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

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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

<table>
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<tr>
<th>Key Considerations</th>
<th>Medical Students</th>
<th>Residents</th>
<th>Fellows</th>
<th>NPs</th>
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<tr>
<td>Safety</td>
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<td>2</td>
<td>4</td>
<td>3</td>
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<tr>
<td>Efficiency</td>
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<td>Culture</td>
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<tr>
<td>Financial</td>
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<td>1</td>
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</table>

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.

1 = negative impact
3 = neutral
5 = positive impact

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