

INPATIENT REHABILITATION STRATEGIC PLAN (2023-2025)

The inpatient rehabilitation unit is an 18-bed unit in our Children's Seashore House building on Children's Hospital of Philadelphia's (CHOP's) Philadelphia Campus, staffed by a multidisciplinary team dedicated to the care of children needing intensive rehabilitation.

Rehab has taken this important step of developing an integrated cultural, accessibility and strategic plan to help the organization remain viable well into the future and ensure that we continue to strive toward goal achievement and to serving the mission and vision outlined by our stakeholders.

This Strategic Plan has taken into consideration multiple factors both internal and external, as well as feedback from multiple groups of people who either influence or benefit from the services which are provided. Our strategic planning process begins with, and this plan includes, clearly stated mission and vision statements, both aligned with the CHOP Mission and Vision Statements, and the organization's values. Further, these values are posted throughout the organization for stakeholder awareness, and each employee is evaluated against the values on an ongoing basis, with formal review as part of the annual performance management system.

REHABILITATION SERVICE LINE MISSION

The Children's Hospital of Philadelphia is committed to setting the standard of care for comprehensive pediatric rehabilitation services across the continuum of care such that each patient realizes their maximal recovery, function, and self-sufficiency.

REHAB SERVICE LINE VISION

"The Department of Rehabilitation at the Children's Hospital of Philadelphia is a world-renowned leader in rehabilitation that is dedicated to empowering patients and their families to achieve their optimal quality of life, through translational research and use of innovative technology."

Strategic Pillars: Consistent with CHOP's strategic pillars, Rehab has made a commitment to achieve excellence in each of the areas noted here. In addition, CHOP includes in its annual plans financial stewardship, which Rehab addresses in its yearly initiatives:

- **Research and Innovation** – Goals in this pillar address investments in innovative research areas, supporting capabilities and infrastructure of translational programs
- **Experience** – Goals in this pillar address persons served/customer satisfaction, service access, expectations of referral sources, payers, and other stakeholders
- **Growth** – Goals in this pillar address ways to grow volumes of persons served and/or types of services provided and/or locations for services provided
- **Effective and Efficient Care** – Goals in this pillar address access, effectiveness, and efficiency of services provided as well as risk reduction and performance measurement and management, aka continuous quality and/or improvement.

- **People** – Goals in this pillar address personnel related areas such as employee engagement and satisfaction, and effectiveness of recruitment and retention strategies
- **Finance** – Goals in this pillar address ways to improve the financial results and ensure long term viability of the organization, including both revenue and expense strategies as well as ensuring operational processes are in place to protect the organization in the future.

REHAB STRATEGIC GOALS AND PLAN

The Rehab Service Line has developed the following strategic goals and initiatives to be implemented during FY23-25. The key initiatives will be incorporated into the three annual operating plans covered by this strategic document, updating each operating plan with input from various stakeholders in each subsequent year covered by the plans. In addition to the annual operating plans, Rehab maintains a list of quality and outcomes measures, many of which address specifically the strategic priorities listed here.

Strategic Priority Area #1: Research and Innovation

Goal: Create high-impact discoveries and innovations that change the lives of children worldwide

Key Initiatives:

1. Rehabilitation Registry
2. Increase awareness of and participation in organization-wide clinical studies and trials among patients and their families

Strategic Priority Area #2: Experience

Goal: Meet the unmet needs of our patients, as defined by them. We will use feedback obtained via patient and family satisfaction surveys and information obtained via rounding.

Key Initiatives:

1. Demonstrate conformance with CARF standards and achieve full accreditation
2. Patient/Family education/communication
3. Increase Durable Medical Equipment (DME) fleet and manage more efficiently
4. Patient satisfaction
5. Patient access

Strategic Priority #3: Growth

Goal: Increase our reach by serving out-of-region patients at CHOP and in their local communities

Key Initiatives:

1. Increase the number of beds on the inpatient unit
2. Accessibility: Offer services to patients with higher acuity

Strategic Priority #4: Effective and Efficient Care

Goal: Ensure the best outcomes for our patients while promoting responsible use of our resources and leveraging the power of data and analytics to make decisions

Key Initiatives:

1. Optimize available EMR tools
2. Fully implement and leverage WeeFIM tools and measurement

Strategic Priority #5: People

Goal: Be the best place where the best people do their best work in support of children's health

Key Initiatives:

1. Increase the number of Rehab-certified nurses
2. Increase employee engagement and, in turn, retention
3. Accessibility: Attract, develop, and advance the most talented employees regardless of their race, sexual orientation, religion, age, gender, disability status or any other dimension of diversity.