The Children's Hospital of Philadelphia: Network Strategy

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1946
- Dr. C. Everett Koop – a pioneer of Pediatric specific medical specialties, created the nation’s second pediatric surgery department.

1967
- Koop went on to lead nation’s first neonatal (newborn children) surgical intensive care unit, and first pediatric intensive care unit

1960s – 1970s
- Koop and others performed groundbreaking pediatric surgeries. Chop lead the development of vaccines for mumps (swelling of salivary glands), whooping cough, and influenza
1974-1990
- Expanded to Philadelphia, built diagnostic center, formed joint venture with Abington and Chester County Hospital in West Chester, Pennsylvania

1993 & 1994
- Built first Specialty Care Clinic in Voorhees, New Jersey
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1995
- Began buying small private pediatric practices in Pennsylvania, Delaware and New Jersey, branding them “Kids First”, and employed the local staff
1996

• CHOP opened another Specialty Care center in Exton, Pennsylvania, the first to include ambulatory surgical facilities

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1998 & 1999

• Founded the Cardiac Center
• Began to manage staff at pediatric ward at Shore Memorial Hospital in Somers Point, New Jersey
• Also established Pediatric and Adolescent Sports Medicine Program at King of Prussia Specialty Center

2001

• Finally became the largest pediatric network in company. Number of customers increased from 168,620 in 1996 to 771,525 in 2001.
• Visits to main campus rose 25%, and had more facilities.
• Fully integrated IT System
<table>
<thead>
<tr>
<th>2003-2007</th>
<th>2009</th>
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<tbody>
<tr>
<td>Began offering newborn care services at Phoenixville Hospital, Pennsylvania Hospital, Holy Redeemer Hospital &amp; Doylestown Hospital</td>
<td>Took care of newborn and pediatric care management at University Medical Center in Princeton, New Jersey</td>
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<td>Caseism.com</td>
<td>Implemented EPIC (electronic recorded systems)</td>
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Value Agenda

1. Organize into Integrated Practice Units (IPUs)
2. Measure outcomes and costs for every patient
3. Move to bundled payments for care cycles
4. Integrate care delivery across separate facilities
5. Expand excellent services across geography
6. Build an enabling information technology platform
IPUs
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- 4 practice groups
  - Anesthesiology & Critical Care Medicine
  - Pediatrics
  - Radiology
  - Surgery
- Disease Focused Centers
  - Asthma program
  - Sickle Cell Center
  - Cardiac Center
- 9 Specialty Care Centers