

## Children's Hospital



**Joint Commission Resources was crucial in helping a children's hospital to integrate cultures and processes during an acquisition.**

This children's hospital relied on the experience and expertise of Joint Commission Resources when they had 60-days to acquire a new specialty hospital and integrate its programs and staff. Joint Commission Resources was engaged with assisting this hospital in their preparation for acquisition and survey preparedness.

"We were bringing 95 percent of the employees of the specialty hospital through this major change of joining our organization. Then, we took them through a second challenge of how we are going to compare against Joint Commission standards. Joint Commission Resources was a valuable tool in making sure we aligned our mission and merged best practices of both organizations."

Vice President, Accreditation and Regulatory Affairs

**Q: Why did you choose Joint Commission Resources?**

**A:** We were acquiring a specialty hospital and we didn't have very much time to gain a solid understanding of their operations. We felt Joint Commission Resources could help us gain a quick baseline of where the new facility had strengths and to help us prioritize areas for immediate application of our processes. As we were integrating systems and processes we wanted to identify any gaps and areas of opportunity.

We used Joint Commission Resources for two different engagements—preparation for acquisition and then survey preparedness. With both engagements, staff were very involved. Because of the tight timeframe of our acquisition, we did the two engagements within a very small window.

We are also a part of the Joint Commission Resources Continuous Service Readiness® program at our other facilities, so they had an intimate knowledge of our operations, which was helpful as we tried to replicate best practices.

**Q: How did the Joint Commission Resources assessment help you make changes?**

**A:** Our organization is mission driven—we want to make life better for children. You often hear people talk about survey readiness, instead we talk about being ready to care for the next patient that comes through the door. The facility we were acquiring was part of a large adult system, and as the largest pediatric provider in the city, we

knew we had similarities but also gaps. We felt Joint Commission Resources could help us look at both organizations and truly align the best practices of both organizations to enhance the care that we provide each and every day.

**Q: How do you think the Joint Commission Resources assessment helped prepare and align staff?**

**A:** When you operate from a perspective of being ready for the next patient, you engage everyone from front line staff to leaders. Our staff were directly involved in mock tracers and they were given the opportunity to tell the story of how they care for each patient. Joint Commission Resources helped our teams get more comfortable so they could tell their story and demonstrate they were doing the right things for our patients.

What we learned was truly a testament to the Joint Commission Resources approach. Everyone thought it was educational and positive. It reinforced the commitment of our team to our patients and to our mission but also to helping the team be confident in telling their story of the difference they're making each day.

**Committed  
to Quality**



“As a result of the engagement, we knew the new specialty hospital's strengths as well as the variations in systems and processes from our existing hospital's operations. JCR helped us understand the gap, how to close that gap, and most importantly, what needed to be addressed first. Because of our long-term relationship with JCR, they know where we have been and where we want to go, and they do everything they can to help us get there.”

VP and Administrator

## **Q: What are the benefits of performing an assessment during an acquisition?**

### **A: Merge Cultures**

As we brought on the new specialty hospital, we were trying to transition into a single culture that is driven by the mission of our organization—making life better for children. Joint Commission Resources helped us look at things globally. They really served as a good check and balance for us. We need to balance our desire for consistency with what is right for patients at that facility. While we were working to create one culture, we also learned some processes were appropriately different. Joint Commission Resources helped open our eyes to that.

### **Create a Consistent Language**

When you merge two organizations, each team will often use different terms to describe the same components of the work they do. We felt having a consistent vocabulary and language was important to moving forward together. Joint Commission Resources served as an intermediary, helping us bridge the communication gap when aligning systems and processes.

### **Align Processes**

As a part of the assessment we did a deep dive into the processes and procedures. We looked at our policies as well as policies and procedures from the newly acquired facility. We compared them to the survey standards and the mission of our organization. In the end, a large percentage of the policies were consistent across locations, but we also found policies that were missing and some policies that needed to remain site specific.