

Limiting Barriers for Mental Health Resources for Adolescents at Boston Children's Hospital.

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HCM 490

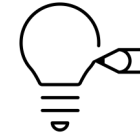
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Mission

Boston Children's Hospital has a mission to :

- Provide the highest quality care in the pediatric field
- Guide in research & discovery
- Educate future generations
- Enhance health and wellbeing in our communities



Vision

Boston Children's Hospital Aims to advance pediatric care the can utilized worldwide.

"The ultimate goal is to provide further medical education to physicians and other healthcare professionals so they may practice high-quality patient care resulting in better outcomes." (Our Mission - CEEI, 2024)



Community position:



BCH is considered an "Anchor Institution". *"BCH actively works to improve the health and wellbeing of families and children in the Boston Area. BCH Focuses on addressing social determinants of health and partnering with community organizations."* (n.a, 2018)

Limiting Barriers for Mental Health Resources for Adolescents at Boston Children's Hospital.

- Largest pediatric medical center
- 40 clinical departments and 258 specialized clinical programs.
- partnered with Harvard Medical School
- partnered with 27 schools throughout New England.
- BCH is aware that their hospital operates at near capacity and growing.
- Expansion and Renewal projects.
- Expanding their numbers of satellite and physician offices and centers will help provide quality care to underserved locations.

Respect
Inclusivity
Teamwork
Kindness

**It's the
Boston
Children's
Way**



Strengths	Multiple partnerships. Largest facility Top rated
weakness	Near capacity and growing Long waitlists. Boston area
opportunities	Expansion and renewal projects.
threats	Costs to expand Not enough providers

Phase 1- Assessment

Assessment tool: SWOT

Strengths	Weaknesses	Opportunities	Threats
• Multiple Partnerships • Top Rated • Largest Facility • Expanding Access • Reduce Costs/Free Parking • Community Engagement • Patient & Family centered care • Convenience	• Operates at near capacity and growing • Long waitlists • Serves Boston Area • Travel barriers • Serves Boston Area • Resources • Coordination • Staffing	• Expanding • Expansion and Renewal Projects • Long term cost effective and growth	• Costs • Competition • Regulatory Changes • Staffing Shortages • Pay Rates

Internal Factors

Strengths-

- *Multiple Partnerships*
- *Top Rated*
- *Largest Facility*
- *Expanding Access* (reaches underserved areas, improves health outcomes, reduces travel burdens)
- *Reduces costs/Free parking*- unlike city fees such as parking lots or meters, satellite locations offer free parking.
- *Community Engagement* (Fosters relationships within local communities to meet the health needs that reflect that area)
- *Patient and family centered Care*- improved patient experience that benefits families seeking pediatric care
- *Convenience* - local facilities are convenient for families. This can make scheduling and travel easier on families.

Weaknesses-

- *Operates at near Capacity and growing*
- *Long waitlists*
- *Serves Boston Area*
- *Resources* – satellite locations may have issues with being supplied with the same resources the main hospital/BCH does.
- *Coordination issue*- Communications between the main hospital and satellite locations can cause issues
- *Staffing issues*- recruiting and retaining

External Factors

Opportunities-

Expanding: serving/reaching new patients and bringing specialties to underserved area

Expansion and renewal projects Ensures high quality and safe care for pediatric patients by modernizing facilities to meet today's needs to improve outcomes

Long term cost effective and growth: Satellite locations can offer opportunities for internal mobility and growth for BCH employees.

Low Turnover: BCH's satellite locations have low turnover rates.

Threats-

- Costs- creating and maintenance of satellite locations.
- Competition- there is always threat of competing organizations that offer similar supports
- Regulatory Changes- healthcare regulations can impact operations and costs of Boston Children's Hospital and satellite resources
- Staffing Shortages- Staffing can impact the quality of care.
- Pay Rates- there is the risk of pay differentials. Unlike the main hospital, BCH may offer higher pay rates within the city of Boston as opposed to satellite locations throughout the state which can reflect the possibility of the threat of staffing shortages.

Financial Impact

Capital Expenditures:

- Initial costs- BCH's costs to inquire, obtain and establish satellite locations.
- Ongoing costs- maintenance and operational costs to keep the satellite locations running.

Fundraising:

- BCH is a not-for-profit organization. Donations and Fundraisers are established to funding and heavily relied on.

Potential Benefits:

- Increase patient volume leads to increased revenue.
- Accessibility: BCH is a top-rated pediatric organization with a significant referral list. Satellite locations can improve patient outcomes and patient satisfaction by expanding access to the same services outside the main hospital.
- Effective and productive operations - Reduced wait times and wait lists that leads to increase efficiency and cost savings.

Additional Resources

Staffing:

- Specialized staff that reflects the specialized services offered at the satellite locations
- Physicians
- Nurses
- Healthcare professionals

Equipment:

- Medical equipment that reflects the services offered
- Costs to maintain and repair equipment when needed
- Upgrades as technology advances to ensure high quality care
-

Technology needs:

- Health and communication systems to ensure daily operations, patient communications and health communications between providers and healthcare professionals.

Implementation Plan

Intended population:

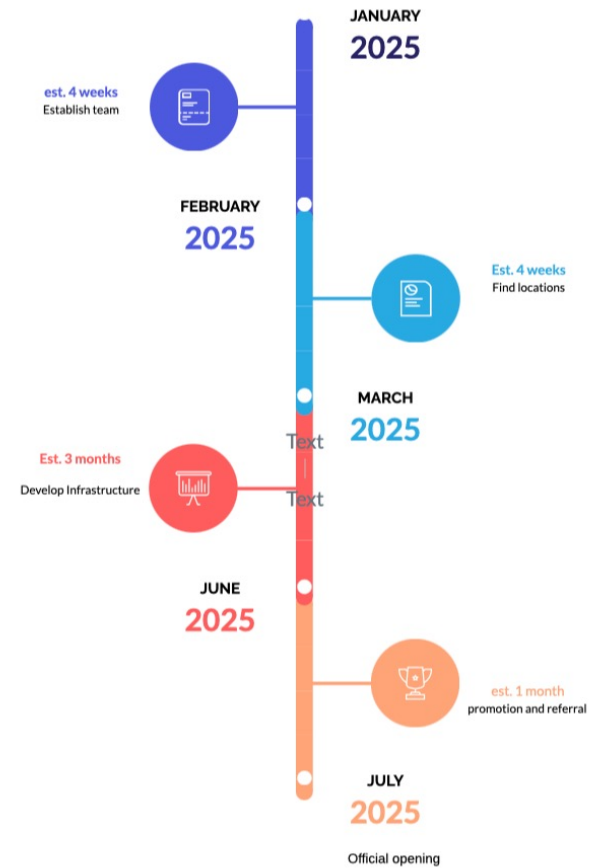
- Children and families
- Low income
- Underserved communities

The Established Goals:

- Accessible healthcare
- Offering specialty services in underserved communities
- Reduce Travel and Burden for families
- Long term cost effective and growth

Milestones

- **GOALS:** Securing funding, Finding locations in underserved communities, Renovations, referral reallothing patients. Over the course of a year.



Financial impact

Estimated costs depend on:

Size

Scope of service

Location

Specialty satellite location for mental health evaluations:

Facility costs

Staffing

Equipment

Operational costs

Resources

Facility costs:

- *Lease or purchase of property*
- *Renovations:* modifications to meet healthcare standards and accessibility to the building.
- *Equipment:* necessary equipment to operate daily tasks.

Staffing Costs:

- Salaries & Trainings

Operational Costs:

- Utilities, insurance, marketing and outreach, healthcare communications system

Compliance



PATIENT SAFETY



PRIVACY OF PATIENT
DATA-



BILLING AND CODING
COMPLIANCE



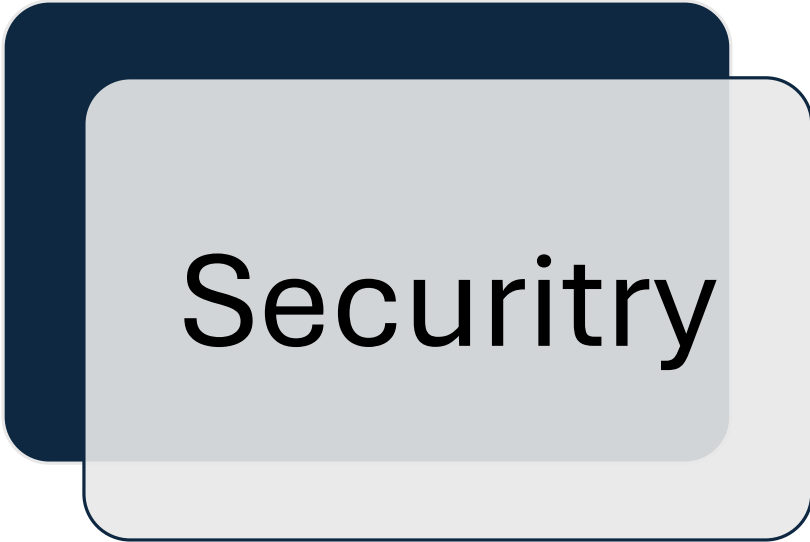
AFFORDABLE CARE
ACT



Potential Ethical Challenges



Data
Privacy



Security

Phase II: Communication & Management Strategy

Communication and management strategy involves key elements to ensure effective communication avenues, establish clear messaging and outline a timeline for updates and ensure timely and relevant information delivery.

The goal is to provide essential details necessary for stakeholders to make informative decisions in the proposal to expand BCH Satellite locations.

Identify key areas for Communication

Stakeholder identification and Analysis	Communication Channels and Delivery	Message Development and Delivery	Feedback and Engagement
• Identify Stakeholders • Analyze their needs and interests	• Choose appropriate channels • Consider frequency and timing	• Develop clear messages • Plain language	• Encourage feedback • Respond • utilize feedback

Forms of communication to inform stakeholders of progress

Platforms BCH uses for Communication:

Blogs

Facebook

Twitter

YouTube

**Surveys
& Other
online
forums**

Phase III: Evaluation Strategy

Goals & Milestones

Goals	Milestones
Expand Access to Care: underserved communities, reduce travel barriers, offer specialized services (pediatric mental health services) Improve Patient Outcomes: improve quality of care through specialized services, reduce wait times and improve healthcare access in reasonable timeframe, promote patient satisfaction Enhance Operation Efficiency : Appropriately and effectively utilize resources and reduce costs, adequate coordination of care between main hospital and satellite locations, communication technologies to promote efficient data sharing.	Planning and Strategy: Facility planning Service planning Budget Implementation : Acquisition/Construction Staffing Equipment and technology Training Operations: Opening Quality assurance Performance monitoring

Measures of Progress

Quantifiable and Qualitative measures: patient satisfaction, outcomes and increase of accessible care.

Patient Volume & Utilization	Patient Satisfaction/ Community Engagement:
Collect data on rates of new and repeating clients Utilize Electronic medical records (EMR/EHR) a tool that collects data and software for scheduling and intake. Compare numbers to projected target goals.	Patient experience Surveys, feedback and social media engagement Track data and identify areas for improvement Measure outcomes and impact on underserved community

Stakeholder satisfaction

Stakeholders:

- Staff
- Clients/families
- Investors
- vendors

Obtain feedback:

- Surveys
- Interviews
- Focus groups
- Reviews
- Direct communication

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