

ABSTRACT: 2016 ELAM Institutional Action Project Symposium

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Project Title: Building a Stronger Community: Brenner Children's Hospital

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Collaborators: Edward Abraham, MD; Penny Blake, MSN, RN, NEA-BC, CENP; Kevin High, MD, MS; Thomas Pranicoff, MD; Teresa Reavis, RN, BSN; Alisa Starbuck, DNP, RN, NNP-BC, NEA-BC; Cathleen Wheatley, MS, RN, CENP; Terry Williams, MBA and all faculty members affiliated with Brenner Children's Hospital at Wake Forest Baptist Health

Background, Challenge or Opportunity: Brenner Children's Hospital (BCH) includes faculty members affiliated with every department in the medical center, of whom half are affiliated with the Department of Pediatrics. The opportunity to improve communication and build a stronger sense of community was highlighted by medical center surveys indicating that the faculty and staff would like to have more input into decision making.

Purpose/Objectives: The objective was to create a Brenner Children's Hospital service line structure that would bring the faculty and staff together, enhance sense of community, allow input into decision making, improve quality and efficiency of care, and improve patient and provider satisfaction.

Methods/Approach: 1) We moved from a director to co-director (Chair of Pediatrics and BCH surgeon-in-chief) model and renamed "pediatric service line" to "BCH service line". 2) We created two faculty councils—BCH Section Head Council (all child-focused section heads from all departments) and elected BCH Faculty Council (section heads not eligible)—each with monthly meetings. 3) We engaged faculty, staff and parent advisors in multiple rounds of BCH strategic planning. 4) We hold BCH Town Halls every 6 weeks to share updates and engage in active dialogue among administrative leaders, faculty members and staff. 5) The co-directors have regularly scheduled BCH service line meetings with administration. 6) We are creating a monthly newsletter to share accomplishments across BCH. 7) We are working to obtain BCH faculty and staff feedback every 6 months to guide next steps.

Outcomes and Evaluation Strategy:

Our primary outcomes were measures of faculty and staff engagement. The evaluation of engagement included number of faculty, staff, and parents who participated in strategic planning; number of council meetings with active faculty participation; number of town halls, attendance and % questions focused on unmet faculty/staff needs.

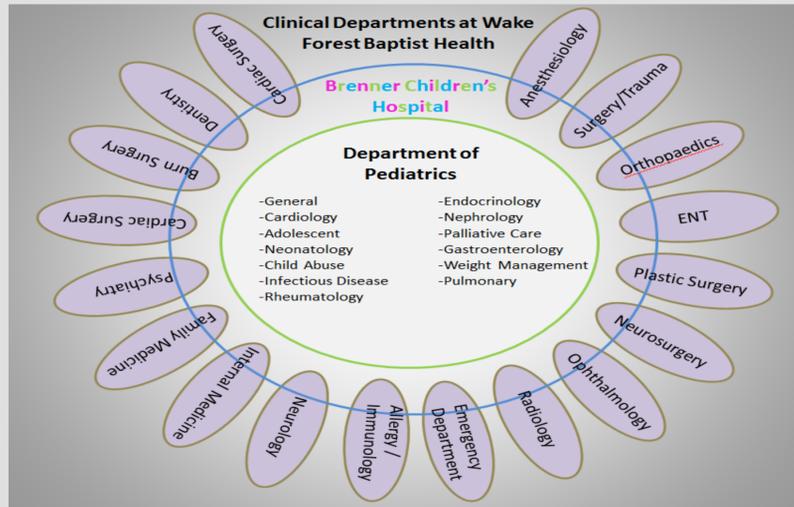
Our secondary outcomes include quality of care, patient satisfaction and provider satisfaction. The metrics for quality of care include HCAHPS percentile, Adverse Event Rate, LOS Index, and % 30-day readmissions. Patient satisfaction is evaluated using Press Ganey results. Provider satisfaction will include select questions from Faculty Forward questionnaire.

Our ultimate outcome will be measures of child health throughout our community.

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Brenner Children's Hospital, Wake Forest School of Medicine

Background

BCH faculty members are affiliated with all departments



Objective

Create a BCH service line structure that will:

- Bring faculty and staff together
- Allow input into decision making
- Improve quality and efficiency of care
- Improve patient and provider satisfaction

Methods

- Identify co-directors of BCH service line
- Create two faculty councils: section head and elected representatives
- Engage faculty, staff and parent advisors in multiple rounds of BCH strategic planning
- Hold BCH Town Halls with administrators, faculty members and staff q. 6 weeks
- Co-directors meet with administration
- Create monthly newsletter to share accomplishments
- Obtain faculty and staff feedback q. 6 months to guide next steps

Outcomes

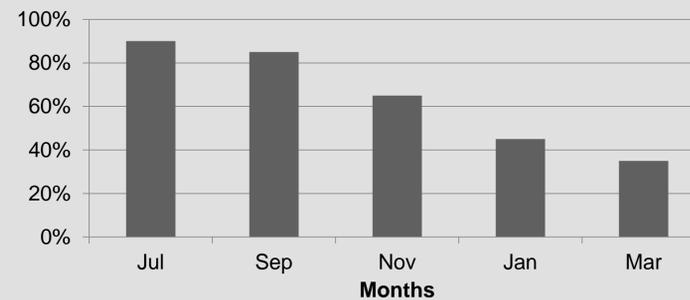
Strategic planning participation

- 130 faculty, staff and parents participated in these BCH strategic planning meetings
- 85% sections shared their strategic plan results

BCH Meetings

- Section Heads: monthly w/10-35 faculty, \bar{x} =20
- Elected Council: monthly w/10-20 reps, \bar{x} =15
- Town Hall: q. 6 weeks w/40-125 persons, \bar{x} =55

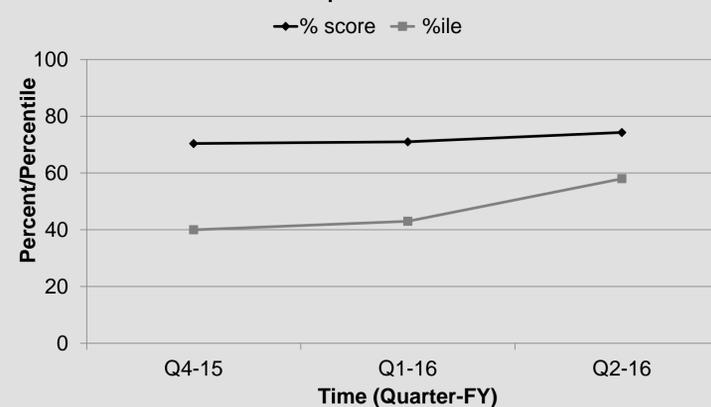
Town Hall % Questions on Unmet Needs



BCH Measures

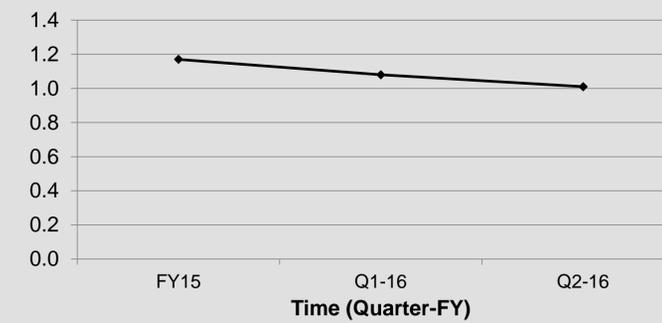
How do you rate this hospital?

BCH Top Box HCAHPS

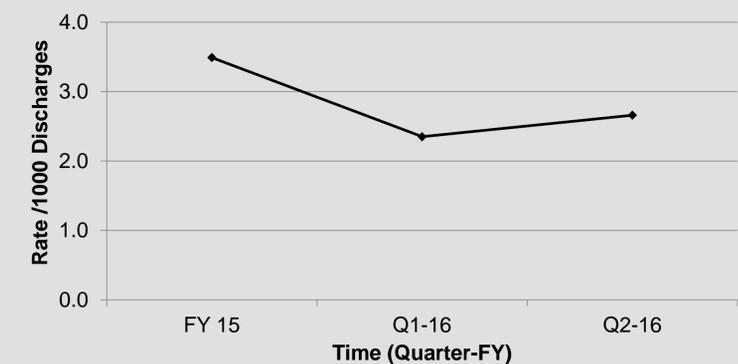


Mortality Index Stable at <0.9

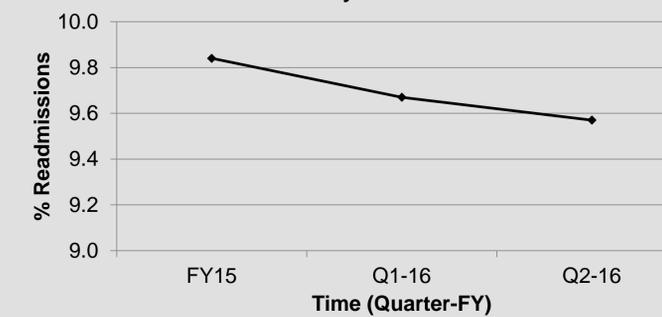
BCH LOS Index



BCH Adverse Events



BCH % 30 Day Readmissions



Future Directions

- First BCH-wide faculty satisfaction survey is planned. BCH Elected Council is leading this effort and will use REDCap. Survey results will be shared with faculty members and guide future directions.
- Newsletter compiling monthly BCH accomplishments in progress.
- Continue to follow all results and share quality metrics.