

# The Rebirth of A Children's Hospital into a New Family: The St. Christopher's Hospital for Children Experience

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## BACKGROUND

St. Christopher's Hospital for Children is a 188 bed free standing children's hospital in Northern Philadelphia.

In June 2019 St. Christopher's owners filed for bankruptcy. In December 2019, Drexel University and Tower Health purchased and acquired St. Christopher's Hospital for Children. (SCHC) and have been working on recruiting and re-engaging faculty and staff.

## OBJECTIVES

- To understand the perspectives of current and former faculty, executives, staff and trainees regarding the history of St. Christ, legacy, transition and future recommendations for the new era of this historical Children's Hospital
- To describe the needs, and ideas for faculty and staff development in the new ownership of SCHC

## METHODS

- Participants identified and consented
- Semi-structured interviews were audio-recorded and transcribed verbatim via zoom
- Codebook development ongoing
- Coding, thematic analysis, and development of assertions analyzed using NVIVO 12

## PROJECT AND PARTICIPANTS

### Recruitment



Participants recruited (n=96)

- Staff (nurses, MAs, front line)
- Administrators
- Faculty (Clinicians)
- Retired faculty
- Bankruptcy consultants

### Semi-Structured Interview



Participants asked about:

- Length of time, role at SCHC
- Challenges, successes
- Reasons for staying/leaving
- History and reflections
- Future and hopes for SCHC
- Recommendations and ideas

### Faculty Ideas for Future



- Faculty asked about Development
- Professionalism
- Vision for the future
- Why they stayed at SCHC

## RESULTS

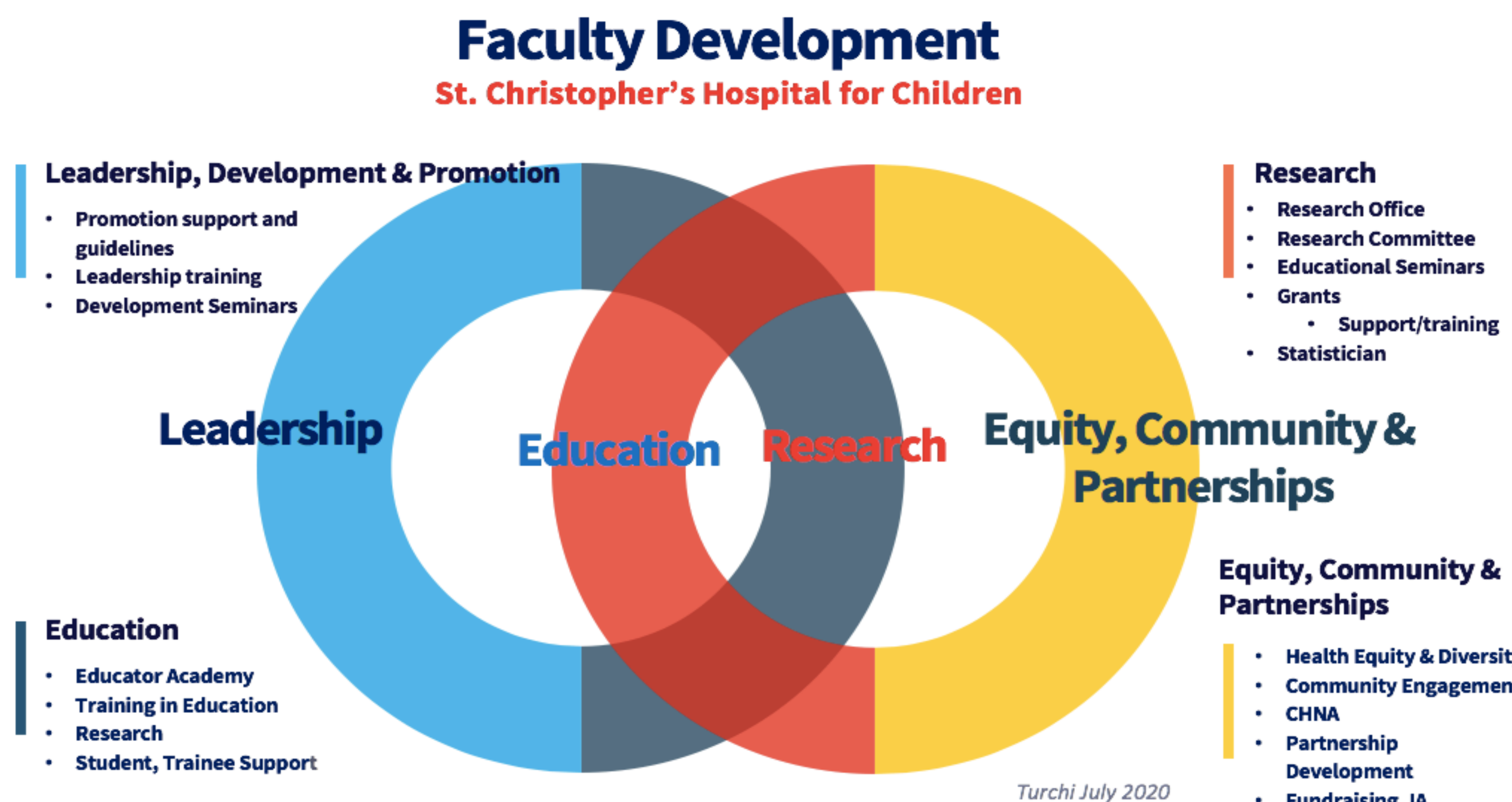
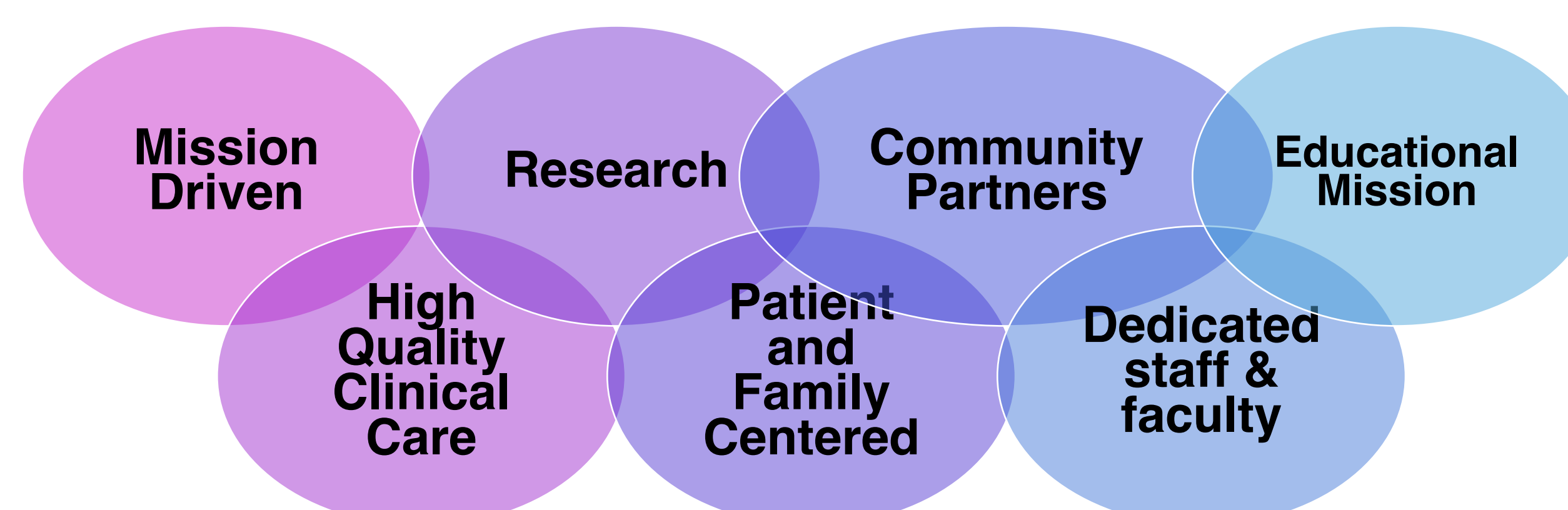


Figure 1: Themes described by respondents



Collectively, participants described the pillars of research, high quality clinical care and dedication to the educational mission of students and trainees as driving forces

Figure 2: Selected Quotes from Participants

SCHC stands on the shoulders, metaphorically, of great people that came before us, who made this institution what it is,, it is the job of the people who are there now to help the owners and partner with the hospital leadership in designing the future

Dedication to care for kids, first and foremost...great pride in the 150 year history... SCHC had humble beginnings as a little cottage and growth over time. ..national and international leaders of pediatric care, Dr. Nelson, Dr. DiGeorge,, forefathers of pediatrics.

Participants were proud of the care provided at SCHC and to be a part of the hospital. The education, clinical care, and research are major driving forces in preserving the Heart of SCHC through so much transition. A concerted effort and look to the future requires commitment and partnership across the many partners and leveraging the non profit status of the newly owned hospital.

## DISCUSSION

- Faculty, staff and faculty believe in the future of St. Christopher's Hospital and are engaged in planning for the future
- The transitions have caused some stress but the future feels certain and optimistic with its new partners and leadership.
- Partnerships with payers, community partners, new ownerships are essential.
- Building on the rich history will foster successful recruitment, education and research,.
- The clinical care at SCHC is high quality and will continue to flourish will continued investment.



## CONCLUSIONS

- Respondents are engaged and activated in the future of SCHC and the rebirth of this important Children's Hospital.
- Continued partnerships and strategic planning is warranted among DUCOM, DU, and Tower Health as the leadership evolves and growth.
- Structure of the research office and integration in the SCHC faculty will be integral in the future.

## FUTURE DEVELOPMENT

- Further work is warranted as the Community Health Needs Assessment is completed, non-profit status and foundation for SCHC evolves over the coming months.
- Engaging families and community partners in the expansion and growth of SCHC is imperative.

## ACKNOWLEDGEMENTS

We would like to thank all of our participating faculty, staff, and families for whom we completed this work and the children and families that inspire us at St. Christopher's Hospital every day. .

