



USC University of
Southern California

*Insights from a Freestanding Pediatric
Safety Net Hospital*



ROBERT E. SHADDY, MD

PASADENA GUILD CHAIR
SENIOR VICE PRESIDENT OF ACADEMIC AFFAIRS
PEDIATRICIAN-IN-CHIEF, CHILDREN'S HOSPITAL LOS ANGELES
PROFESSOR AND CHAIR, DEPARTMENT OF PEDIATRICS
KECK SCHOOL OF MEDICINE OF USC

Opened in 1901 in a converted house on Castellar Street (in what is now Chinatown)

- 14 patients cared for in first year
 - Surgery suite in converted pantry
 - Moved to current location in 1914
- In 1901, city leaders envisioned a place of hope, compassion and healing for all children, regardless of their families' financial status. A two-story house was turned into a hospital and a sign was placed on the balcony that read "Children's Hospital."



A Brief History of CHLA

Founded 1901



USC Affiliation 1932



Medical Group 1984



Smith Tower 1988



Saban Building 2003



Anderson Pavilion 2011

Five Specialty Care Centers

- Arcadia
- Encino
- Santa Monica
- South Bay
- Valencia

CHLA Health Network

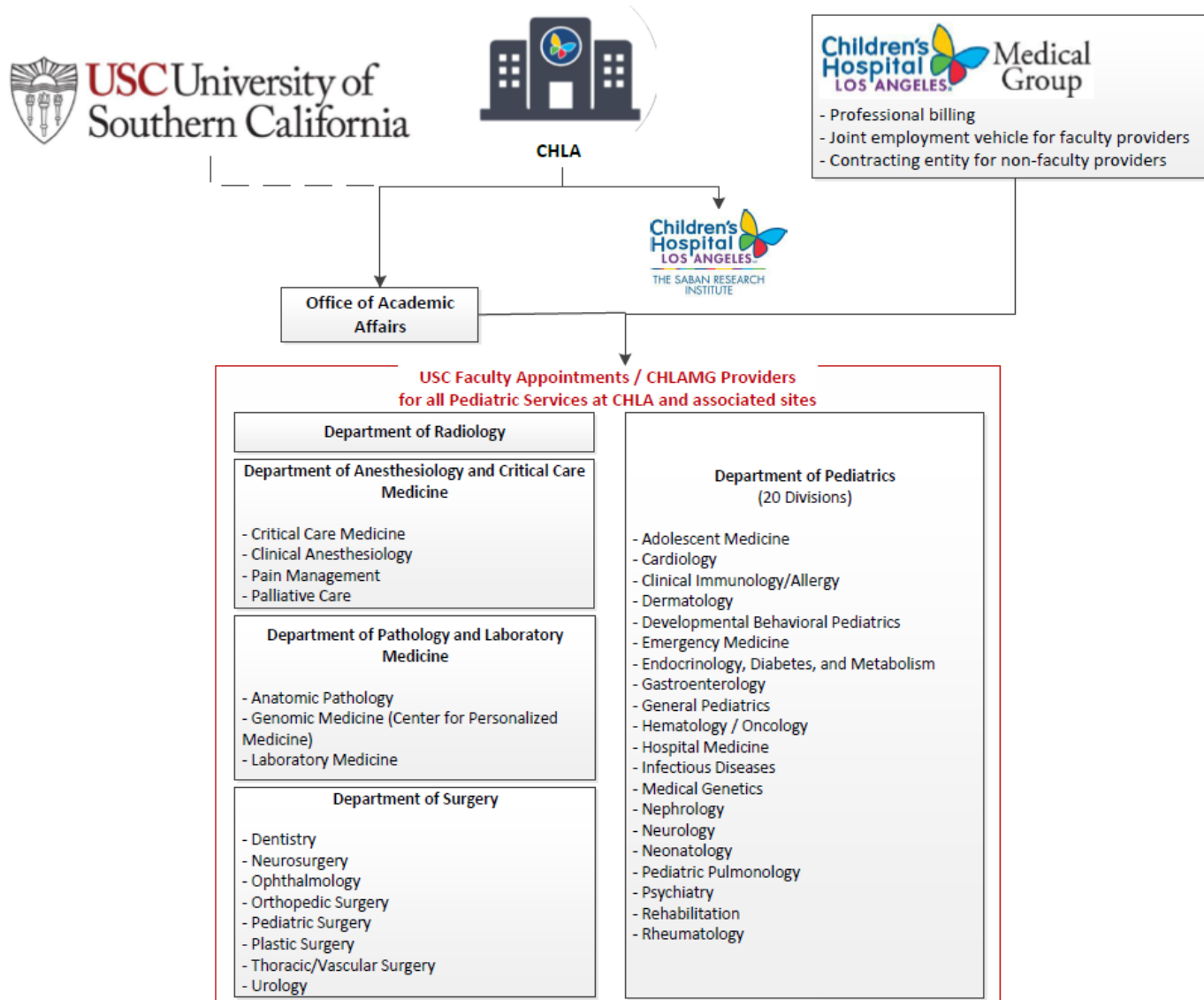
- Primary care pediatricians across Southern California (>200)



- Unwavering commitment to the underserved
- No child turned away
- Large research institute
- Some of the largest training programs in the U.S.



Complex Relationships



- CHLA - 438



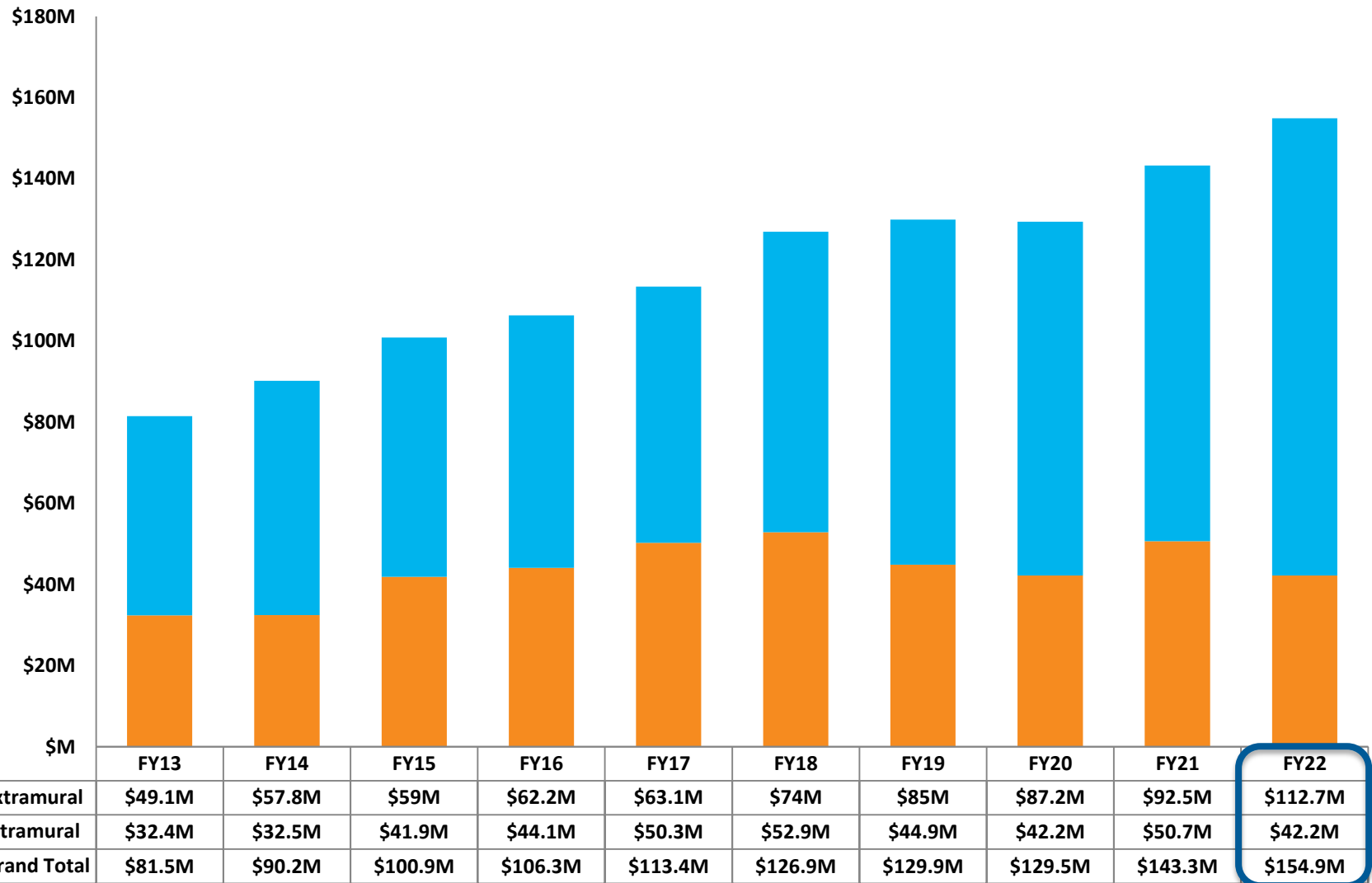
- LAC+USC - 61



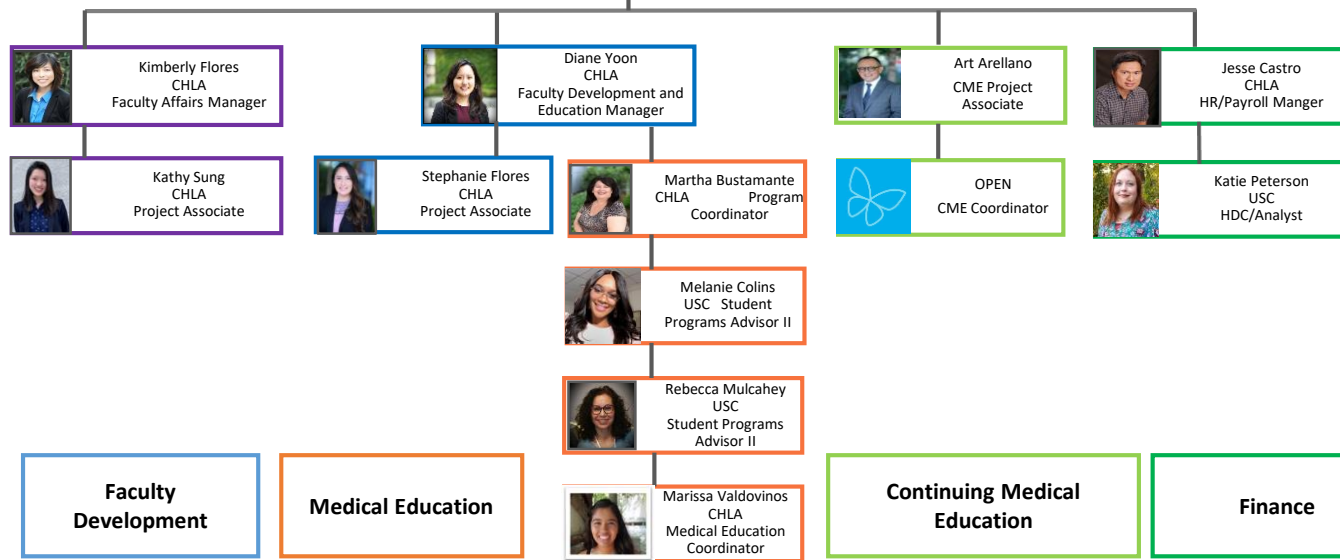
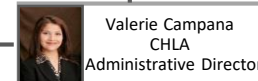
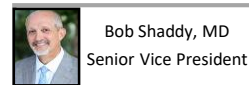
Division Chiefs

<p>Adolescent Medicine</p>  <p>Belzer, Marvin</p>	<p>Cardiology</p>  <p>Kantor, Paul</p>	<p>Clinical Immunology / Allergy</p>  <p>Ferdman, Ron</p>	<p>Critical Care Medicine</p>  <p>Markovitz, Barry</p>	<p>Developmental Behavioral Pediatrics</p>  <p>Vanderbilt, Douglas</p>	<p>Dermatology</p>  <p>Luu, Minnelly</p>	<p>Emergency Medicine</p>  <p>Nager, Alan</p>
<p>Endocrinology</p>  <p>Raymond, Jennifer</p>	<p>Gastroenterology</p>  <p>Kohli, Rohit</p>	<p>General Pediatrics</p>  <p>Yin, Larry</p>	<p>Hematology/Oncology</p>  <p>Wayne, Alan</p>	<p>Hospital Medicine</p>  <p>Bryant, Michael</p>	<p>Infectious Diseases</p>  <p>Neely, Michael</p>	<p>Medical Genetics</p>  <p>Randolph, Linda</p>
<p>Neonatology</p>  <p>Friedlich, Philippe</p>	<p>Nephrology</p>  <p>Grushkin, Carl</p>	<p>Neurology</p>  <p>Jeste, Shafali</p>	<p>Pulmonology</p>  <p>Davidson Ward, Sally</p>	<p>Psychiatry</p>  <p>Peterson, Bradley</p>	<p>Rehabilitation</p>  <p>Craig, Kevin</p>	<p>Rheumatology</p>  <p>Marzan, Karen</p>

TSRI Research Award Funding: TSRI Enterprise FY13 to FY22



Office of Academic Affairs



Faculty Affairs

Faculty
Development

Medical Education

Continuing Medical
Education

Finance

CHLA has a total of 34 programs, 111 residents, and 103 fellows.

Pediatric ACGME Programs

Adolescent Medicine	Hematology Oncology
Develop-Behavioral Ped	Hospice/Palliative Med*
Cardiology	Hospital Medicine
Child Neurology	Infectious Disease
Critical Care Medicine*	Nephrology
Emergency Medicine	Pediatrics
Endocrinology	Pulmonology
Epilepsy	Rheumatology
Gastroenterology	Transplant Hepatology

Pediatric Non-ACGME Programs

Hem/Onc	<ul style="list-style-type: none"> • Adolescent and Young Adult • Transplant and Cellular Therapy • Hemostasis and Thrombosis • Neuro-oncology
GI	<ul style="list-style-type: none"> • Advanced Motility • Advanced Nutrition/Intestinal Rehab • Inflammatory Bowl Disease
Cardiology	<ul style="list-style-type: none"> • Non-invasive Imaging • Research • Cardiac Catheterization • Cardiac MRI • Heart Failure
PEM	<ul style="list-style-type: none"> • Ultrasound • Simulation
Pediatrics	<ul style="list-style-type: none"> • Health Equity
Critical Care	<ul style="list-style-type: none"> • Cardiac critical care*

* Dept of ACCM

CONGRATULATIONS!

- U.S. News & World Report has again ranked CHLA #1 in California and the Western US, and #8 in the nation.
- Nationally ranked specialties include:

Neonatal Care	#19
Cardiology & Heart Surgery	#12
Orthopedics	#6
Cancer	#14
Gastroenterology & GI Surgery	#6
Diabetes & Endocrine Disorders	#7
Neurology & Neurosurgery	#15
Pulmonology	#15
Nephrology	#17
Urology	#7



DOP Management Team



Robert Adler, MD
Sr. Vice Chair, Dept. of
Pediatrics



Christine Boyes, MHA
Director of Finance



Valerie Campana, MBA
Administrative Director,
Pediatrics Admin.
& Office of Academic Affairs



Anthony Elias, ALM
Sr. Project Manager, Dept.
of Pediatrics



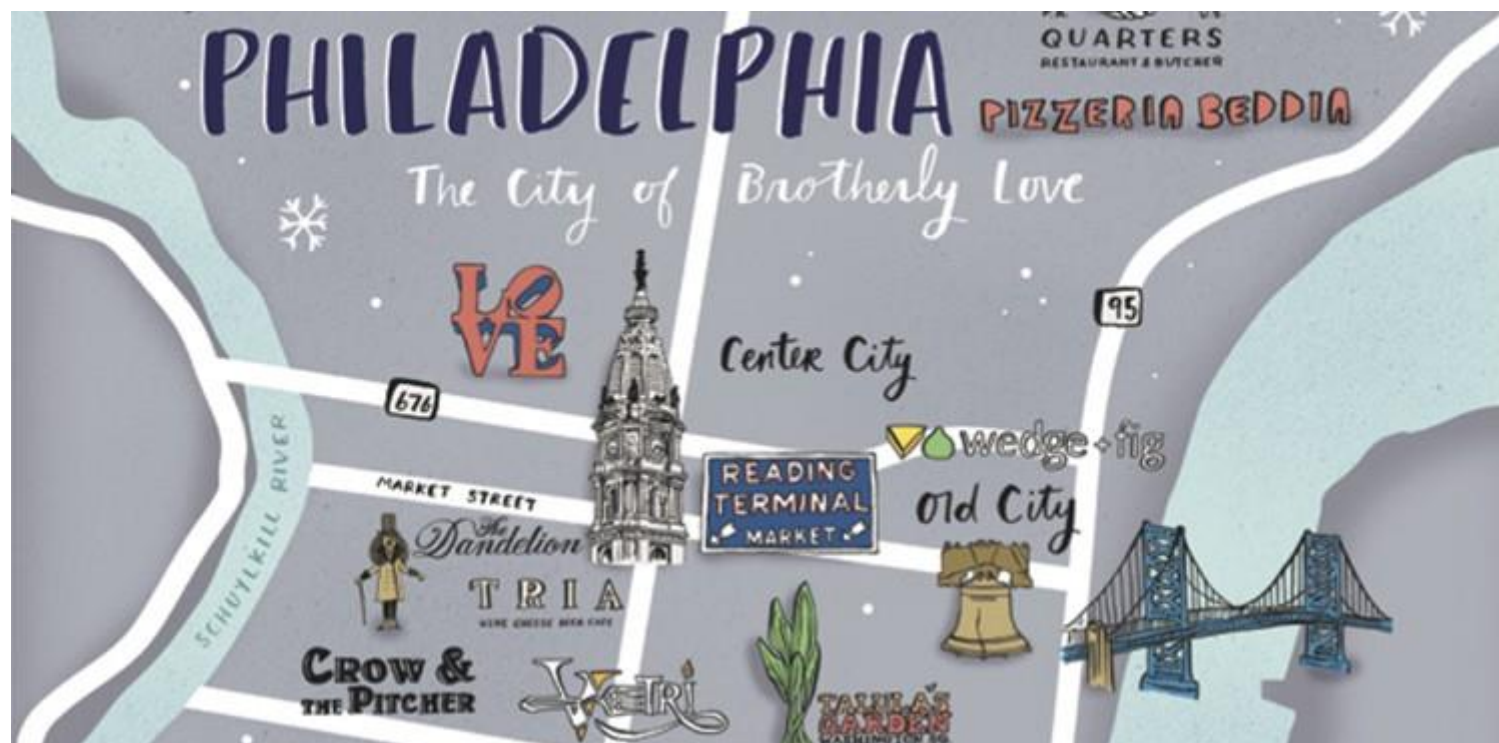
Ginger Mallas, MPH, FACHE
Executive Director, Dept. of Pediatrics



Robert Shaddy, MD
Pediatrician-in-Chief



Steve Wiecking
Project Manager, Sr.





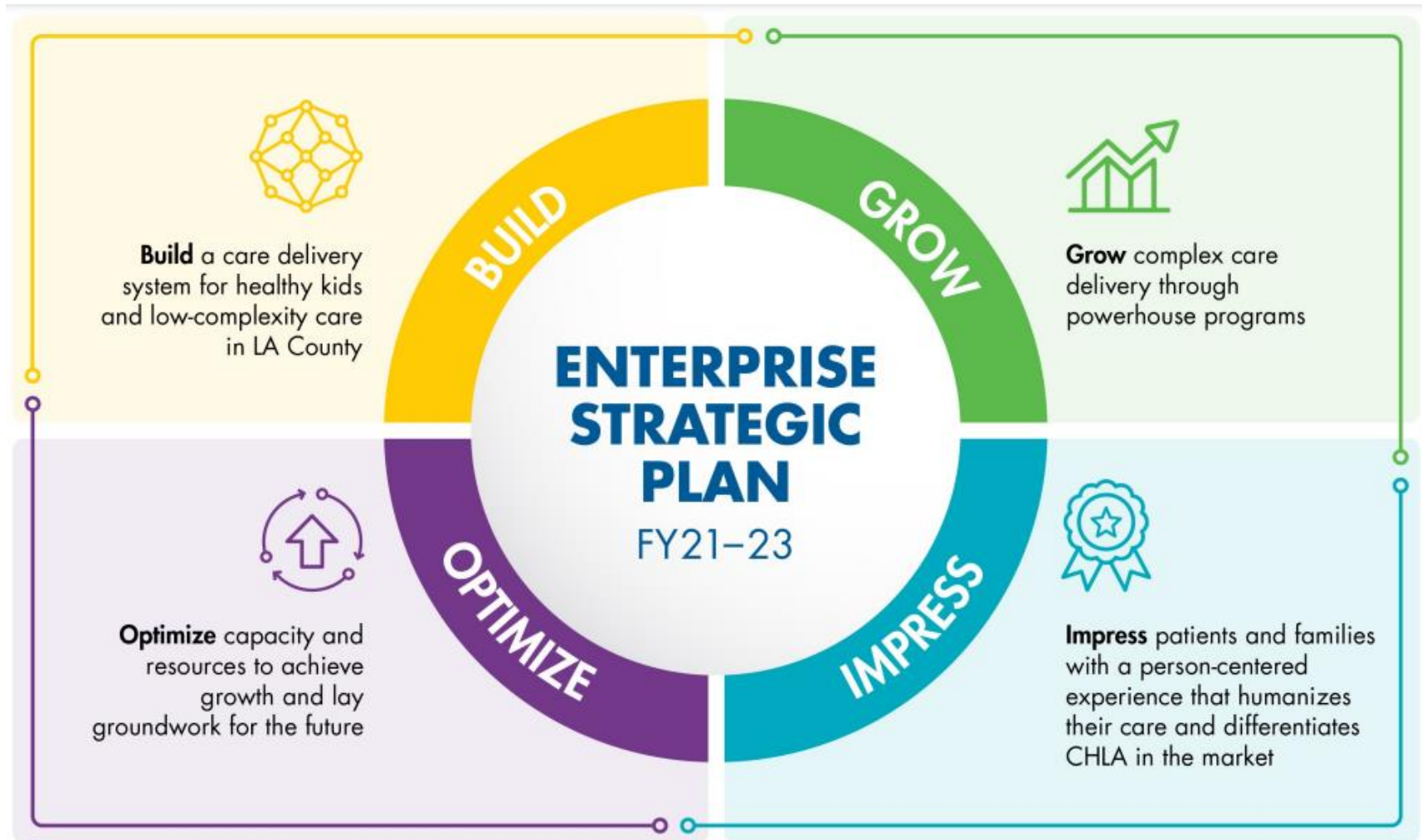






GINGER MALLAS, MPH, FACHE

EXECUTIVE DIRECTOR
DEPARTMENT OF PEDIATRICS
CHILDREN'S HOSPITAL LOS ANGELES



Los Angeles County Inpatient Discharge Market Share CY2018 - 2020

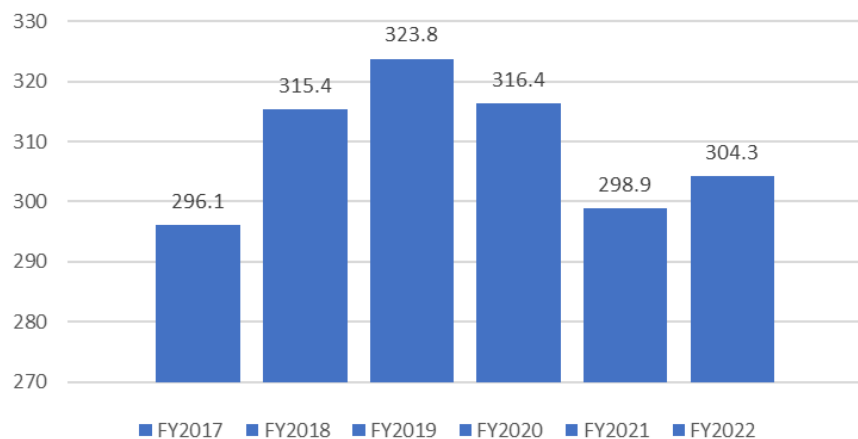
Facility Name	Discharges			Market Share			PY %MS Change	3-Year Mkt Shr Trend
	2018	2019	2020	2018	2019	2020		
CHLA	12,916	13,752	11,258	31.7%	33.8%	38.9%	5.1%	↑

Service Line	CHLA Market Share			3yr Trend
	2018	2019	2020	
Cancer Care	51.9%	51.4%	55.5%	↑
Cardiac Care	56.0%	57.2%	58.7%	↑
Digestive Diseases	28.0%	30.2%	36.2%	↑
Infectious Diseases	27.8%	31.8%	36.9%	↑
Nephrology and Urology	30.6%	31.3%	38.0%	↑
Neurosciences	36.1%	39.0%	40.7%	↑
Ophthalmology	57.3%	54.7%	59.9%	↑
Orthopaedics	41.0%	42.6%	46.3%	↑
Other Medicine	26.0%	28.0%	32.1%	↑
Other Surgery	22.8%	24.3%	26.9%	↑
Otolaryngology	41.6%	45.0%	53.5%	↑
Pulmonology	23.5%	26.1%	30.7%	↑
Solid Organ	58.8%	69.2%	62.8%	↑
Total	31.7%	33.8%	38.9%	↑

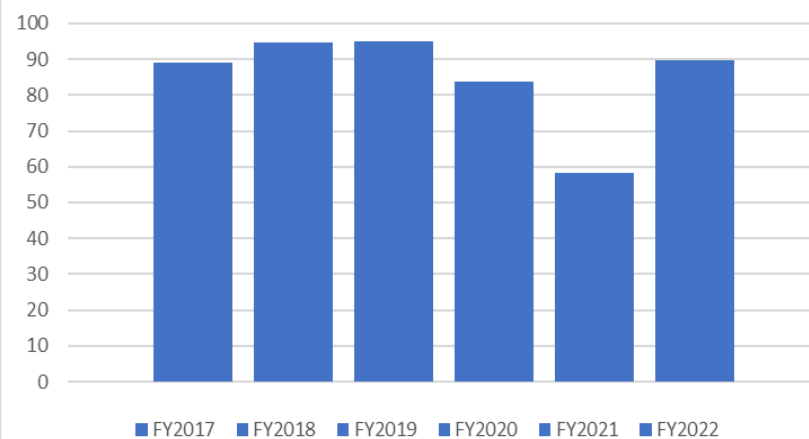
Data Sources: OSHPD 2018-2020 Patient Discharge Data. Pediatric market share is defined by Type of Care: Acute care, ages 0-17 excluding neonatology (MS-DRG 789-794) and normal newborns (MS-DRG 795). Kaiser as payor is excluded in this analysis.

Market Share Trends: Positive Trend includes >+0.1%MS change; Flat Trend includes -0.1% to +0.1%MS change; Negative Trend includes <-0.1%MS change

Average Daily Census

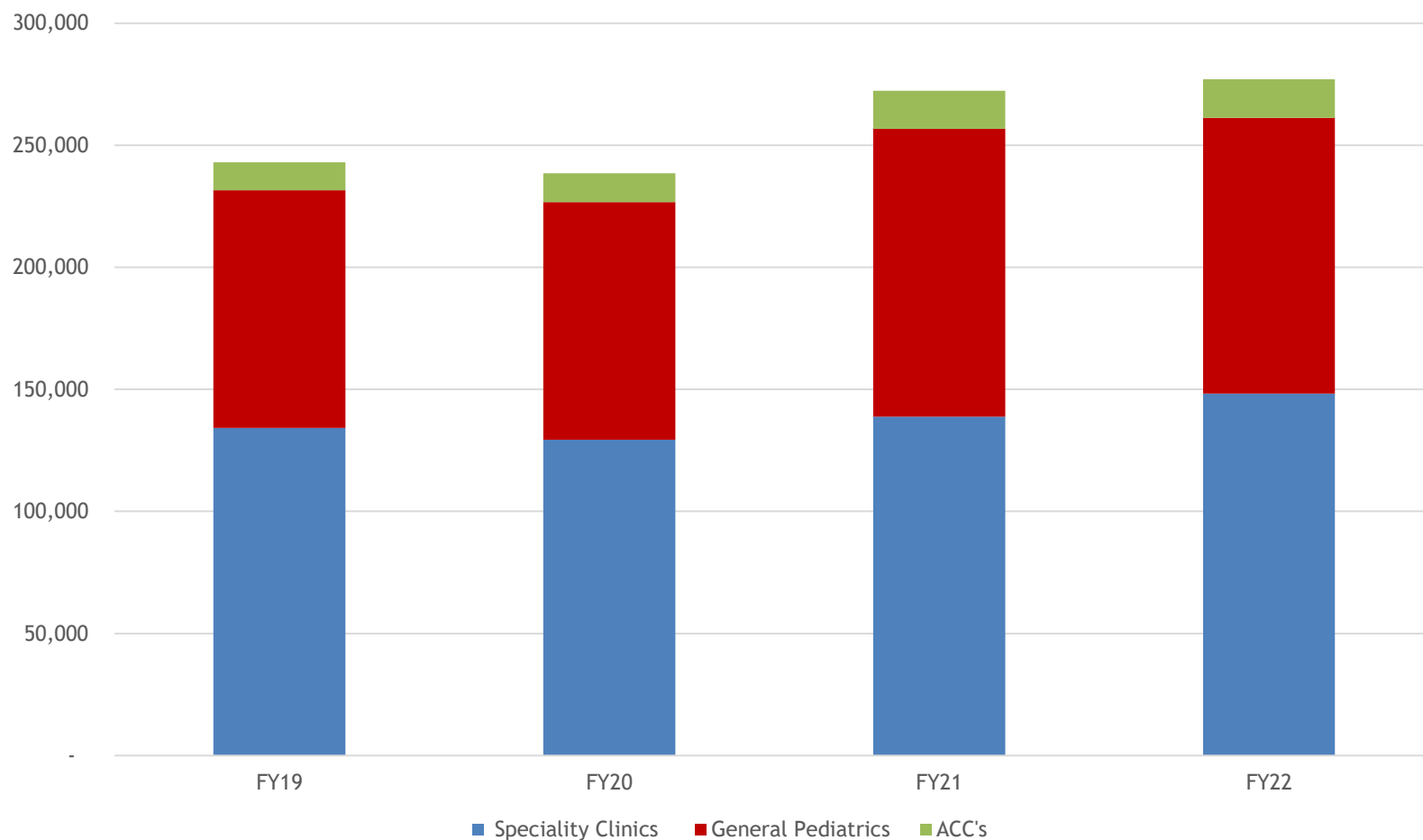


Emergency Department Visits (thousands)

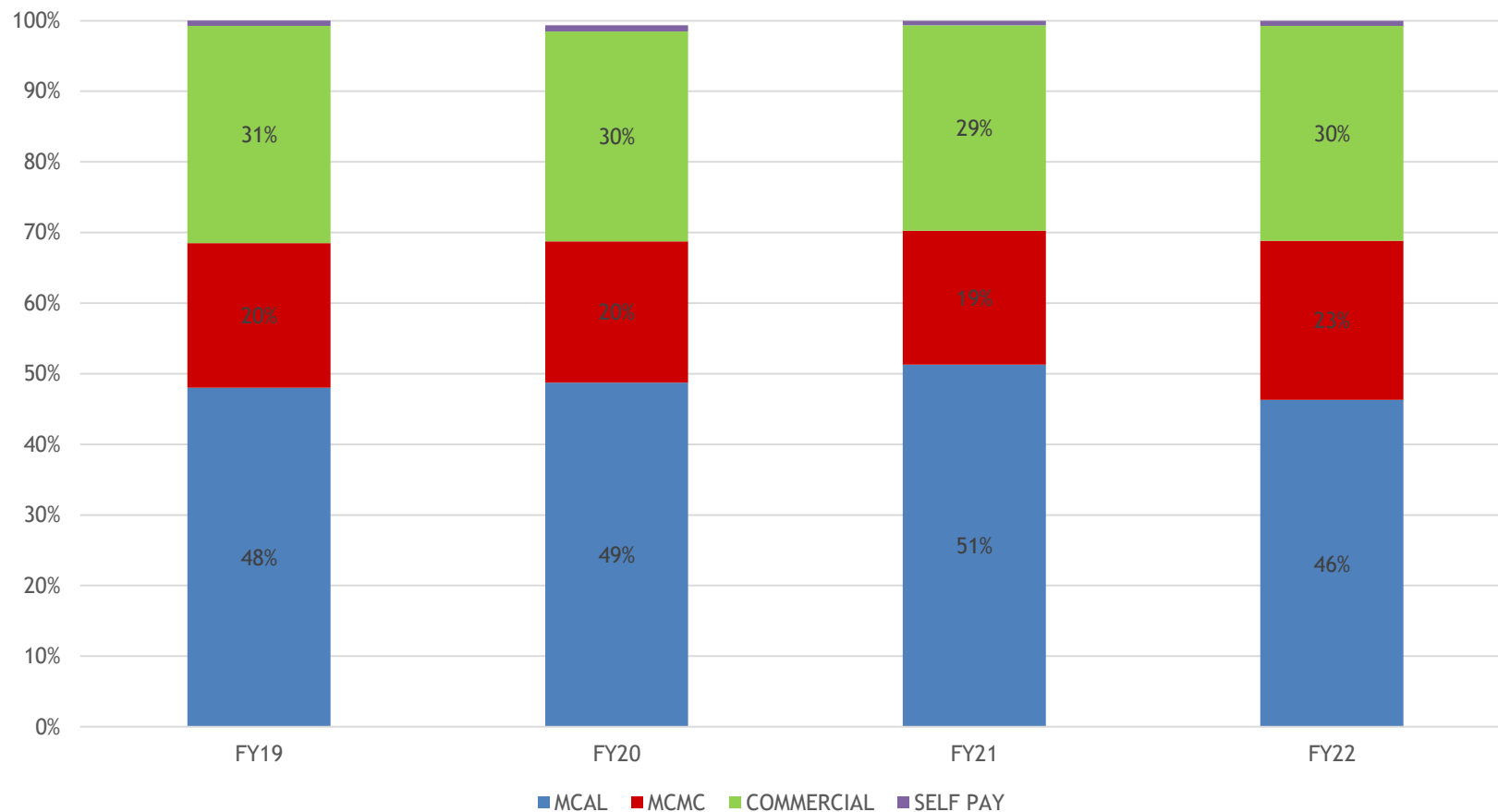


Total Outpatient Volume

Main Campus, General Peds & ACC's



Department of Pediatrics Payer Mix



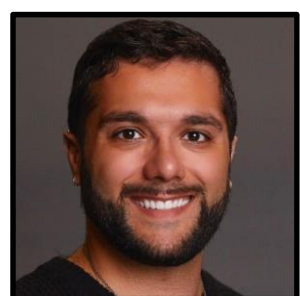
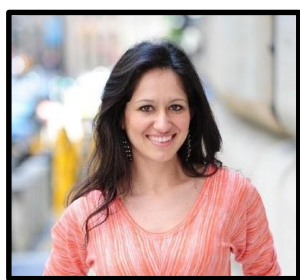
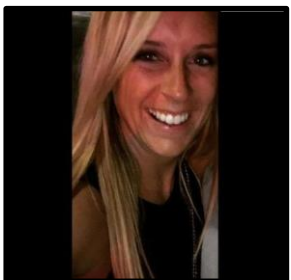
The Upside Down

Me drinking this iced coffee like it's
gonna fix my life



Leadership Team

Department Based

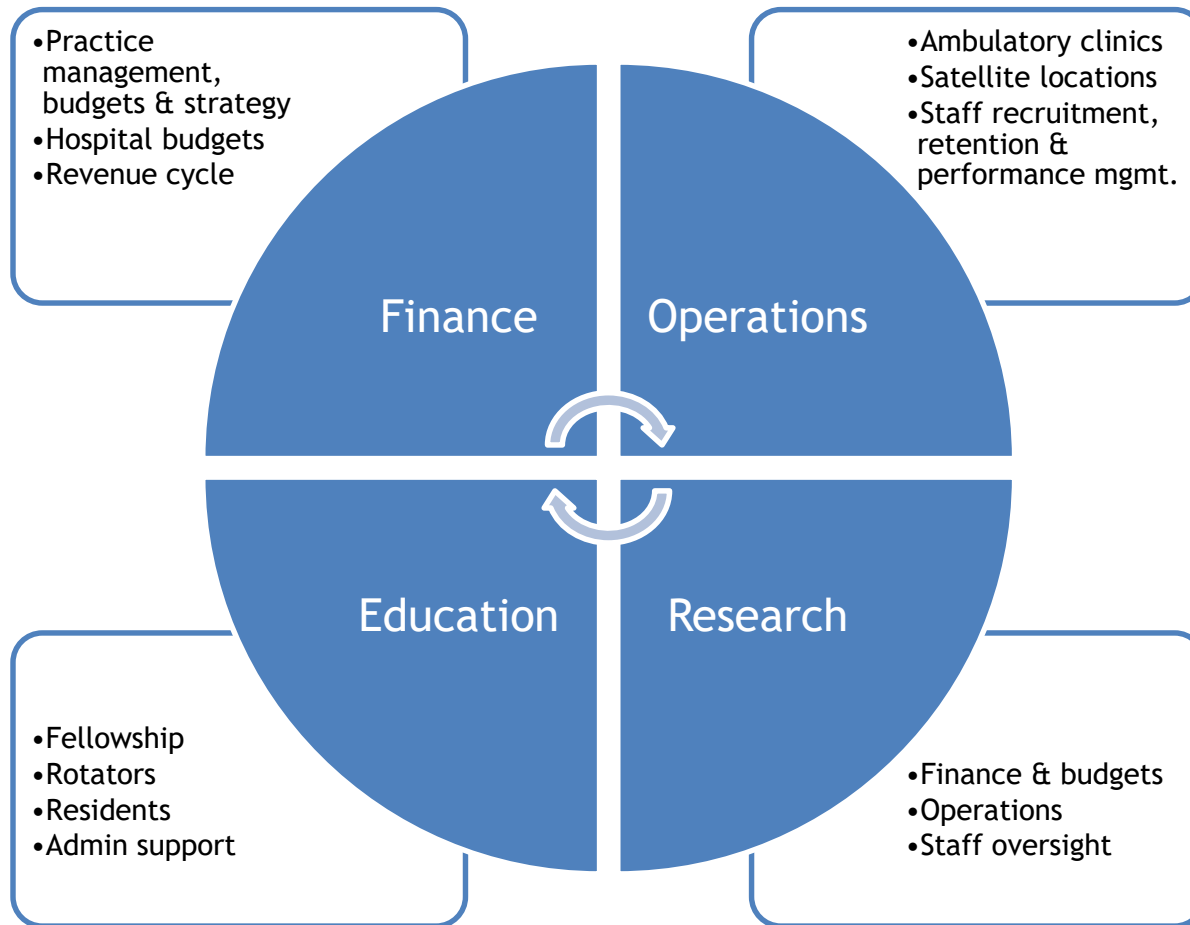


Department Service Lines

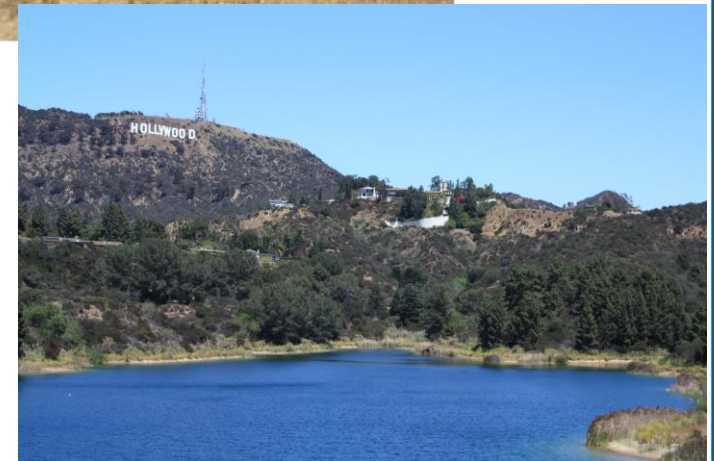
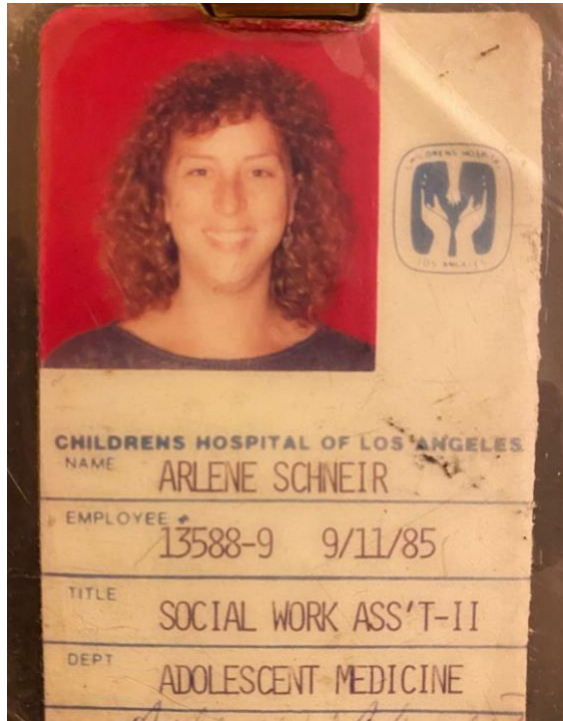


Team Model

Team consists of a division administrator, business manager & budget manager



Leader Longevity



- Returning to foundational KPI's
 - Phone abandonment, unfilled appts, revenue cycle, etc.
- Stabilize staffing
 - Alignment to pre-pandemic ratios
 - Deeper dive on allocation of work
 - Who, what, when, where & WHY?
- Move from away from reactionary to strategic leadership

THANK YOU!