After more than four years of construction, the Pavilion, Penn Medicine’s state-of-the-art new 1.5-million-square-foot inpatient facility at the Hospital of the University of Pennsylvania (HUP) will welcome its first patients in mere weeks.

As the building was taking shape as a hospital designed for the future, multidisciplinary teams were looking ahead to what staff would need to succeed there. Among the essential strategies to prepare for its opening were a massive training and orientation initiative for staff — bigger than any in HUP’s history — and multidisciplinary dress rehearsals to test this training.

Tours, Trainings, & Test Runs

Inside the Massive Staff Training to Prepare the Pavilion’s Workforce

A comprehensive training plan is a requirement, stressed Denise Mariotti, HUP’s chief HR officer. “Our complex and advanced delivery of care means that we need our entire workforce to be ready and prepared to safely provide patient care and support in an entirely new facility.”

The training team not only created a general BOLS (Building Orientation and Safety) training for everyone but also helped every department and discipline create its own specific, customized training plans, 26 in all. “Our main focus has been to make sure staff are prepared to provide safe and effective care from day one,” said Beth Smith, MSN, NPD-BC, director of Nursing Professional Development, who, with Gretchen Kollb, MS, director of Learning Innovation at the Penn Medicine Academy, and Caitlyn Manning, MHA, education project manager, has overseen both training components.

One of the team’s big challenges was orienting staff — the majority of whom had never stepped foot inside the new facility during its construction — to a new environment that is bigger and has so many different features than their current HUP departments. “We’ve created a training and support system that will help people feel familiar with the space every step of the way, from entering the building to using designated staff and patient transport elevations, and even learning to make sure they head the right direction on their floor.”

To reach everyone within their established 12-week BOLS training “window” (July through September), 250 training ambassadors were identified from all transitioning departments who would facilitate the training of their respective colleagues. Consistency was especially critical during these orientations, Smith said. “Everyone learned the same thing in the BOLS training no matter who was leading the group.”

In addition to navigation, training introduced new technology, such as IRIS, the Pavilion’s smart patient room system. IRIS is a “smart” monitor system which uses integrated technology to help personalize room controls, entertainment and education selections, and even the hallway-facing windows in patient rooms that can, with the press of a button, turn opaque for privacy without curtains. All training took place in small groups of up to 15 people. At its peak, several hundred employees were being trained in the Pavilion during a single day, with staff times staggered to limit the number of people in the facility at one time. The training team created a complex schedule based on the needs of each service line or department, and also coordinated with such as members of the health care team can be accessed, along with information on upcoming tests and procedures. IRIS technology is helpful for cancer caregiver involvement in treatment, from ensuring compliance with medications to providing beneficial social support — and at the Pavilion, this technology is found in every patient room.

In addition to IRIS, friends and family will be happy to find bigger rooms with spaces ready for caregivers. Each patient room includes comfortable furniture including pull-out beds that make it possible to get a decent night’s sleep. In addition, as families may have to face difficult conversations, it includes comfortable furniture including pull-out beds that make it possible to get a decent night’s sleep. In addition, as families may have to face difficult conversations, it includes comfortable furniture including pull-out beds that make it possible to get a decent night’s sleep. In addition, as families may have to face difficult conversations, it includes comfortable furniture including pull-out beds that make it possible to get a decent night’s sleep. In addition, as families may have to face difficult conversations, it includes comfortable furniture including pull-out beds that make it possible to get a decent night’s sleep.

CANCER CARE IN THE PAVILION: REIMAGINED, REVITALIZED, AND INCLUSIVE

The COVID-19 pandemic underscored the reasons why the health care industry needs to be prepared to rapidly adapt to emerging needs, threats, and technology innovations — so a hospital designed to adapt with rapidly changing science, medicine, and patient care is incredibly important. This design approach was the foundation of Penn Medicine’s new Pavilion. When it comes to cancer care, efforts to enhance communication and support caregivers, along with patients, takes center stage.

The Pavilion is a state-of-the-art medical mecca that will connect patients with their families and medical teams in a whole new way. Whether in person or virtually, technology advancements will be included in every patient room.

For example, IRIS — a large smart TV and interactive care system located past the foot of each patient bed on the wall — not only provides access to entertainment, but access to climate and environment preferences, health care provider and appointment information, privacy controls, and more. The expanded technology advancements will make it possible for patients to feel better connected with loved ones, and it allows for caregivers to be more involved and supportive.

One of the most exciting features for patients with family caregivers at their side in the hospital is that IRIS allows caregivers to have an integral part in patient discussions, as they can see test results such as CAT scans and MRIs, and benefit from supportive educational material. For example, even basic information

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Acknowledged for Achievement at PAH

“Tours, Trainings, & Test Runs
Inside the Massive Staff Training to Prepare the Pavilion’s Workforce

“Indeed, a life-size mockup of half a patient floor created during the design stage.

The images I’ll remember from this past year will be nurses sitting at patients’ bedsides and holding their hand to comfort them in their critical condition,” said Christopher Hoot, MSN, RN, CNML, nurse manager for Critical Care at Pennsylvania Hospital. “Our staff kept patients connected to family with video screens, making sure their loved ones were also in the room with them.”

The PAH critical care team restructured their practices for visitor interactions during the pandemic, using technology to implement an efficient telemedicine system and to keep patients connected to family and friends, while limiting the spread of the virus within the hospital. It is one of several reasons why Pennsylvania Hospital has been awarded its third consecutive Silver-level Beacon Award for Excellence from the American Association of Critical-Care Nurses, recognized for exceptional patient care in its Intensive Care Unit (ICU) and Surgical Intensive Care Unit (SICU).

“Our critical care team has demonstrated such high levels of commitment to patients through the challenges of the COVID-19 pandemic,” Hoot said. “The way our staff has performed throughout this has just been awe-inspiring and makes me so proud.”

PAH’s critical care team was recognized for its emphasis on safety in the ICU and SICU, particularly on its interdisciplinary workflow to optimize patient care. Each morning, the team would engage in a rounding process, assessing each patient to discuss any concerns pertaining to medication distribution or fall and behavior risks.

By the end of September, the team had exceeded all of its goals for this extensive training initiative, but the work didn’t end there. Teams are able to return to the building during the month of October to do things like test equipment, finalize a workflow, or secure extra time for wayfinding and orientation. “We have created a robust process to accommodate those requests in order to ensure our staff feel prepared and confident in their new space prior to the patient move,” Mariotti said.

Practice Makes Perfect!
Simulations have been a hallmark of the Pavilion project from the beginning. Indeed, a life-size mockup of half a patient floor created during the design stage allowed hundreds of employees — both clinical and nonclinical — the opportunity to physically see and test exactly what would work... and what wouldn’t. Their feedback was so impactful that the entire shape of the Pavilion was recast.

Now simulations are again playing an essential role. Three dress rehearsals (the last one is October 14) are a key step to ensure employees moving to or traveling into the Pavilion hit the ground running. At each rehearsal, each of the clinical teams and support staff practice three scripted “day in the life” scenarios commonly performed and specific to their needs — some with added complexity. “Our teams know how to deliver great care and the dress rehearsal is the opportunity to practice their routine on a new stage,” said Alyson Cole, MPM, HUP’s associate executive director who is the leader overseeing the transition to the Pavilion. “The dual goal is to build staffing confidence working in the Pavilion’s new environment and to identify any final issues and correct those before opening.”

The first dress rehearsal, held in August, was the first time multidisciplinary clinical teams were together in the new environment. “Every staff role was present in the Pavilion to gain insight from their own department’s perspective,” Cole said.

The scenarios created for these simulations test every step in caring for patients. “We want to make sure employees understand what is new and different in their world,” she said, for example, using designated patient transport elevators and paths of travel.

All of the dress rehearsal scripts, which were 18 months in the making, evolved from a standard template, originally mapped out as pathways on printed-out floor plans. Some were practices common to all staff (e.g., clock in and put away personal items when coming to work) while others were tailored to the specific department or unit with their leaders’ input. These department-customized scenarios were continually refined and then further reviewed by other departments that interact with them, such as Radiology, Laboratory Medicine, Pharmacy, and Environmental Services. “All the steps were validated,” Cole said.

The dress rehearsals also test facility readiness, for example, is there a plug that didn’t work, a shade that didn’t lower, or a monitor that didn’t turn on? Each issue uncovered during dress rehearsals is documented, assigned a priority, and addressed.

August’s dress rehearsal was run prior to all equipment being in place, but that didn’t affect the impact of being in the facility, said Kristen Maloney, MSN, clinical director of Oncology nursing, who oversees 300-plus nursing staff. “It was time well spent together to work through questions, concerns, fears and anxieties. We came out with a lot more knowledge than when we walked in,” she said. “It reminded us on many specifics of cancer care, such as infection control and new technology.”

Perhaps surprisingly, though, the feature that especially excited her team was the patient server, a two-way storage cabinet for supplies, medications and PPE, accessible from the hallway and patient room. “It’s eye opening to think about it being right there as they’re walking in or out of the patient room.”

Each of the next two dress rehearsals were designed to bring staff closer to a true “day in the life” experience, with more equipment in place and even the use of volunteer “mock” patients. “The dress rehearsals have made the move a reality for my team,” Maloney said. “It’s really happening!”

FAMILY CONNECTIONS IN THE PAVILION

For a handful of the staff who toured and trained in the Pavilion over the last two months, there has been an extra personal connection. Some have been ever to get into the space knowing that they had family members who were part of the Pavilion’s construction team, and wanting to see how hard they worked. When Rachel Mea, clinical practice lead RN on Dulles 6, a medical oncology unit, visited her future office on the 12th floor of the Pavilion, she saw more than new furnishings. On her desk was a note from her husband, Ryan: “Congratulations. Good luck in your new office!” Ryan is a member of Steamtown’s Local Union 420 who had worked on the building in 2019 and then again this past summer.

Mea has kept the note. Along with their names, written side by side on the last beam added to the Pavilion, it serves as a reminder of their mutual connection to this new chapter at Penn Medicine.
**CARING FOR YOUR LOVED ONES During Work and Family Month**

Families come in all shapes and sizes, and the UPHS Wellfocused and Benefits teams are here to support them all. This October, in honor of National Work and Family Month, the focus is on caring for your loved ones, which includes children, parents, family members — and even furry friends!

Managing the demands of home and work life can take a toll, and it is important to remember that hardships in one area of life can impact success in others. Luckily, the Wellfocused and Benefits teams have pulled together curated resources to support employees in their professional and personal lives.

These, and other resources, can be found on the UPHS HR and You Work-Life page. Visit [https://www.uphsbrandyou.com/](https://www.uphsbrandyou.com/).

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**LG HEALTH Pigeon Pals Connects Nurses AND Local Children**

Earlier this year, Penn Medicine Lancaster General Health nurse Barbara Schmidt, BSN, RNC-MNN, Women & Babies Hospital Couplet Care, had an idea that would connect LG Health nurses to the community and allow local kids to learn about and thank the health care heroes serving them during the COVID-19 pandemic.

Her idea was to create a pen pal program where nurses from across LG Health could exchange letters with students from George Washington Elementary, a local Lancaster County school. In February, Schmidt emailed nurses across LG Health and received an overwhelming response — ultimately, 54 registered nurses were paired with 54 student Pigeon Pals; students participating were from two fifth-grade classes and one second-grade class.

Each nurse wrote four letters to their specific student, one for February, March, April, and May. These letters were then dropped in decorated red mailboxes, one at Lancaster General Hospital and one at Women’s & Babies Hospital, for delivery. Then the kids wrote back.

Schmidt and Phoebe Radcliffe, community director, George Washington Elementary, worked together as “passenger pigeons” to transport letters between the nurses at the hospitals and students at the school.

Some LG Health nurses even put stickers, colored pencils, and other small gifts in their letters. The students enjoyed getting their letters so much that one teacher said receiving letters was like Christmas to the kids.

At the end of the school year, Schmidt and Radcliffe gifted zinnias to the teachers at George Washington Elementary to thank them for supporting the program. Students were working together to send their letters with students from George Washington Elementary to thank them for supporting the program. Students were also given a notebook and pencil to encourage them to keep writing over the summer.

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**Providing a Calm, Supportive Space for Trauma Patients**

The first person a patient’s family will meet in the Trauma Division at Penn Presbyterian Medical Center (PPMC) is not a nurse or a doctor, but a chaplain.

Before the family arrives, Josh Edgar, the principal chaplain for Trauma at the hospital, will have worked to find out which family members may be arriving to see the patient to prepare for his role as the Trauma Team Family Liaison. He will have coordinated with hospital security and be prepared with a plan to have the family briefed by a physician.

For patients who are admitted, Edgar will offer ongoing care in a chaplaincy role throughout a person’s stay at PPMC, helping them to process their traumatic injury through retelling the events that brought them to the hospital, reflecting on their experience, and discussing what gives them strength, and facilitating their own spiritual coping.

PPMC’s provision of Pastoral Care is interfaith, with no goals for interactions with patients, only to create a space to process their traumatic injury.

“Simply stated, as a chaplain, I engage in patient-led pastoral care, which can be described as the art of accompanying and supporting people in health crises as they make meaning and cope with their existential reality,” Edgar explained. “Our main goal is to help others feel cared for — from patients, to their families, to providers and staff.”

“In pastoral care, the aim is to provide a ‘non-anxious presence’ to everyone involved,” he added. “For example, in the trauma bay when I sense providers might not be able to save a patient, I move closer to the bedside in the view of the doctors and nurses so that they can feel supported during an especially difficult moment.”

Read more about Edgar and the support he provides for trauma patients during their recovery, in System News online!

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**PET CARE RESOURCES**

- **Pet Insurance:** Pet insurance through UPHS Benefit Extras can help you save up to 90 percent on the cost of vet bills.
- **Ryan Veterinary Hospital:** Penn Vet: up to 90 percent on the cost of vet bills.
- **Pet Advocate:** Pet advice when you need it from a trusted network of Penn parents.
- **Komae:** on site at UPHS locations.
- **Lactation Resources:** View a list of lactation rooms and resources available free on site at UPHS locations.
- **Komae:** Use the Komae app to manage childcare by providing care when possible in exchange for help when you need it from a trusted network of Penn parents.
- **Parent of School Aged Children Discussion Groups**
- **ELDER CARE RESOURCES**

- **Health Advocate** offers elder care resources, including adult daycare, help navigating medical bills, and more.

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— Josh Edgar | Principal Chaplain for Trauma
Leadership Transition

Tanya Andreadis has re-joined Penn Medicine as chief Marketing officer and VP of Marketing and Patient Engagement for UPHS. In this role, she is accountable for all marketing functions across the health system, enhancing our reputation on the local, regional, and national levels and developing campaigns to support business goals. Most recently, Andreadis was CMO for UCLA Health, where she led a new approach to the patient journey with a reimagined “front door to care,” turning websites and apps into places where people have their needs met and enhancing call centers. From 2012 to 2019, Andreadis served as associate CMO for Digital Engagement at Penn Medicine. During that time, she made a significant impact on modernizing our digital strategy, leading the development of mobile responsive websites, multi-channel campaigns, and digital business growth initiatives.

Princeton Health Expands Kids’ Empowerment Program

Thanks to a grant from Bristol-Myers Squibb, Princeton Health Community Wellness recently trained and deployed 13 new instructors for radKIDS®, an activity-based program designed to give children the skills to recognize, avoid, and escape unsafe situations.

Princeton Health provides classes for kids from pre-kindergarten age to 12 years old, said Debbie Millar, RN, director of community wellness.

“The program teaches practical skills that we hope the kids never need,” Millar said. “But if the unthinkable happens, the confidence and techniques they learn in radKIDS give them a greater chance to protect themselves and escape harm.”

The 13 new instructors began providing radKIDS classes in August — Princeton Health’s first in-person radKIDS classes since the COVID-19 pandemic reached New Jersey in March 2020.

Four-session classes are offered every other month at a cost of $20 per child. To learn more or to register your children, visit www.princetonhealth.org/calendar and search radKIDS.

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Cancer Care in the Pavilion: Reimagined, Revitalized, and Inclusive

A birth is always inspiring, even for the nurses who witness dozens of them a week. "Labor and Delivery is a unique environment where you can spend a couple hours with a patient or days or weeks," Powers says. "During that time, the nurses and patients form very intimate relationships because having a baby is a life-changing experience.” With the integration of COVID-19 safety protocols, the nurses were concerned that they wouldn’t be able to connect with their patients. But the thank-you cards, Powers says, have become a prime example of the many new ways the nurses are forging those bonds.

At Penn Medicine, We All Aspire to Be Difference Makers Who Represent the Penn Medicine Experience (PMX) in Action.

PX M SETS A CONSISTENT STANDARD ACCROSS ALL OF OUR ENTITIES AND WORK LOCATIONS TO MAKE EVERY TOUCHPOINT AN OPPORTUNITY TO BUILD ENDURING CONNECTIONS WITH PATIENTS, FAMILIES, VISITORS AND COLLEAGUES, WHICH IS A FOUNDATIONAL PART OF THE UPHS SUCCESS SHAPING PROGRAM.

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