

When Change Is the Only Certainty: Preparing a New Hospital to Welcome New Learners

Allison Ballantine, M.D., M.Ed. Perelman School of Medicine at the University of Pennsylvania and Children's Hospital of Philadelphia (CHOP)

Background

- On November 1, 2021 CHOP will be opening its first remote campus, King of Prussia Hospital (KOPH), 20 miles from Philadelphia campus
- Upon opening, KOPH will have a non-trainee dependent care model
- Many programs have expressed interest in accessing KOPH as a training site

Objectives

- Develop a playbook for impact evaluation, decision-making and implementation of new programs at KOPH

Methods

- Identify key stakeholders
- Conduct interviews to identify priorities and objectives relating to training rotations
- Codify input into Training Program Playbook
 - Evaluation Matrix
 - Decision Guidelines/Considerations based on evaluations
- ADKAR[®] selected as change management methodology



Outcomes

- Evaluation Matrices Developed (sample from Operational Leadership pictured below)
- Rigorous, disciplined approach for early evaluations led to solid stakeholder buy-in and concrete plans ready for implementation

Key Considerations	Medical Students	Residents	Fellows	NPs
Safety	3	2	4	3
Efficiency	2	2	4	2
Culture	2	2	2	2
Financial	3	4	3	3
Pt/Family Exp	1	1	3	1

1 = negative impact
3 = neutral
5 = positive impact

Discussion

- Majority of Playbook developed for implementation in AY 22-23
- Important structural components identified in early stakeholder interviews (e.g. identification of programmatic resources prior to implementation, staggered pilots starting with least disruptive and highest yield)
- Change management strategy developed and ready for implementation

Next Steps

- Training Program Gap Analyses
- Resource assessment
- Pilot implementation

Collaborators

- Daniel West, M.D.
- Cara Rakow, R.N, M.S.N.
- Cheryl Gebeline-Myers .M.S., M.B.A.