

2021 Annual Report



**Pediatric
Experience
Collaborative**

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Member Organizations

- Ann & Robert H. Lurie Children's Hospital of Chicago
- Boston Children's Hospital
- Children's Healthcare of Atlanta
- Children's Hospital Colorado
- Children's Hospital & Medical Center Omaha
- Children's Hospital of Philadelphia
- Children's Mercy Kansas City
- Children's Wisconsin
- Cincinnati Children's Hospital
- Dayton Children's Hospital
- Hassenfeld Children's Hospital at NYU Langone
- NewYork-Presbyterian Morgan Stanley Children's Hospital
- Phoenix Children's Hospital
- Seattle Children's Hospital
- St. Jude Children's Research Hospital
- Texas Children's Hospital

A Message From Our Leaders

Friends,

It is probably safe to assume we are all ready to close the books on 2021 and hit "refresh" for 2022.



Harris Baden, MD



Tiffany Messer, MEd

Necessity is the mother of all invention, and the COVID pandemic, the national reckoning with systemic racism, and the constricting of the healthcare workforce in 2021 have challenged us to imagine new ways to define and deliver care. At the *Pediatric Experience Collaborative (PEC)*, we have welcomed new member organizations and experienced transitions in leadership. We have commiserated, shared lessons learned, and supported each other to overcome the operational barriers we faced. Importantly, we began to look transparently at the disparities that exist in healthcare outcomes and experiences for our patients and communities based on color, race, ethnic and language differences. Collectively, we have committed to EQUITY in healthcare experiences, and together, the *PEC will* achieve this ideal through collaboration, transparency, advocacy, and hard work. We have accomplished much, but our mission is ambitious and our expectations are audacious. We look forward to sharing the journey with you and to ensuring the best possible outcomes and experiences for all the patients and families we serve.

Harris & Tiffany, Co-chairs

Overview of the Pediatric Experience Collaborative

Mission Statement

The Pediatric Experience Collaborative (PEC) leverages the advantages of scale by collaborating and sharing expertise, data, and experiences amongst participating children's hospitals to optimize patient, family, and care provider experiences.

Values



Advocacy

Advance efforts to improve pediatric patient, family and staff experience within our hospitals, regionally, and nationally



Co-design

Co-create interventions with patients, parents, care providers and all our stakeholders



Collaboration

Partner with participating hospitals to share knowledge and learnings



Dissemination

Share lessons learned, best practices, and evidence based research



Innovation

Advance evidence-based and innovative solutions around pediatric patient, family, and care provider experiences



Integration

Partner with groups within our hospitals (e.g. Safety, quality, finance) to understand the interdependency and combine efforts related to improving the care experience



Standardization

Work toward standardization of definitions, processes, and measures whenever possible



Transparency

Share data, interventions, successes, and failures

Overarching Objectives

Partner – not compete - nationally across children's hospitals to optimize the experiences of patients, families, and care providers through transparent sharing, learning from one another and developing best practices.

Key Goals



Optimize Patient & Family Experience through Co-Designed Improvement Projects

Co-design evidence-based initiatives for members to deploy locally, which will collectively optimize the pediatric healthcare nationwide



Share Information

Share information among members to enhance the available body of knowledge that reduces extra effort, allows for replication, lessens failures and enhances successes across members



Influence Market

Influence the marketplace by demonstrating outcomes only possible at scale due to the network of members, standardized evidence-based best practices for pediatrics, and the ability to deploy throughout the country



Aims

—
Set Experience Standards

—
Define Best Practices

—
Enhance Family Engagement

—
Create a National Networking Community

—
Share Learnings

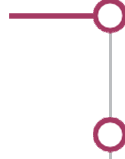
2021 Timeline of Key Events

Jan 2021: Welcomed new Institutional Co-Chair, Harris Baden and new member organization, Phoenix Children's Hospital



Feb 2021: 2020 Virtual Visit Workgroups Report-Out to Members

March 2021: Updated 3-year strategic plan



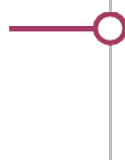
April 2021 :Quarterly webinar on Physician Coaching Program presented by Children's Hospital of Atlanta, Seattle Children's, and Children's Mercy Hospital.

May 2021: Welcomed new member organization, Children's Hospital of Omaha



June 2021:
Virtual Summit with a focus on health equity. Highlights included Diversity and Inclusion team presentation, diverse parent panel and open topic discussions

July 2021:Started writing case studies for Beryl Institute for VV Family Advisory Council and Comment Analysis Workgroup



September 2021: Initiated two workgroups with a focus on health equity



August 2021:Quarterly webinar on Physician and Staff Wellness

November 2021:
Fall Virtual Summit with a focus on micro-aggression and health equity. Sessions included workshop on microaggression and parent-partnered presentation



October 2021:Elected new Steering Committee Member [Phoenix Children's Hospital]

December 2021: Quarterly webinar on Re-structuring FAC to make more Diverse



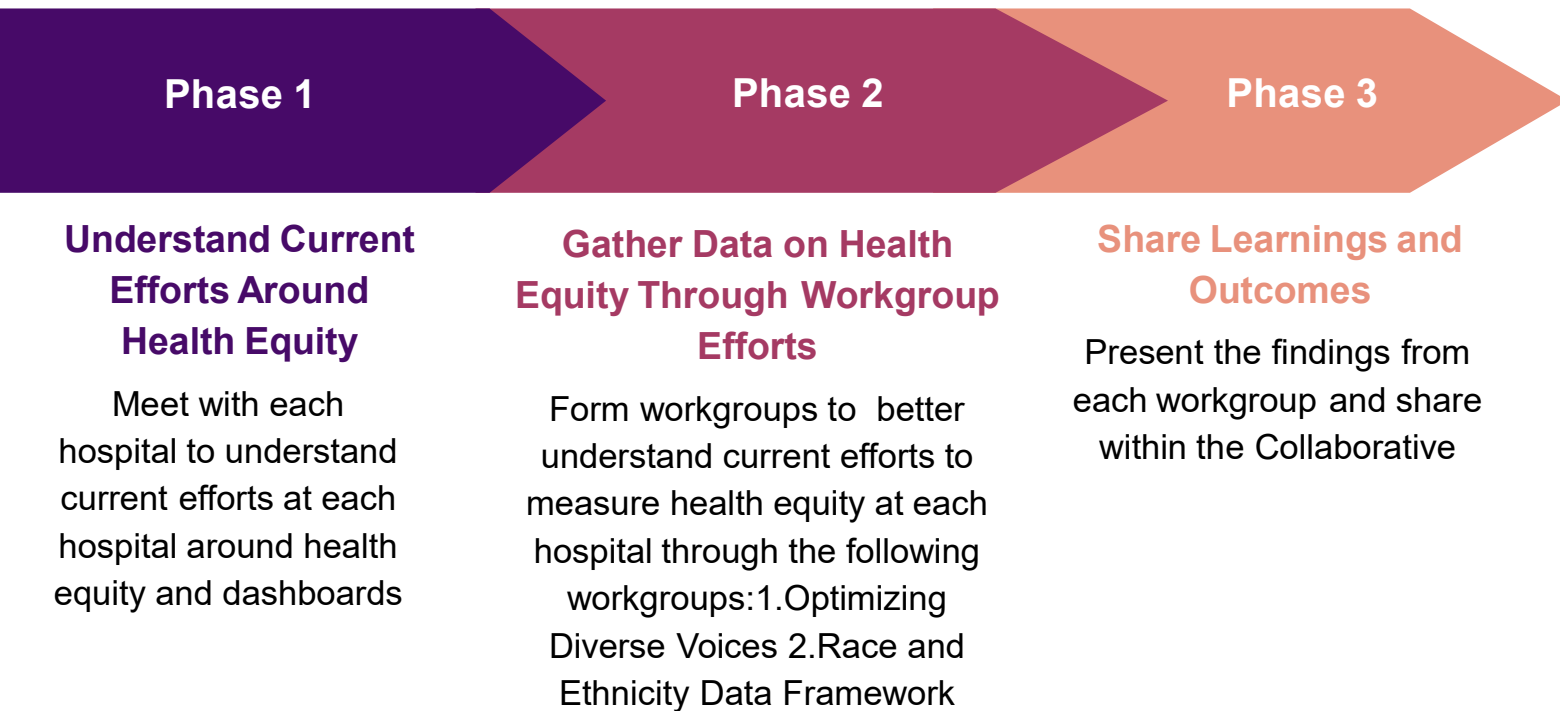
November/December 2021: Conducted calls with member hospitals to collect information on top patient experience priorities at each hospital

***Ongoing:** Networked and discussed best practices in patient experience via monthly membership calls and open forums

PEC 2021 Strategic Plan

Recognizing the importance of our diverse patient and family voices across our many organizations, the Collaborative 2021 Strategic Plan focused on *Health Equity*.

Health Equity Strategy



Partnership Matters: Family Engagement

In January 2021, we asked members for input on how to strengthen family partnerships in the PEC. Based off of the feedback we received, we incorporated families by:

- Providing dedicated time for families to present throughout the year
- Welcoming parents to attend and engage in Virtual Summits
- Sharing their impactful stories as keynote speakers at our Summits
- Speaking on panel discussions about hot topics
- Inviting & including parents to be an integral part of every workgroup

While the pandemic continued to bring challenges, our family partners renewed our optimism for the future. We are grateful for their ongoing partnership and look forward to their unwavering commitment in 2022.

Virtual Summits

2021

Spring Virtual Summit

Held on June 17th , 2021

Family Partner Key Note Speaker

Kay Jenner, Family Engagement Specialist, Children's Hospital Colorado

Religious and Cultural Awareness Parent Panel Discussion and Q&A Session

Parent Panelists: Esterlina MacInnes, Boston Children's; Janet Richards, Seattle Children's; Asheesh Biyala, Children's Mercy ; Fahim Mohammed, Children's Wisconsin

Diverse parent panel to discuss how to respect religious and cultural needs during a visit.

HOT TOPIC DISCUSSION

Breakout rooms with moderators for the following topics: Access to Hospital, Incorporating Diverse Voices, Interpreter Services

"Becoming An Anti-racist Organization" Presentation

Led by Alicia Adiele, MSW; Director of Health Equity, Diversity and Inclusion at Seattle Children's Hospital

Presentation on leading anti-racism work at an organizational level within a hospital



Virtual Summits

2021

Fall Virtual Summit

Held on November 4th, 2021

Hearing From Those We Serve: A Family Story

Parent Speaker: Bart Bailey, NYP: Morgan Stanley Children's Hospital at Columbia

Equity Project Presentation: Meeting Patient & Family Needs


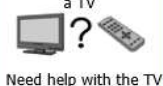










Katie Litterer, Boston Children's Hospital










Presentation on a family visual tool created by multidisciplinary team to empower patients and families to communicate basic needs to care team.

Workshop Experience: Microaggressions, Power & Privilege – and Frameworks to Respond

Courtney Gilliam, MD, Ashley Jarrett, and Sahar Rooholamini, MD from Seattle Children's Hospital

Workshop facilitated by experts to discuss how to utilize frameworks to respond to microaggressions and others in work environment.

Things I Need:		Coisas que eu preciso:	
 Food & drink	 Need help with the TV	 Charger	 Help with Wi-Fi
 Bedding	 Clean clothes	 Towels	 Toiletries
 Someone to stay with my child	 Parking voucher	 Activities for my child	 The room is too hot/cold

People and Places:		Pessoas e lugares:	
 Interpreter	 My child is in pain	 Speak to a doctor	
 Chaplain	 Pharmacy	 Speak to the nurse	
 Bathroom / Shower	 A place to sleep	 Laundry	

Virtual Visit Provider Survey Workgroup *[2020 continuation]*

Co-Leads: Harris Baden, Seattle Children's Hospital and

Taylor Sewell, NYP: Morgan Stanley Children's Hospital at Columbia

The provider virtual visit survey workgroup completed their work. In the end, 10 centers and nearly 2,400 providers participated. Individual organizations received their site specific survey results. In addition, the results of the survey focused on the personal life domain were accepted as an abstract at this year's Pediatric Academic Societies.

Optimizing Diverse Voices Workgroup

Co-Leads: Bart Bailey, NYP: Morgan Stanley Children's Hospital at Columbia and

Mary Rodriguez, Children's Hospital Colorado

- **Aim:** To determine effective mechanisms (e.g., focus groups, surveys, family advisory council) for gathering and hearing diverse patient and family voices and develop a standard process around implementing effective mechanisms.
- **Outcomes:** List of best mechanisms to collect diverse patient and family voices. Guidelines for implement effective mechanisms across participating hospitals
- **Number of Collaborative Member Hospitals Involved:** 11

Race and Ethnicity Framework Workgroup

Co-Leads: Marissa Jacobs, NYP: Morgan Stanley Children's Hospital at Columbia and Michael Ponti-Zins, Cincinnati Children's Hospital

- **Project Purpose:** To create a shared organizational framework to define equity in patient family experience
- **Deliverables:** To share current approaches towards organizational equity PFE measurement; to outline shared strategic and measurement challenges to equity PFE measurement; Aspirations: To create best practice guidelines and shared PFE equity measures; To share common measures across the collaborative; To learn from variation across hospitals to close equity gaps
- **Number of Collaborative Member Hospitals Involved:** 10

Open forums are an opportunity for members to discuss any hot topics relevant to patient experience. These meetings are held monthly.

Discussion Topics

- Provider Transparency
- Emergency Department Capacity
- Design and Healing
- Staffing Pool
- School Surge and Mask Mandates
- Vaccine Mandate: Handling Anti-Vaccinators
- RSV Surge and Department Capacity
- Staff Resiliency and wellbeing
- Hospital Budget and Costs
- COVID Testing Updates
- Visitor Policy Changes
- Magnet: Safety and Cleanliness Concern
- Surveying Concerns and IRB
- Point of Care Surveying
- Masking for Clinical Staff, Non-Clinical Staff and Visitors
- Screening for Clinical Staff, Non-Clinical Staff and Visitors
- Barriers to Access to Healthcare



I find such value to attending the open forum calls! Each organization has the opportunity to brainstorm on various pain points they may be experiencing. The collaboration and information sharing is what truly helps our organizations excel in patient/family experience as well as safety, especially during the pandemic!

-Teresa Prouty, Dayton Children's Hospital



Best Practice Sharing

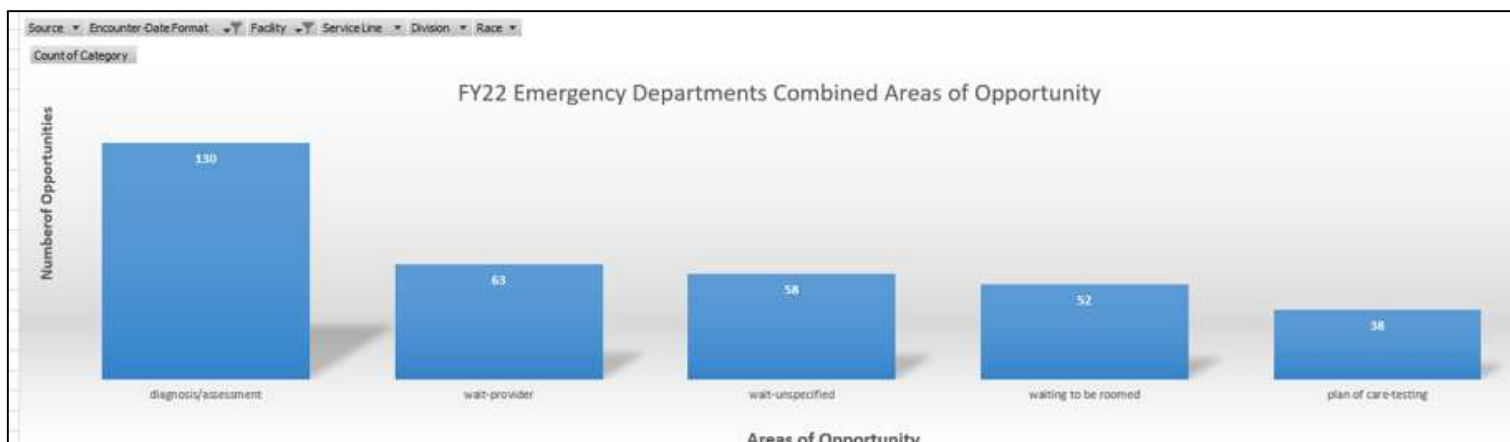
Through our summits, workgroups, webinars, open forums, and Basecamp messages, members are able to educate and implement best practices. On the next few pages, please read about innovative projects our member hospitals have shared within this Collaborative.

Dayton Children's Hospital: *Enhanced Qualitative Tool*

Dayton Children's Hospital created an in house solution to categorize all of their qualitative feedback from MyRounding, NRC Surveys, and Social Media Monitoring. The finalized product is a centralized spreadsheet with sheets for all recognitions, opportunities, and qualitative themes by care settings. This report is distributed to Service Line Directors and Medical Chiefs every Friday with updated data. Users can use the filters to identify verbatim comments or the theme pages to get a high level overview. This data is then used, in coordination with the quantitative feedback that is most correlated with NPS, to drive action planning.

FY22 Emergency Opportunities	
Source	(All)
Encounter-Date Format	(Multiple Items)
Facility	(Multiple Items)
Service Line	(All)
Division	(All)
Race	(All)
Row Labels	Count of Category
diagnosis/assessment	130
wait-provider	63
wait-unspecified	58
waiting to be roomed	52
plan of care-testing	38

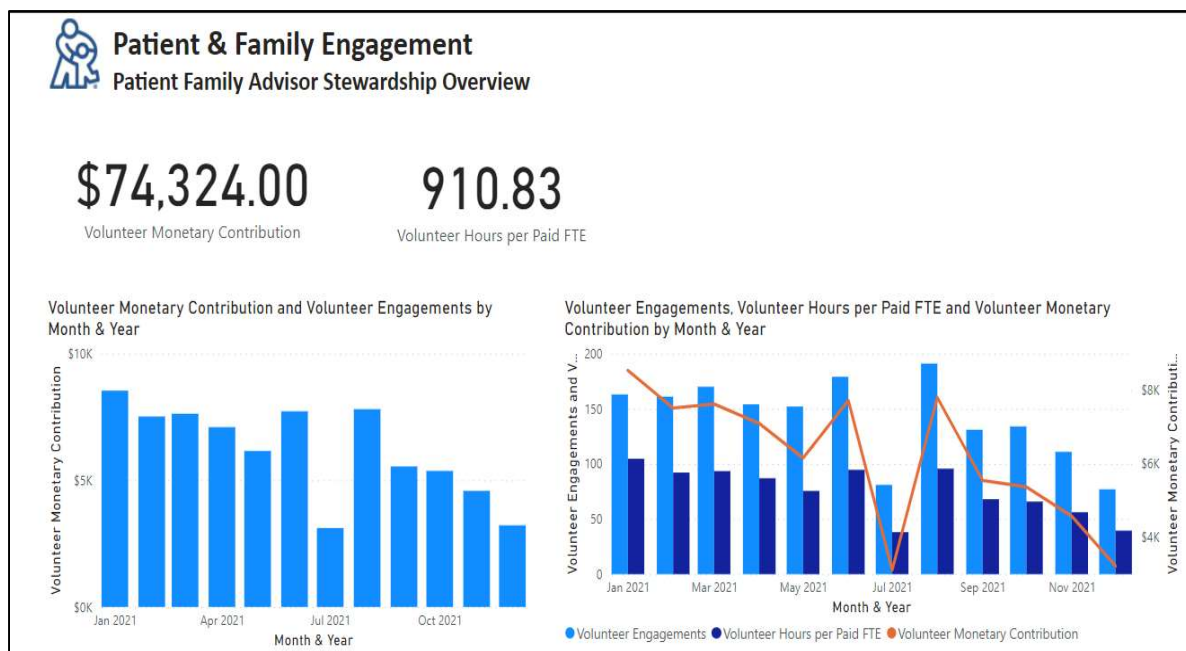
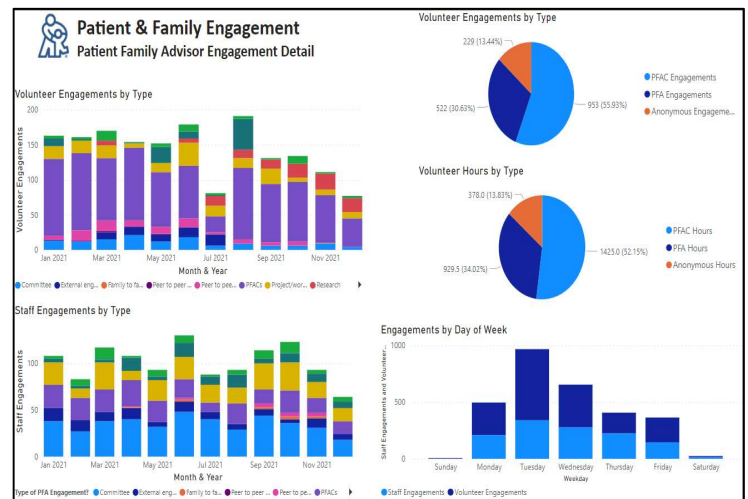
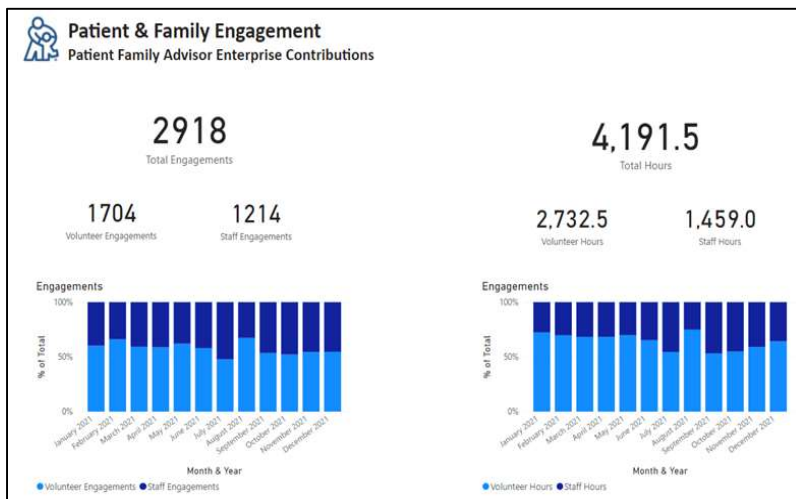
FY22 Emergency Recognitions					
Encounter Date-Format	(Multiple Items)				
Facility	(Multiple Items)				
Service Line	(All)				
Division	(All)				
Count of Provider	Count of Nurse	Count of Care Team	Count of Facility/Amenities	Count of Overall Experience	Total Recognitions
123	127	375	83	225	933



Best Practice Sharing

Children's Mercy Kansas City: *Patient and Family Tracking Engagement*

Children's Mercy Kansas City developed a dashboard to track patient and family engagement to quantify the value of utilizing parents on staff to engage volunteer Patient Family Advisors. Hours are manually recorded in a REDCap tracking tool and then extracted into Power BI to create the dashboard. Engagement of parents on staff and volunteer PFAs are entered by the categories developed by the PEC Family Involvement Workgroup. Engagement can be reviewed by categories, days of service, and project type. Volunteer hours are shown in monetary contribution using the value determined by the Independent Sector with the Do Good Institute. The dashboard is shared with hospital leadership. Screenshots of the dashboard are below.



Best Practice Sharing

Boston Children's Hospital: Care Bundles Program

In 2021, reacting to both high volumes and acuity of patients being seen in the Boston Children's Emergency Department, a new program was launched to improve the human experiences of those seeking care with us. The "Care Bundles Program" is financially supported by Social Work and actively managed by the Boston Children's Hospital Family Advisory Council. Together, we work to provide patients and families receiving care at Boston Children's with care and comfort items that let them know their needs are important to us. Currently this program is rolled out in the Emergency Department, Primary Care and Inpatient Units.



St. Jude Children's Hospital: Legacy in Photos Survey

May Birthdays

Thinking of all the children with birthdays in May



St. Jude in Spring

We do not have any photos to share this month so we decided to share some photos of St. Jude during Spring as we pause to remember the many special children with May birthdays.

As parents, the birth of our children is a monumental, life-changing event. On the day of their birth, we learned that our hearts were able to expand with love, far greater than we ever thought possible.

St. Jude Children's Hospital has an online community of bereaved caregivers on St. Jude Voice called Legacy Voice. At this time, they are all overwhelmed with the abundance of virtual participation required of them. This technological communication can feel cold at times. They wanted to add some of the warmth that families experience when they are at the hospital to our website so we created a survey asking all our members to submit a picture of their child who had passed away. Then, during the month of that child's birthday, we would post their picture and a heart-felt message from one of our bereaved parent advisers. An unexpected result of this survey is that the administrator of the virtual platform finally got to put faces to the names of so many of the sweet children we have come to know through their parents. This untraditional use of a survey led to our staff and our advisers gaining a new level of understanding. It was meaningful to them all.



**Welcomed Harris
Baden, MD, into his
new role as Co-Chair
of the Collaborative**



**Phoenix Children's
Hospital &
Children's Hospital of
Omaha joined the PEC,
bringing our
membership to
16 medical centers**



**Member hospitals hosted
webinars on Physician
Coaching Programs,
Physician & Staff Wellness,
and Restructuring Family
Advisory Councils**



**Two Virtual Summits
hosted on
Health Equity &
Microaggressions**

**20
21**

Accomplishments



**Initiated two new
workgroups to move
our health equity
work forward**



**141 Total Summit
Attendees,
including Family
Partners**



**Networked and
discussed best practices
in patient experience via
monthly membership
calls, open forums, and
Basecamp**



**Increased family
engagement including
two family key note
speakers at Summits**

Steering Committee Members

Pediatric Collaborative Experience

Aniqa Mian, MPH

Tiffany Messer, MEd, Parent Co-chair

Ann & Robert H. Lurie Children's Hospital

Barbara Burke, MA, LPC, CPXP

Cara Herbener

Boston Children's Hospital

Lisa Rubino, MBA

Sara Toomey, MD

Cincinnati Children's Hospital

Samuel Hanke, MD, MBA

David Krier, MHA

Linda Nourse

Dayton Children's Hospital

Shehzad Saeed, MD

Amy Thorson, MBA

Seattle Children's Hospital

Harris Baden, MD, Co-Chair

Julija Gelazis, MBA

Elizabeth Nicklos

Operations Team Members

Pediatric Collaborative Experience

Aniqa Mian, MPH

Ann & Robert H. Lurie Children's Hospital

Cara Herbener

Boston Children's Hospital

Lisa Rubino, MBA

Cincinnati Children's Hospital

Linda Nourse

Dayton Children's Hospital

Joe McCann

Kathleen Matic, M.D., FAAP

Seattle Children's Hospital

Elizabeth Nicklos

Financials

In response to COVID-19, the Steering Committee extended the annual dues of \$10,000 to cover two years of membership (2020 & 2021).

As was reported in the FY20 annual report, a total of \$110,000 dues were collected for FY20/21. There was a total of about \$60,000 in expenses which included consulting fees, project management support, and miscellaneous expenses.