduling Platform</strong></td>
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<td><strong>Quality Improvement Framework</strong></td>
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<td><strong>Qlik Sense Data Analytics Platform</strong></td>
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<td><strong>Town Halls</strong></td>
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<td><strong>Overview of Divisional Finance/Budgeting</strong></td>
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<td><strong>Patient.ly – Text Reminder Platform</strong></td>
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<td><strong>Operational and personnel COVID-19 Contingency planning</strong></td>
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RELEVANCE TO M.H.A. CLASSES

HPA 854: Population Health/Quality

HPA 897: Operations

HPA 897: Project Management

HPA 447 & HPA 835: Finance
LESSONS LEARNED & ADVICE

- Ask all the questions – you are a student!
- Don’t be afraid to step outside of your comfort zone
- “Soft skills” are not soft – they are crucial!
- Learn from different leadership styles
- Network, network, network!
QUESTIONS?
REFERENCES

Marx, A. (2017). Chair’s Initiatives. @CHOP.
https://at.chop.edu/pediatrics/chair-initiatives

Rauch, B. (2020). Telemedicine and In-Person Workflows Mtg_Peds Ops [PowerPoint slides]. @CHOP.

Taylor, A. (2019). Department of Pediatrics summer residency experience [PowerPoint slides]. @CHOP.