The Process Innovation Center at CHOP: An Inside View

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Introductions

• Why have a Process Innovation Center?
• What is the Process Innovation Center?
• Are we better off for having the Process Innovation Center?
• Some background on CHOP
Why have a Process Innovation Center?

The business plan recognized

- People have day jobs and operations-based subject matter expertise
- Improvements or redesign must be managed (along with and “the disruptions” of making them)
- Traditionally consultants “jump-start” initiatives
- Improvements get made but CHOP people don't get better at making improvements

“...making ongoing improvements is not a consultant-owned service but one that must be owned within CHOP. This necessitates a more formal internal structure to provide appropriate support to the CHOP organization.”

From the PI Center business plan
The Mission

We are a *source of tools, methods and coaching* for effective process and project management to achieve continuous and measurable improvements.

Through *partnerships with our customers* we enable process innovation, project implementation, and assure *skills and knowledge transfer* to clinical and business operations throughout CHOP.
The People in the Process Innovation Center

Project Managers - manage projects throughout project life cycle using 5-phase CHOP project management approach (Initiate, define, plan, implement, evaluate/close).

Process Managers - identify, define, implement and improve/monitor processes via process management methodology.

Started in May of 2004
Three process managers from within CHOP
Project & senior project manager, process and senior process manager jobs
Examining process analyst job
What is the Process Innovation Center?

What we do

From Process Innovation Services

Manage processes

Manage projects

Establish Project Portfolio Management

Consultation Services

- Perform the role of project manager or process manager in your project.
- Coach and mentor department staff as they add PI Center methods and tools to their core competencies
- Consult with organizations to enable better use of Project & Process tools and methods
- Initial assessment of your organization’s current situation. How can you use the PI tools & methods in your tactical planning and budgeting process?
- Perform Gap Analysis and recommend services needed to close the gap
- Assist you establish and manage a portfolio of projects. This includes the following steps:
  - Inventory all projects in progress and proposed projects to create a single list.
  - Establish project ranking criteria with department leaders and apply the criteria to all the projects
  - Map projects in progress on a timeline and evaluate if you are working of “first things first”
  - Help you define the process by which all new projects are ranked and insure the most valuable projects are in progress.
What is the Process Innovation Center?

What we do

From Process Innovation Services

Help you use process and project management tools and methods

When we help to run a project we will

• Meet with you to help Initiate a project
• Assess project requirements
• Assist you as you apply tools such as a project charter, project plan, status reports, issues list and process diagrams
• Assist in establishing and maintaining work structure.
• Help define key project performance indicators/metrics
• Lead you through an evaluation of the project implementation, performance measurements and transition to operation team

When the project focus is process improvement, we will

• Document the current state of processes through interviews and observations.
• Define key process performance indicators/metrics
• Design the future state of a process by working with subject matter experts, customers of the process, and analyzing measured process performance.
• Assist you as you implement and measure the effects of new processes
What we do

From Process Innovation Services

Transfer the ability to use the tools and methods

Project Management Essentials:
This workshop is a 4-hr interactive and hands on session. The objectives are to provide managers and staff:
- the knowledge of fundamental project management principals, terms and definitions
- clear understanding of a phased approach to project work
- clear understanding of use of tools to support project work
- how to apply tools and approach to your projects

The workshop is a fundamentals course. It will not get into topics such as managing risk, managing "scope creep", but will touch on tips and best practices for setting up structure of a project, the people side of project at a basic level, and provide attendees with a solid background and starting point.

ABC’s of Process Management: A half-day, hands-on workshop. Using the tools and concepts that are part of CHOP's process management methodology you will:
- identify process
- define and document an existing process
- verify current process definition with process participants
- analyze process performance
- identify gaps, non-value added steps, problem causes
- define the future state of the process

You will use tools for process interviews, process maps, and metric identification. The format of the class is hands-on practice followed by just-enough theory to complement the practice. You receive documentation including a Process Management Toolkit with guides, worksheets and tip sheets.
What we do

We make projects and processes visible

Once visible, you can effectively manage a project or improve a process
What is the Process Innovation Center?

Where we do our work

• CHOPlink PARC; CHOPlink Specialty Care; CHOPlink Dictation & Transcription; CHOPlink Acute
  • process management, metrics and project management

• HIM – Missing Clinical Documents
  • process improvement of missing clinical documents that impact coding and billing/project management

• Cardiac Center and Periop Expansion
  • project management support for West Tower expansion projects

• Nurse Recruiting and Onboarding
  • process management and establishing project portfolio management

• Patient flow from ED to Inpatient
  • process improvement to decrease time from “door to floor”

• ED Bill Drop
  • process improvement to reduce the days to “bill drop”
Are we better off for having the PI Center?

Project results

- **Patient flow from ED to Inpatient** reduced the amount of time it takes to place emergent admissions into a bed by approximately 40 percent

- **ED Bill Drop** eliminated five days from “bill drop” cycle

- **Patient Access, Revenue Cycle**
  - Established process owners who manage a portfolio of process issues and define process improvements
  - Process maps for all processes (used in issue analysis and training)
  - Initial process metrics established
“Social Work discovered that 30 percent of direct patient care by the department occurs when the patients aren’t here anymore. We have a caseload here today, but also handle calls following up on patients who are discharged. We staff based on inpatient days and didn’t recognized how we have added services that are delivered outside of the patient stay. Without the thought process and the data collection and analysis that the PI Center team brought, we wouldn't have known.”

Director of Social Work

“Working with the PI Center taught us that there is a process to making changes. They presented [improvement work] in an organized, business fashion that set us up for success rather than failure. They also helped us by functioning as liaisons to other departments, educating them about the newly formed Bed Management Center and how we can work across departments to improve quality of care.”

A bed management nurse coordinator
# Lessons Learned

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<th>Enablers</th>
<th>Barriers</th>
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<td>Executive support and ground-plowing by trusted advisors.</td>
<td>Comfort with quick assessment as a means of process change.</td>
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<td>Success of early projects increases demand for services.</td>
<td>Testing / simulating process is an abstract notion vs. testing functions people can see / touch.</td>
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<td>Documented process and project management approach makes the work visible / transparent.</td>
<td>Many process changes are extensive and required approval through the CEO; high visibility!</td>
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<td>Emphasis on collaboration to improve “your ability to get work done”.</td>
<td>Amount of change from new processes can be overwhelming.</td>
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<td>PI Center staff mode of operation: dedication to serving it’s internal customers and avoiding jargon, assessing people’s understanding of project and process ideas and terms and “meeting them where they are”.</td>
<td>Over allotment of time to operations leads to under funding of continuous improvement (little failure mode effects analysis).</td>
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<td><strong>Facts</strong></td>
<td><strong>Technology</strong></td>
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<td>Nation’s first hospital devoted to caring for children. Mission supports patient care, academic training and clinical research. Magnet status for nursing; number one pediatric training program for physicians in the USA …the list goes on.</td>
<td>Best of breed approach to information systems being replaced over 5-7 years with enterprise applications from one vendor.</td>
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<th><strong>Access to Care</strong></th>
<th><strong>Growth</strong></th>
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<td>Inpatient care, outpatient specialty care, and outpatient primary care from 50+ locations across PA, NJ, DE. Approx 9500 employees serve our patients / families during the 1 million+ visits they make to us each year.</td>
<td>From the 12-bed facility founded in 1855 to today’s 430-bed main hospital, an extensive ambulatory network and research facilities. Extensive capital projects underway for patient care and research (Cardiac Center Expansion, Special Delivery Unit, Fetal Surgery, Proton Therapy).</td>
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The Birthplace of Many Firsts

- Pediatric Hospital
- Medical Training for Pediatric Medicine
- Neonatal, Surgical and Pediatric ICU’s
- Closed Incubators
- Catheter Balloons for Cardiac Defects
- Cause for Infectious Mononucleosis
- Leader in Development of Family Centered Care
The Children's Hospital of Philadelphia, the oldest hospital in the United States dedicated exclusively to pediatrics, strives to be the world leader in the advancement of healthcare for children by integrating excellent patient care, innovative research and quality professional education into all of its programs.
Thank you!

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Thank you!

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