



**Pediatric Experience
Collaborative**

20

22

Annual
Report

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Preparer

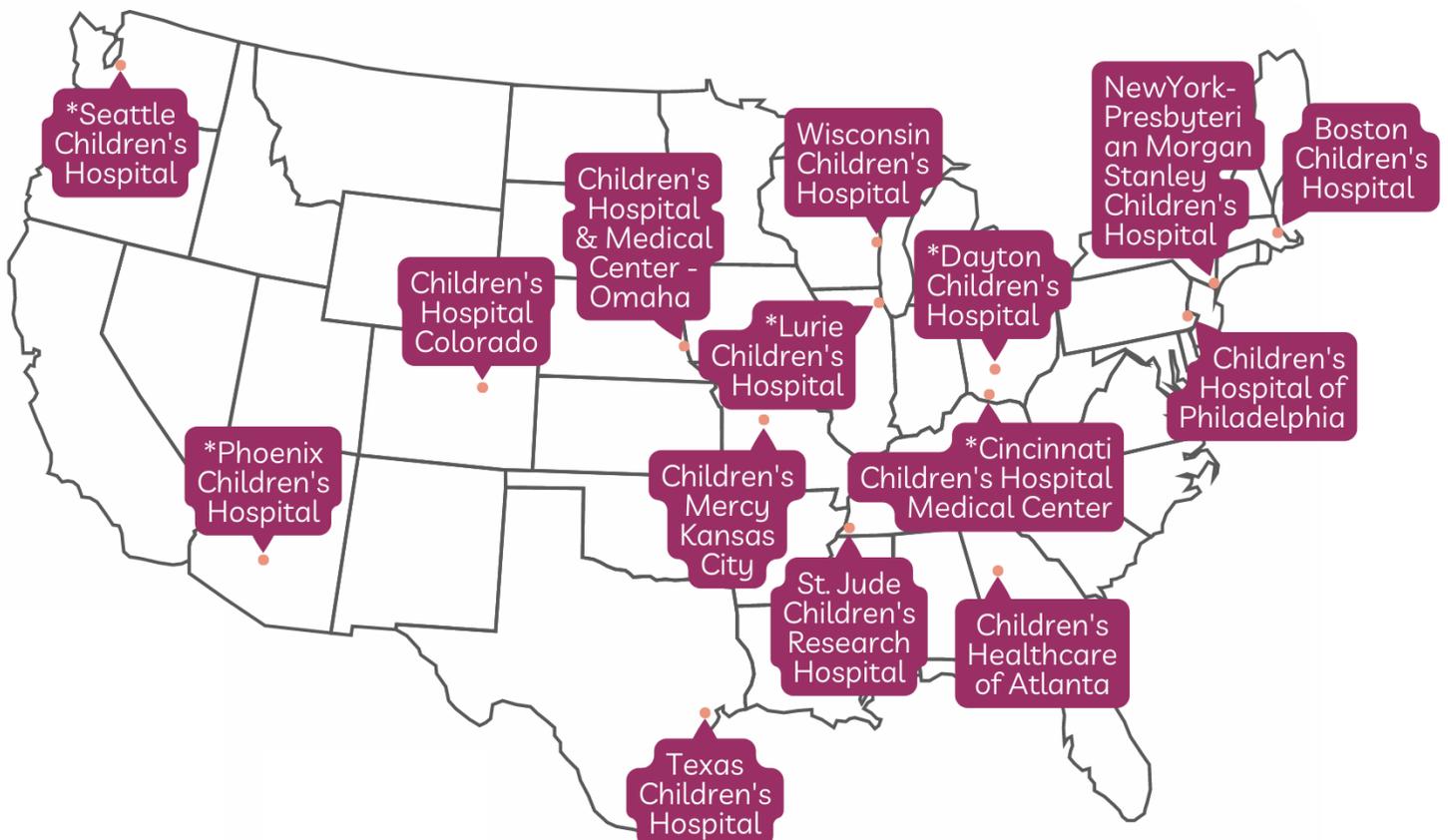
Bri Combs, Collaborative Manager

brianna.combs@cchmc.org

513-907-0529

3333 Burnet Avenue, Cincinnati, Ohio 45229

Collaborative Members



*2022 Steering Committee Members

Welcome Letter

Congratulations, PEC!

Browse the pages of this annual report, and take pride in the accomplishments we made collectively, but also acknowledge and celebrate the impact of the work each of you is leading locally to improve the experience of care for children, their families, and the thousands of professionals and volunteers who serve them 24 hours a day, 7 days a week, 365 days a year. Count yourself among those who have the courage to try to help, to offer support, to refine systems, to try to lift others up. Know that your efforts are recognized, appreciated, and valued.

In 2022, despite turmoil and uncertainty in healthcare, we welcomed new individual and organizational members. We paused to assess what has worked and what has kind of flopped. We recommitted to understanding what brings value to our members. We recognized that patient and family voices needed be elevated so they can guide our priorities and our direction, and we strived to diversify our ranks, so we better reflect the populations we serve. We determined to host sub-communities for the many professionals who support patient, family, and staff experiences at our centers.

Through our monthly open forums and membership calls we have shared intimate and powerful stories, activities, challenges, miscues, and successes. We met in Phoenix and left inspired and better equipped to make an impact in our home institutions. We recruited new leadership (welcome Enjoli, Sam, and Bri) that will guide us as we endeavor to ensure compassion in the healthcare journey of kids and their families who need care.

As your co-chairs, we have worked hard, sweated details, and had fun. Mostly, we have felt privileged to partner with all of you.

With deep respect, admiration, and appreciation -

Harris Baden and Tiffany Messer



Harris Baden, MD
Institutional Co-Chair
Jan 2021 - Dec 2022



Tiffany Messer, MeD
Parent Co-Chair
Jan 2020 - Dec 2022



Enjoli Carter
Parent Co-Chair
Jul 2022 - Dec 2025



Bri Combs
Collaborative Manager

Pediatric Experience Collaborative Overview

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.

Overarching Objective

Above all, we are committed to collaborating - not competing - with one another to optimize the experiences of patients, families, and staff through transparent sharing, learning from one another, and developing best practices.

Who We Are

- Patients
- Family members
- Clinicians
- Non-clinical hospital staff

Our History

- 2016: PFE leaders from 10 pediatric hospitals gather to collaborate with one another
- 2017: The Pediatric Experience Collaborative is established with an official charter
- 2020: First Parent Co-Chair hired onto leadership team

Goals

- Co-design evidence-based initiatives for members to deploy locally, which will collectively optimize the pediatric healthcare nationwide
- Share learnings among members to reduce extra effort, allow for replication, minimize failures and enhance successes
- Increase family engagement
- Set experience standards and define best practices for pediatric healthcare
- Create a national networking community
- Influence the market 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

Finances

Total transferred from Boston to Cincinnati: \$229,219 (2022 Membership Dues included)

Revenue: \$600

- Summit registration fees

Expenses: \$75,334

- Family Member Scholarship Fund
- Fall Summit
- Basecamp, SurveyMonkey and Constant Contact
- Appreciation gifts for Co-Chairs, Steering Committee member, Summit presenters and hosts
- Collaborative Manager salary and benefits
- Parent Co-Chair stipends

End-of-Year Balance: \$154,485

2022 Highlights

- In January, Phoenix Children's Hospital joined the Steering Committee
- In March, Collaborative leadership and funding were transferred from Boston Children's Hospital to Cincinnati Children's Hospital Medical Center
- In April we held our annual Steering Committee Retreat
- In May, we hired our first full-time employee, Bri Combs from Cincinnati, Ohio as our Collaborative Manager
- In July, we hired our next Parent Co-Chair, Enjoli Harris from Seattle Washington
- In October, Phoenix Children's Hospital hosted our first-ever hybrid Summit, and offered our new Family Member Scholarship to cover travel expenses for family members to join us in Phoenix
- In November, we created a LinkedIn page, beginning our online presence
- In December, Tiffany Messer ended her three-year term as our first Parent Co-Chair, Harris Baden ended his two-year term as Institutional Co-Chair, and Dayton Children's Hospital ended their two-year term as Steering Committee Member

2022 Strategic Plan

In the spring, the Steering Committee met and determined three main targets for the year:

1. Provide relevant and valuable content for member hospitals of all sizes.
2. Maintain flexible structure, allowing for responsiveness to members' ever-changing needs.
3. Increase family participation.

Subsequent Recommendations

- Focus on basics, practical offerings, practice guidelines, playbooks
- Track engagement and follow up with non-participants to gain understanding
- Optimize use of Basecamp (make it a hub / centralize communications)
- Schedule to accommodate professionals and family participation
- Differentiate from Beryl and other organizations
- Provide structured learnings on data

In the summer, the new Collaborative Manager conducted a three-month analysis to assess the state of the Collaborative. She met with each member to listen and learn about their individual levels of engagement, satisfaction and hopes for the growth of the Collaborative.

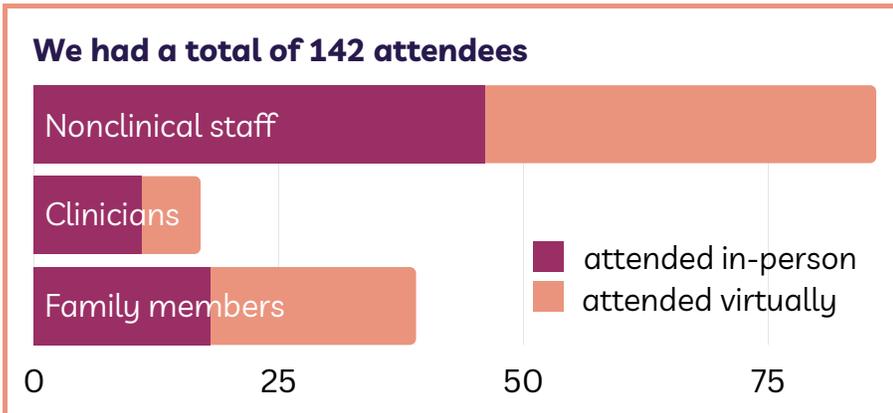
Members identified the following six priorities as essential to the wellbeing of the Collaborative and to meeting their needs as members.

1. Continue building and strengthening our community
2. Need for more streamlined communication
3. Need for more data-sharing and transparency
4. Need for more cross-Collaborative quality improvement projects
5. Desire to influence the market using our collective voice/power
6. Need for an archive of information, best practices, tools and resources

Fall Summit at Phoenix Children's

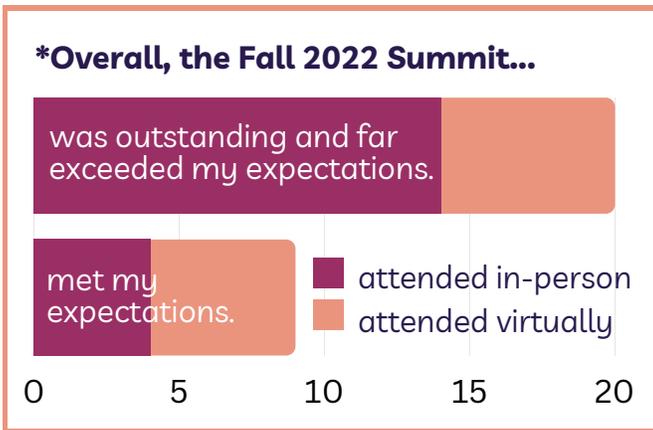
Thursday, October 20th and Friday, October 21st, 2022

What a gift it was to gather together after two years of virtual summits!



"As a first-time parent attendee...I learned so much about the valuable work the collaborative is doing. I am excited to be a part of this group and look forward to participating in the future!" *In-Person Attendee*

"...a lot of work went into making the sessions accessible, and I felt like I could participate and speak as intended." *Virtual Attendee*



"Everyone was very kind and seemed excited to be there...I did appreciate that parents were integrated with hospital representatives during the conference...This gave me the sense that everyone's experience and thoughts would be heard and valued." *In-Person Attendee*



Phoenix Children's Hospital



Parent Co-Chairs, Tiffany Messer (left) and Enjoli Harris (right)

*Summit Evaluation & Feedback Survey, n30

Significant Accomplishments

- Our new Family Member Scholarship Fund covered \$13,500 in travel expenses to enable twelve family members from four member hospitals to join us in-person.
- More people attended this Summit than we've ever had in the past, including the greatest-ever number of family members
- Several parents and even one patient presented in-person for the first time

Session Topics

- Parent Stories
- Patient Story
- State of the Collaborative
- Texas Children's Hospital Emergency Department Follow-Up
- The Total Experience: Insights from the Hospitality Industry
- Patient Education
- Phoenix Children's Hospital Tour

"Best Summit yet! Thank you for all of your dedication to making this event happen and for doing it so well."

In-Person Attendee

Words Attendees Used to Describe their Summit Experience

fun insightful hugs
 families creative energizing
 rewarding engaging
 hopeful connection
 centering collaborative

Workgroups

Race & Ethnicity Framework Workgroup [2021 continuation]

Leaders

- Michael Ponti-Zins, Data Analyst, Cincinnati Children's Hospital Medical Center
- Marissa Jacobs, Parent, NewYork-Presbyterian Morgan Stanley Children's Hospital

Original Deliverables

- Share current approaches towards organizational equity PFE measurement
- Outline shared strategic and measurement challenges to equity PFE measurement

Original Aspirations

- Create best practice guidelines and shared PFE equity measures
- Share common measures across the Collaborative
- Learn from variation across hospitals to close equity gaps

After discovering that many member hospitals were not collecting demographic data, this workgroup revised their deliverables to better meet the need.

New Deliverables

- Provide summary of processes for collecting and analyzing demographic data
- Develop roadmap to help hospitals take initial steps in developing & implementing framework
- Identify best practices on educating patients and families on the value of collecting this data

In November, this workgroup held their first Collaborative-wide forum on Collecting Demographic Data w/Cultural Competence to review the survey results. Children's Hospital Colorado also shared their recent work to improve their collection of demographic data.

This workgroup is projected to conclude mid-2023.

Number of Collaborative member hospitals involved: 10

Optimizing Diverse Voices Workgroup [2021 continuation]

Leaders

- Mary Rodriguez, Family Engagement Specialist, Children's Hospital Colorado
- Bart Bailey, Parent, NewYork-Presbyterian Morgan Stanley Children's Hospital

Aim

- To determine effective mechanisms 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

In October, this workgroup surveyed the Collaborative membership on each organization's current and best practices for DEI training and community outreach.

This workgroup is projected to conclude mid-2023.

Number of Collaborative member hospitals involved: 10

Discussion Topics

Open Forums

Our monthly Open Forums are for our entire membership (patients, family members, hospital staff, clinicians) and prospective members to gather for an hour of open discussion. This meeting has no agenda, so attendees cover a wide variety of questions, share current challenges, and discuss hot topics.

- Boarding behavioral health patients
- Emergency Department overwhelm, communication and design
- Educating patients & families
- Patient liaison program
- Discharging challenges
- Threats to children's hospitals regarding services for trans kids
- Experience rounding
- Visitor policy
- PFE Team institution-wide communication
- RSV surge
- Safety signage
- Communication to staff from leadership after safety incidents
- Disrespect between caregivers/staff and staff/staff
- Recognition for staff and families
- Celebrating holidays
- Recommended books

Membership Calls

Our monthly Membership Calls are where our entire membership and prospective members gather for business updates. In the spring, we decided to allot the second half of each call to presentations pertinent to our members' various needs and interests, followed by open discussion.

April: Questioning Bias & Discrimination on PFE Survey, presented by Children's Hospital Colorado

June: Interpreter Services, presented by Seattle Children's Hospital

July: Supporting Emergency Departments, presented by Texas Children's Hospital

August: Collecting Data Outside of NRC/Press Ganey, presented by St. Jude Children's Research Hospital

September: Provider/Caregiver Morale, presented by Dr. Michael Goldberg

November: Collaborative Subcommunities, presented by Pediatric Experience Collaborative Leadership Team

December: Organizational Structures, presented by Cincinnati Children's Hospital, Dayton Children's Hospital, Lurie Children's Hospital of Chicago, and Children's Hospital Colorado

Basecamp Message Board

Basecamp is our Collaborative members' communication and project management hub. On this platform is a Message Board, a space for members to post questions and keep the conversation going in between Collaborative-wide meetings.

- Volunteer services and system of recording hours
- Family Advisor compensation
- Patient and family education
- On-site childcare center
- Reporting Emergency Department wait times
- ED to inpatient admission survey questions
- Visitor management system questions
- Survey question on post-appointment care
- Metal detectors
- Patient Liaison program exploration
- Patient engagement system & video visits
- Hand washing/hygiene campaign
- Consumerism/transparency
- Ongoing visitor restrictions
- Seasonal leave for teachers
- Special needs patients in ambulatory
- Support services and programs for families
- Texting families in Emergency Services
- Transparency & 5-star provider criteria
- Animal-assisted therapy programs
- Hope for Henry

Best Practice Sharing

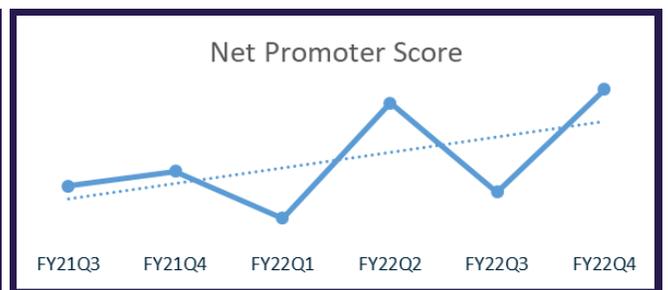
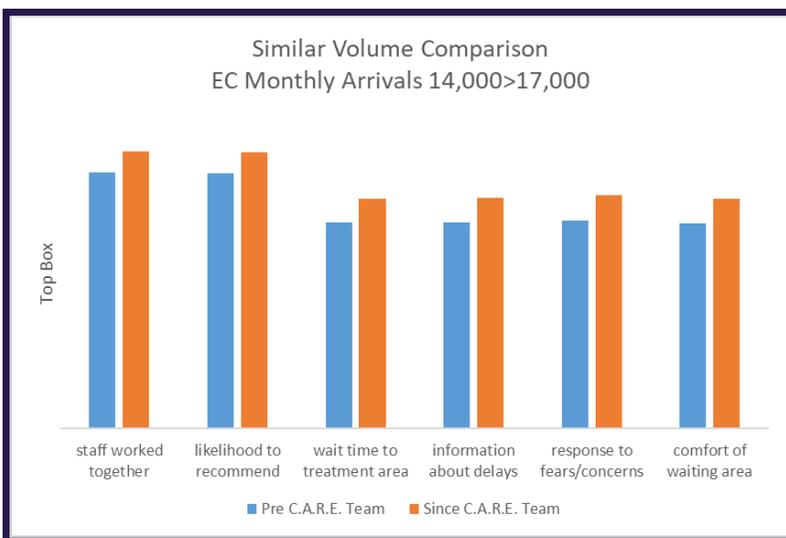
Texas Children's Hospital: Transformative Change in the Emergency Center

As the COVID-19 Pandemic roared on, Texas Children's Hospital's Emergency Centers began to see a significant increase in volume and wait times along with a decrease in patient experience scores. The teams mobilized to understand and respond to patient/family pain points and priorities within the Emergency Center care journey. Our guiding framework included investing in initial touchpoints, emphasizing teamwork, and focusing on communication. Multiple rounding initiatives also proved to be key to our success.

Rounding takes place in our waiting areas and exam room spaces and focuses on meeting tangible needs (such as food, activities, blankets) as well as providing updates about wait times and delays. Our comfort rounders also engage members of the multidisciplinary team to provide additional support when needed. These teams include child life, social work, spiritual care, nursing, family advocacy, and more.

Launched in January of 2022, our C.A.R.E. Team initiative dedicates clinical personnel to the waiting room where they round on patients and families at least every two hours transforming our waiting area into a care space. Our C.A.R.E. team communicates about next steps and tries to alleviate fear and anxiety. They answer questions regarding the plan of care, wait times, and any clinical concerns. C.A.R.E. Team members also reassess the patient's vital signs and re-evaluate any new or worsening symptoms. Importantly, our C.A.R.E. Team staff are also clinical eyes and ears who can quickly escalate a situation which may require immediate attention.

Along with rounding, other Emergency Center initiatives were implemented to improve the waiting room environment, increase nourishment options, and strengthen team morale. The combined impact of our Emergency Center initiatives is captured in the improvement we have seen to our Net Promoter Score. Using the survey question "likelihood to recommend", the Net Promoter Score looks not just at Top Box responses "promoters" but also "bottom box" "detractor" responses. The Net Promoter Score is a good indicator of patient loyalty, organizational reputation, and overall experience. As we move through our improvement journey we have been able to use this metric to ensure that we are addressing the biggest dissatisfiers of our patients and families while also improving upon the experience of our most satisfied populations.



Welcome to Our New Leaders

Bri Combs, Collaborative Manager (May 2022)

Bri was hired this past May as the Pediatric Experience Collaborative's first fulltime Collaborative Manager. She is housed at Cincinnati Children's Hospital Medical Center's Center for Patient and Family Experience. Prior to this position, Bri worked in the field of developmental disabilities for seven years and then in the anti-human trafficking field for two years. She resides in Cincinnati, Ohio with her dog and serves as a licensed foster mom for local children in need of a loving, temporary home. Bri is active in her church community, enjoys adventuring in nature, and spends many of her weekends at the lake with her family and friends.

Enjoli Harris, Parent Co-Chair (July 2022 - December 2024)

Enjoli joined the Pediatric Experience Collaborative in July 2022 as the next Parent Co-Chair. Enjoli is a Pacific Northwest native as she was born and raised in the Seattle, WA area. She has had the privilege of serving on several Family Advisory Boards providing counsel and guidance with the goal of improving the quality and continuity of care for all families served. She is also passionately immersed within the Metropolitan Seattle Sickle Cell Task Force, providing resources, community and education for those impacted by, or battling, sickle cell disease. Sickle cell has been part of Enjoli's world from birth, and she has lost family members to the disease. Sickle cell became even more personal when her youngest son, Nehemiah, was diagnosed with it at a month old. Nehemiah's resilient and courageous fight is the driving force behind Enjoli's mission to ensure that every child and caregiver is advocated for, seen and heard. Enjoli also serves on the board of an organization that provides housing to homeless families. In the fall of 2021, Enjoli became a Family Advisor at Seattle Children's Hospital. Of the many titles Enjoli has been blessed with, her favorite is "mom". Enjoli and her husband, Damon, have four boys, a daughter, three cats and a dog.

Many Thanks

Tiffany Messer, Parent Co-Chair (January 2020 - December 2022)

We would like to express our gratitude to Tiffany Messer for serving as our Collaborative's first-ever Parent Co-Chair. Tiffany accepted this brand-new position in January 2020 and served until her term ended in December 2022. During her time as Parent Co-Chair, Tiffany was as a trailblazer, cutting a clear path for parents of children who have received pediatric care to lead in this capacity from here on. She also helped light the way for our Collaborative members through some the most challenging days of the Covid 19-pandemic by establishing open forums for members to collaborate and support one another on a weekly basis. She was also instrumental in ensuring a smooth transition of leadership from the previous Program Manager to the current Collaborative Manager. Tiffany led in this role with compassion, boldness, professionalism, warmth and an unwavering dedication to our parents and families.

Dr. Harris Baden, Institutional Co-Chair (January 2021 - December 2022)

We would also like to express our sincere appreciation for Dr. Harris Baden for the love and wisdom he contributed to our Collaborative through his role as our most recent Institutional Co-Chair. Harris' term began in January 2021 and ended in December 2022. Harris has been with the Collaborative since its start in 2016 and throughout the years, he has truly leveraged his position of influence to invite and encourage other clinicians to join our efforts and own the mission of improving the patient and family experience by collaborating with colleagues across the country. Harris' goals and decisions are consistently centered around the wellbeing of patients, families and colleagues - never drifting from the human aspect and the mission at hand.