Department of Pediatrics Meeting
TUESDAY, APRIL 27 | 12-1PM | ZOOM

Finances - Review and Looking Ahead

Wellness Champions Report

Felice Su, MD  Xin She, MD  Marwa Abu El Haija, MD  Caroline Okorie, MD  Ritu Chitkara, MD  Lisa Bain, MD  Jessica Gold, MD
Department Faculty Meeting Cadence and Topics

- Vaccine Governance
- Finance stabilization and mitigation
- Plans and strategies looking forward
  - Ambulatory Transformation Team (ATT)
  - Recover, Restore and Re-Open Team (R3)
  - School of Medicine Task Force on Future Flexible Work
- Scientific developments and lessons learned
- New clinical research and trials underway
- **Wellness**
- Research continuity
- Advocacy updates
- Education updates
- Academic Affairs and HR
- Space
- Impact of COVID on patient safety and quality of care

It starts WITH US! Join your colleagues and community for the virtual 5k, 10k & kids' fun run benefiting Lucile Packard Children’s Hospital Stanford!

June 30, 2021 • Register today at SummerScamper.org
MCCPOP’s 40th Perinatal Potpourri 2021: Advances in Care, May 13-14, 2021

Stanford School of Medicine, Lucile Packard Children’s Hospital Stanford and Mid-Coastal California Perinatal Outreach Program (MCCPOP) are hosting a virtual conference in May.

This CME* event will provide healthcare professionals in attendance with current up-to-date advances in maternal, fetal and neonatal medicine.

Look up this event online at stanford.cloud-cme.com/mccpop21 to register, and share it with your network as well.

*This activity is approved for AMA PRA Category 1 credits™. See website for full accreditation information.
Bereketeab Haileselassie, MD
Assistant Professor
Division of Critical Care
Zachary Sellers, MD, PhD
Assistant Professor
Division of Gastroenterology
Jan-Renier Moonen, MD, PhD
Instructor
Division of Cardiology
Yohei Sato, MD, PhD
Instructor
Division of Hematology/Oncology/Stem Cell Transplantation
Sriram Vaidyanathan, PhD
Instructor
Division of Hematology/Oncology/Stem Cell Transplantation
The Untold Global Health Story of 2021: The Midwives of Tijuana

April 11, 2023
BAYNA KOREMAN MYERS, MANAGING EDITOR

Midwives in Tijuana, Mexico receive clinical support via Zoom. Screenshot courtesy of Xin She

• Xin She, MD
2021 Untold Global Health Stories Contest
(sponsored by the Consortium of Universities for Global Health and Global Health NOW)
The Newborn Book
Significance of Physical Findings in the Neonate

Janelle L. Aby, MD

• Janelle Aby, MD
William Benitz, MD
Avroy Fanaroff Education Award
(American Academy of Pediatrics)
• Adrienne Long, MD, PhD
Physician Scientist Fellowship award from the Doris Duke Charitable Foundation
• Lee Trope, MD
• Monica Stemmlie, MD
Improving Inpatient Consult Communication Through a Standardized Tool

Sara Pavitt, Anne McHugh, Kevin Chi, Kim Hoang, Elizabeth Lippner, Jennifer Tsai, Rachel Goldstein, Hannah Bassett and Nivedita Srinivas

Pediatrics April 2021, e20200681; DOI: https://doi.org/10.1542/peds.2020-0681
Target Based Care: Academics and Generalizability

Academic Medical Centers adopting Target Based Care as part of a multi-institutional learning collaborative.
Nominate a Colleague

by June 4

for the Second Virtual

Department of Pediatrics Faculty & Staff Awards Day

June 25, 2021

Awards for Faculty

Fernando Mendoza DRIVE Award
Early Career Clinical Excellence Award
Laura Bachrach Mentor Award
Basic Science Research Award
Medical Education Scholarship Award
Resident Golden Apple Award
Advocacy Award
Mid-Career Clinical Excellence Award
Postdoc Mentor Award
Clinical Science Research Award
Fuji Apple Award
Resident Feedback Award

Awards for Staff

Donna Schurr Spirit Award
Innovation Award
Rising Star Award
Collaboration Award

Learn more and nominate: https://med.stanford.edu/pediatrics/Engagement-Recognition/Annual-Awards.html
2020 Wellness Survey

If there were one thing your primary Department/Clinic could do to improve the well-being of the physicians in the Department, what would it be?

- LPCH Administration / Clinical Operations / Epic
- Less Clinical Work / Emphasis on RVUs
- Compensation / Cost of Living
- More Recognition & Acknowledgement
- Less Non-Clinical Work
- More Academic Time / Professional Development
- More Accommodations for Childcare
- More Transparency and Engagement
- Fewer Meetings and Emails
- Greater Parking Proximity
- Division Leadership
- Department - LPCH Alignment
- Physical Wellness
- Gender Equality
- Free Food
- Combat Social Isolation
- Sleep Rooms
- Office Space
DEI & Advocacy

“These efforts are extremely important and appreciated!”
“Use of STAP funds for anti-racism training”
“Continue to foster diversity and inclusion” – We will!

• SPAARC Actions Teams working on deliverables
• Final SPAARC Town Hall June 15th
• Transition to Dr. Floyd in July, currently on “Listening Tour”
1. Learning Environment Concerns
   a. With Patients and Families
   b. With Staff
2. Service Prioritized over Education
3. Getting Learners Together in Person
4. Compensation/Cost of Living
Strengthening Alliances with Families Team (SAFTeam)

- The purpose of this program is to provide non-emergent support for clinical staff working with patients or families who are exhibiting a pattern of disruptive behavior that is obstructive to clinical care, including profanity, verbal threats, physical threats, or other behavior that contributes to staff members feeling strained, unsafe, or threatened.
- **Not for imminent threat;** Security called for immediate concerns.
- Social Work consult needs to have been initiated first.
- Range of possible responses to consult request:
  - Phone consultation; guidance provided
  - Meeting with care providers; guidance provided
  - Meeting with family to discuss behavioral concerns and expectations
  - Development of Collaborative Partnership Agreement

To request a SAFTeam consult please contact Elizabeth (Liz) Hinchman NP by Voalte or email If not available, contact Julie Collier PhD by text or email If urgent or evenings and weekends, please contact the Administrative Nursing Supervisor.
Department Finances

- Department Budget
- Faculty Compensation
- Productivity
Sample Comments

- Salary & Cost of Living
  - Increase salaries
  - Easier access to affordable housing
  - Help with cost of living

- Productivity
  - Less focus on RVUs
Simplified Department Budget – Big Picture

- **Annual Budget**
  - Clinical Practice **$137M**
  - Fed & Non-Fed Grant Support **$65M**
  - Gift and Endowment Support **$36M**
  - “Designated” Funds **$26M** (research start-ups, specific programs e.g. CPQCC, CMQCC, CAPE, Clinical Trial Office)
  - Other **$3M**

Total: **$267M** in FY21
Simplified Department Budget – Sources of Support

- Dept Clinical Profit
  - FY18 $13.3M
  - FY19 $12.2M
  - FY20 $9.3M
  - FY21 $10.4M (annualized)
- Endowment Income: $3.4M
- Patent Income: ~$380k

Annual income ranges from $13M - $17M for support of our missions
Simplified Department Budget – Uses of Support

- 23% Endowment Tax: $3.1M
- Annual Space Costs: $520k
- PhD Students: $400k
- Salary over NIH-cap: ~$1M
- Research lab equipment: $950k
- Research administration: $1.1M
- Education: $695k

- Research/bridge support: $900k
- Associate Chairs: $185k
- Clinical Profit Sharing: $900k
- R01-based Research Support: $1.2M
- Bridge to K: $200k
- Office renovations: $825k
- Faculty retentions: $350k

Total: $12.1M in a typical year
Looking Ahead to FY22

- Faculty Compensation Plan
  - Annual increase re-instated on 9/1/21
  - Range 2% to 8%
  - “Unmatched” specialties increase 3%
  - Average increase 3.8%

- Bonus Plan
  - Kept intact for FY21
  - Planned increase in FY22
Looking Ahead to FY22, and then FY23

- Salary plan = **3.8%** increase in expense
- $ per RVU payment increasing **1.0%** in FY22
- Renegotiating “Funds Flow” agreement for FY23
Wellbeing Champions
Department of Pediatrics

April 27, 2021
PHYSICAL SUPPORT
Work from Home Equipment
The Ambulatory Transformation Taskforce (ATT) Wellness Workstream provides equipment for those who need to work more ergonomically and effectively at home.
- Eligibility: Clinical faculty in the School of Medicine who work at least 8 hours on clinical care related tasks at home each week
- Up to $500 of equipment per eligible SOM clinical faculty
- Please contact your Director of Finance & Administration (DFA) for details
SOM Ergonomic Equipment Order Form: https://app.smarthire.com/b/form/febdbaff99b48c1ac26f525472a46

Discounted Lodging
Easy access to discounted, self-pay lodging for those physicians who would like local accommodations in light of COVID-19.
- Temporary lodging discounts are available for Stanford Medicine employees
  wellmd.stanford.edu/COVID-19.html

EMOTIONAL SUPPORT
Faculty Staff Help Center
Professional and confidential counseling about work-related or personal issues. Short-term counseling is available for individuals, couples, and families. Family members can enroll independently.
- 10 free sessions per topic
- Open to faculty, fellows, residents, and post-docs
  wellmd.stanford.edu/faculty-staff-help-center

WellConnect
Confidential mental health referral and consultation service to facilitate timely access to counseling, stress management and coping skills, wellness coaching (including strategies to mitigate burnout), and mental health services.
- Now expanded to cover all benefits-eligible SOM faculty as well as fellows and residents
- Contacts: (650) 724-1395 or wellconnect@stanford.edu
  https://tinyurl.com/sicwellconnect

WORK-LIFE INTEGRATION
Clinician Coaching
In partnership with WellMD, the BeWell program offers an individualized coaching program specifically for health care clinicians.
- Choose from 4 or 6 sessions of one-on-one coaching from a certified coach
- EA and STAP fund eligible. Subsidies available from WellMD for other physician faculty lines.
  bewell.stanford.edu [search for clinician coaching] or healthcoaching@stanford.edu

COLLEGIAL SUPPORT
Physician Resource Network (PRN) Support
Confidential, independent, legally-protected collegial support and resources for life’s inevitable clinical, professional and personal challenges.
  wellmd.stanford.edu/get-help/prn-support.html

OAA Faculty Advisory and Support Panel
Peer support, information, and connection to resources for faculty who are feeling concern and stress about their career advancement and other professional issues, during this challenging time.
  med.stanford.edu/academicaffairs/faculty.html

WellMD
Get Healthy:
https://wellmd.stanford.edu/healthy.html

Get Connected:
https://wellmd.stanford.edu/connected.html

Get Help:
https://wellmd.stanford.edu/get-help.html
Circles Concierge

• Eligibility
  • Benefits-eligible basic science faculty
  • Benefits-eligible clinical faculty
  • Fellows and residents

• Rolling monthly pre-enrollment has begin
  • Start your registration by completing the pre-enrollment form using the QR Code below
  • Eligible enrollees will receive registration email from Circles at the start of the following month
Pediatric Wellbeing Champions

Jonathan Avila
Adolescent Med

Joseph Hernandez
Allergy/Immunology

Ritu Asija
Cardiology

Beth Kaufmann
Cardiology

Daniel Tawfik
Critical Care Med

Lynne Huffman
Developmental-Behavioral

Monica Grover
Endocrinology

Clara Lo
Hem/Onc & SCTRIM

Ami Shah
Hem/Onc & SCTRIM

Marwa Abu El Haija
Gastroenterology

Lindsay Stevens
General Pediatrics

Dena Matalon
Genetics

Jessica Gold
Hospitalist Med

Xin She
Hospitalist Med

Hayley Gans
Infectious Disease

Lisa Bain
Neonatology

Ritu Chitkara
Neonatology

Cynthia Wong
Nephrology

Caroline Okorie
Pulmonary Med

Joyce Hsu
Rheumatology

Ritu Chitkara
Neonatology

Joyce Hsu
Rheumatology
Wellbeing Champions Promoting Wellness

Lisa Bain
Neonatology

Ritu Chitkara
Neonatology

Marwa Abu El Haija
Gastroenterology
Caroline Okorie
Pulmonary Med

Jessica Gold
Hospitalist Med

Xinshu She
Hospitalist Med
# NICU Culture Club:
## Who are we?

**Leads**
- Ritu Chitkara
- Lisa Bain
- Stephanie Kainec

**SW**
- Rachel Arellano

**Chaplain**
- Valeria Faraci Sindra

**RT**
- Robin Pruitt

**Dieticians**
- Olivia Mayer
- Elizabeth Stanway-Mayers

**NPN**
- Kristi Boyle

**OT/PT**
- Allison Freccero
- Sandra Rizzuto

**Lactation**
- Tara Hanson Timpson

**Residents**
- Elena Higuchi
- Emma Squire
- Samantha Scanlon

**RNs**
- Ami Wells
- Monica Hom
- Pat Carter
- Raquel Romero
- Tatiana Duenas
- Cindy Knapp
- Ashley Soleimani
- Elena Cole
- Jasmine Madlangbayan
- Julie Kennedy
- Lazara Briones
- Janelle Aquino
- Erin Mounger
- Grace Nelson
- Meghan Stawitcke

**MDs (Neos)**
- Alexis Davis
- Lance Prince
- Melissa Scala
- Jochen Profit
- Nilima Ragavan

**MDs (Hospitalists)**
- Alma Taganas
- Arun Gupta

**Admin/Other**
- Christy Sandborg
- Luanne Smedley
- Sheryl Goldstein

**APCMs**
- Robin Clark
- Nicole Manson
- Susan Wheeler
- Tiffany Sylver

**Fellow**
- Eman Haidari

**Psychologist**
- Lindsay Goldman

**USA**
- Keithra Ortiz
Two thirds of NICU providers and staff are burned out

Source: SCORE Survey 2019
## NICU Culture Club (CC): Our Journey

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Ways LPCH leadership can help us improve professional fulfillment

• Engaging with the NICU to clearly communicate Values & Decision-Making Processes
• Initiate Leadership Walk Rounds
• Participation in Safety & Gratitude Rounds
• Improve/Equalize Family Experience in West Building
  • Patient Navigators
  • Meals for Families
  • Accommodations for Families
• Quarterly Division meeting attendance
NICU TOWN HALL

Q&A TO ADDRESS CULTURE AND MORALE IN THE NICU

TUESDAY | JUNE 9, 2020
7:30 - 8:30 AM

Presenters:
• RICK MAJZUN, COO STANFORD CHILDREN'S HEALTH
• MARY LEONARD, STANFORD PEDIATRICS DEPARTMENT CHAIR
• CHRISTY SANDBORG, CHIEF EXPERIENCE OFFICER
• CAROL KASSOUF, EXECUTIVE ADMINISTRATIVE DIRECTOR, JOHNSON CENTER
• SHERYL GOLDSTEIN, ADMINISTRATIVE DIRECTOR OF NEONATAL AND OBSTETRIC SERVICES
• JILL SULLIVAN, VICE PRESIDENT, STRATEGIC SPACE PLANNING
• HELLA EWING, INTERIM CNO

Moderated By:
RITU CHITKARA, MD
LISA BAIN, MD
ALEXIS DAVIS, MD

SUBMIT QUESTIONS FOR THE PRESENTERS IN ADVANCE:
https://forms.gle/KkFUZEKxSLmPAIEaA

PLEASE JOIN US VIA ZOOM:
https://stanford.zoom.us/j/98203707753
Or Dial: 650 724 9799
Meeting ID: 982 0370 7753
CEO & COO Rounding in the NICU/PICU
Neonatology at Lucile Packard Children’s Hospital Stanford Is Ranked No. 3 Across the Nation by *U.S. News & World Report*
## NICU Culture Club (CC): Our Journey

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Safety & Gratitude Rounds

- Establish daily expectations of unit safety behavior and accountability, educate on Mission Zero tools for promoting safety, and recognize team members for exceptional work.
Our Recent Accomplishments (Aug-Sept 2020)
Kahoot Trivia and Virtual Wine Tasting Nights
NICU Nurses Burnout (BO) and Professional Fulfillment (PF)
2018 vs 2020*

*SCH Wellness Survey adapted from the Stanford Physician Wellness Survey
# NICU WellMD Doctor’s Survey
Comparison of 2019 and 2020 results

<table>
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<th>NICU Doctor's Survey</th>
<th>2019</th>
<th>2020</th>
<th>2019 BM*</th>
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<tr>
<td>Burnout</td>
<td>2.45</td>
<td>2.43</td>
<td>2.77</td>
<td>2.91</td>
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<tr>
<td>Professional Fulfillment</td>
<td>6.25</td>
<td>7.23**</td>
<td>6.45</td>
<td>6.68</td>
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*Benchmark Department of Pediatrics average

**Statistically significant change

Higher unfavorable

Higher favorable
Next Steps...
Wellness Champion update: Pre-Visit Optimization Subgroup

Marwa Abu El Haija
Caroline Okorie
Our Focus as Wellness Champions

Problem identified:
Telehealth process has:

• Increased burden of administrative responsibility on physicians and clinic staff

• Resulted in perceiving some aspects of patient care as cumbersome
Our Focus as Wellness Champions

Objectives:

• Improve TH experience for Providers
• Reduce the administrative burden
• Improve the efficiency of the process
• Continue to provide excellent patient care
• Maintain wellness amongst physicians, clinic staff and patients
Areas of Focus of the Subgroup

1. MyChart Activation prior to each visit
2. Pre-Visit Tech check
3. Telehealth/MyChart help desk
4. Clear Consistent Messaging
5. Level Load Appointments
6. Telehealth E-check out process
1. MyChart Activation for each TH visit

- Improve Training Model
- Require MyChart activation prior to scheduling next appointment
- Simplifying activation process
- Modernize MyChart
2. Pre-Visit Tech Check

- **Standardize and Automate Current Tech Check**
- **Telehealth Preparedness Score**
  
  Allows staff to anticipate TH issues and work to solve them prior to the visit
  Score based on previous TH experience, MyChart activation status, etc...

- **Real-Time Quality Issues & On-Demand Telehealth Support**
3. Telehealth/MyChart Helpdesk

- Deep Dive into Known Issues
- Create user friendly FAQs, improve HelpDesk efficiency and effectiveness in real time.
4. Clear Consistent Messaging

- Real-time Feedback to Patients about wait times
- Re-assess current messaging and set expectations prior to visits
- Consider Voalte communication *(facilitate communication when working remotely)*
- Standardize patient communication workflows
5. Level Load Appointments

- Clinic managers are working to ensure work load is spread out through clinic staff
6. Telehealth E-check Out Process

- Direct Patient Scheduling and Ticket Scheduling

- Check-Out Checklist
  *Integrated into Epic*

- Standardize role of MAs
  *
  *Enable the MAs to take role similar to in-person visit*
Work in Progress

Phase 1 – Will start **pilot testing** in some clinics

Phase 2 - Hope to rollout organization wide by **May 2021**

Please contact us if you have any new concerns/requests! Your input helps this process move forward.

Marwa Abu El Haija  Marwa.Haija@stanford.edu
Caroline Okorie  cokorie@stanford.edu
Funded activities

- A socially-distant picnic
- Wellness snacks for the MD call room
- Treats for the nursing units on behalf of the team
- Ergonomic chair + office desk
- Office photo wall
- Callroom makeover
- Snacks for wellness hike
- Wellness water bottles
Water Cooler Time

- Arose from division-wide brainstorming session about maintaining connection during pandemic
- 3 month trial; unanimous vote to continue
- 5-10 minutes of every division meeting, put it on the agenda
- Breakout rooms 3-5 people
Other activities (no funding required)

- Secret Santa
- Words of the Year (Google Jamboard)
- One positive thing
- Picture sharing (on Zoom)
- Volunteering in local COVID vaccine rollout
Building belonging during Covid
Thank You