

Design, Implementation, and Execution of a Department-Wide Informational Site



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Background

The MetroHealth Rehabilitation Institute is an integral component of The MetroHealth System and the top rehabilitation hospital in Ohio. This practicum was completed within the Department of Physical Medicine and Rehabilitation (PM&R) at The MetroHealth System and Case Western Reserve University (CWRU) under the preceptorship of the Director of Rehabilitation Services.

Population

MetroHealth is considered the safety net hospital for the residents of the City of Cleveland and Cuyahoga County. The MetroHealth system serves more than 300,000 patients, two-thirds of whom are uninsured or covered by Medicare or Medicaid. The population I worked directly with during this practicum was the therapy leadership team in the PM&R therapy department at MetroHealth.

Learning Objectives

1. Analyze and apply evidence based management processes to positively influence key performance indicators.
2. Apply and understand change management concepts for department wide initiatives.
3. Learning and developing various leadership styles and appropriate application and different scenarios.

Activities

I was responsible for designing, implementing, and executing an integrated Microsoft SharePoint platform for the 200+ members of the therapy department at MetroHealth spread across 10 different inpatient and outpatient locations.

The goal of this SharePoint informational site was to increase transparency and efficiency across the various clinical sites and within the department, allowing clinicians to deliver the best possible therapy services to patients.

The SharePoint page is intended to be a living space, being consistently updated to disseminate information to all of the therapy department team members across all locations.

Over the course of the practicum, the two deliverables I was responsible for were creating the Microsoft SharePoint informational site and a training manual for newly onboarded members of the therapy department.

The department has over 200 team members and 11 physical therapy/occupational therapy and speech-language pathology locations throughout Cuyahoga County. Clinicians provide therapy services in the acute, inpatient rehab, and outpatient settings for patients from birth through end of life.

The SharePoint webpage contains department-specific information and will allow for departmental operations to occur more effectively. The training manual consists of department-specific information including relevant individuals, job-related rules and procedures, as well as workflow organizational models.

These two deliverables will benefit the therapy department at MetroHealth and further the system's mission of becoming the top public health institution in the world.

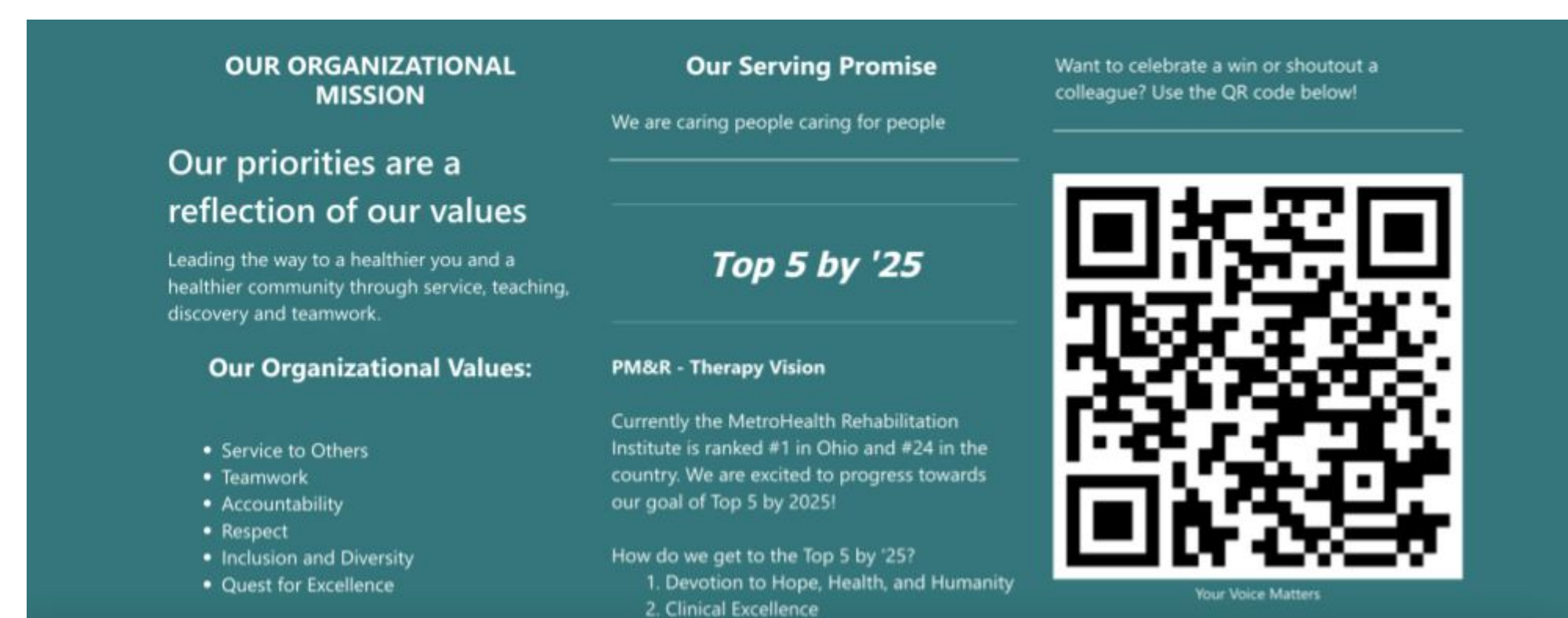
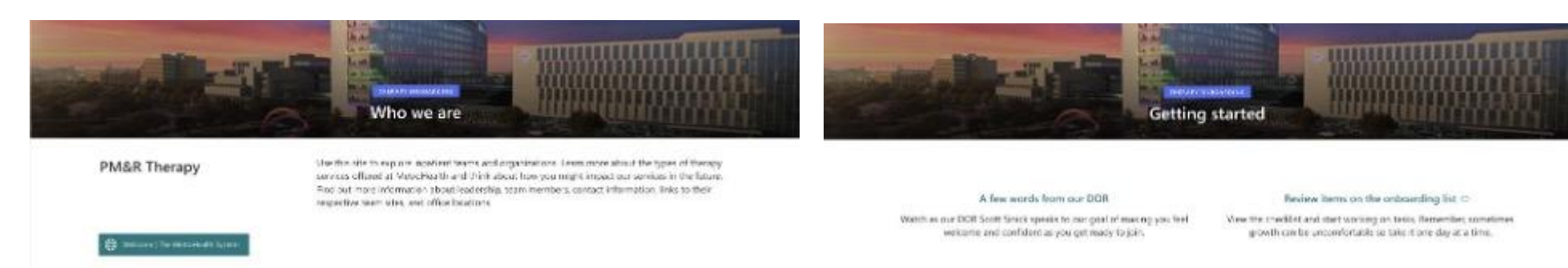
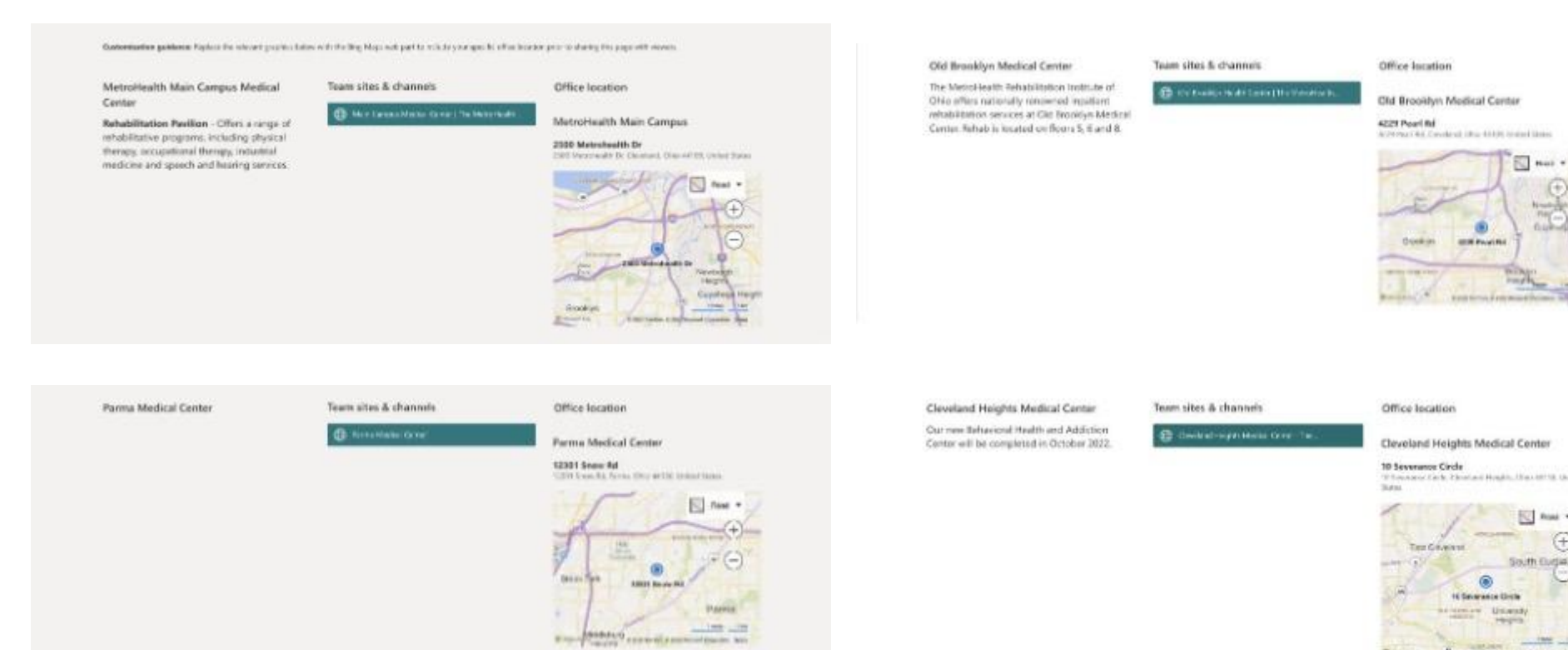
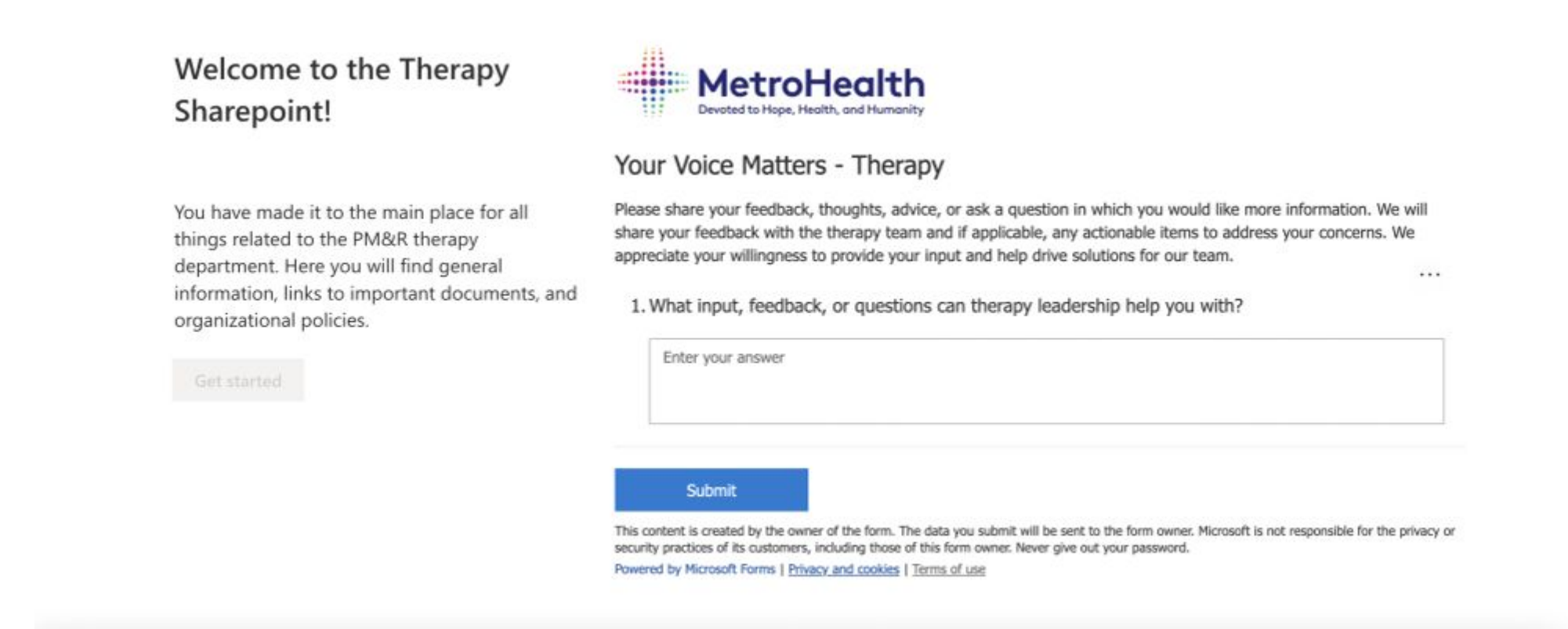


Figure 1: Landing Page of SharePoint Informational Site

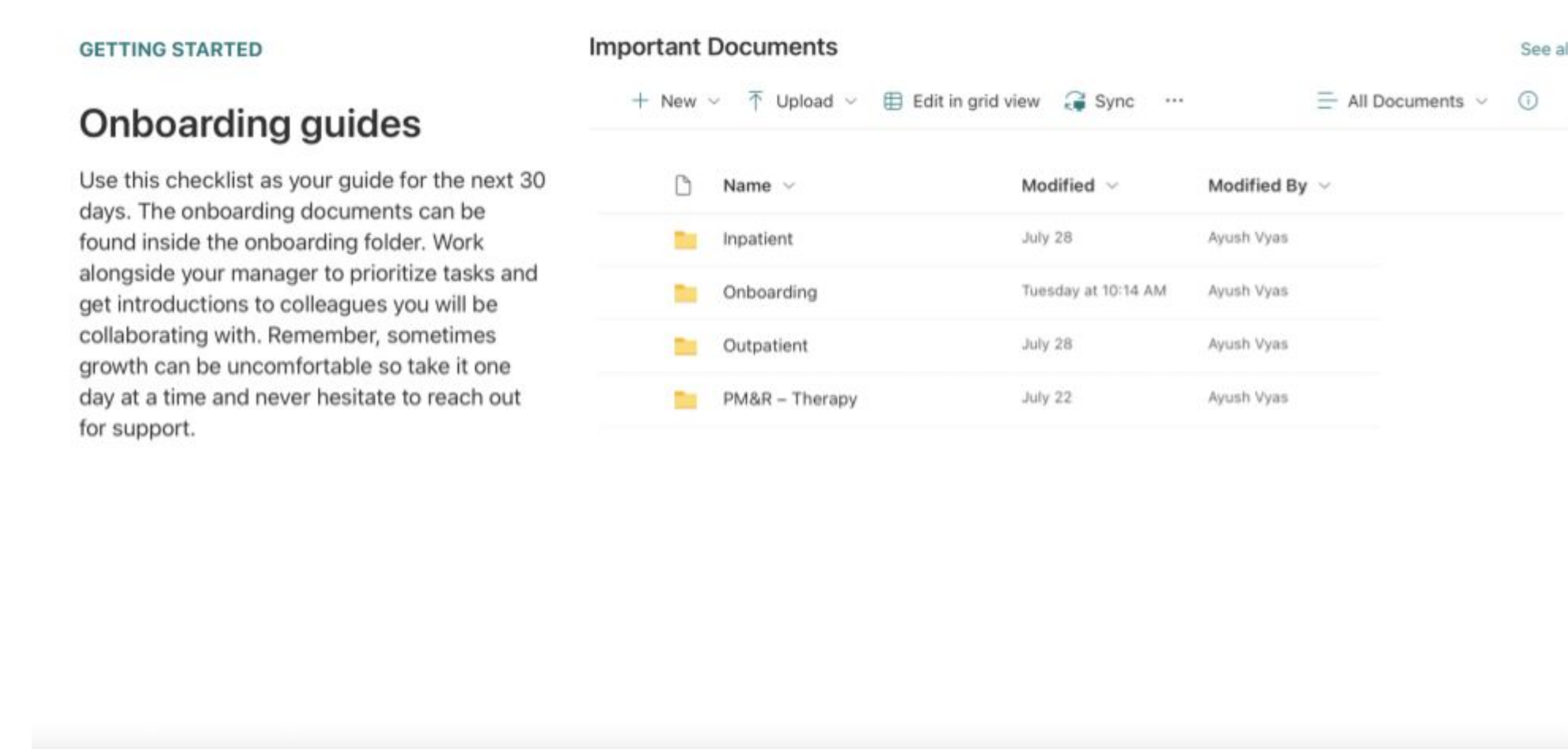
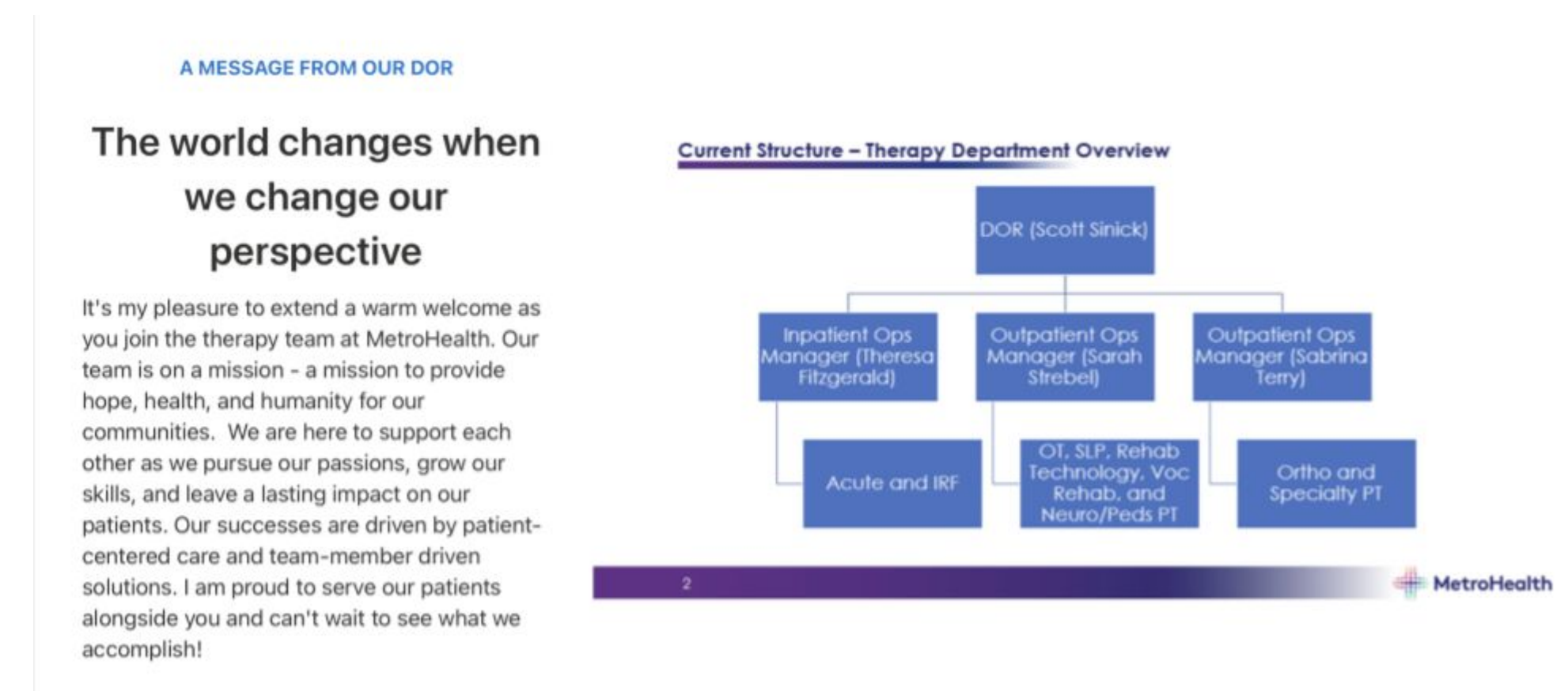


Figure 2: Sample Physical Therapy/Occupational Therapy Training Guide

Lessons Learned

Joining the therapy leadership team at MetroHealth for my practicum was an informative experience that helped me develop leadership skills and learn the importance of shifting paradigms when examining problems from an organizational perspective.

From my daily meetings with my preceptor, the Director of Rehabilitation Services at MetroHealth, I learned about what qualities make an effective leader and how to translate those into practice.

One of these qualities is communication and active listening, which manifested in the feedback surveys I collected from therapy department members as I built the SharePoint webpage. Prioritizing input from the team helped me develop an easily navigable and useful SharePoint site.

Public Health Implications

The SharePoint page allows for improved communication and collaboration between all members of the therapy team, allowing clinicians across several locations to share information and other resources. This increases efficiency and coordination within the department helping clinicians provide the best possible care for patients.

The internal SharePoint webpage also provides team members with easy access to resources such as updated guidelines and protocols as well as important information from the department leadership team. From an organizational leadership perspective, the SharePoint webpage helps streamline the dissemination of new guidelines and protocols as well as departmental leadership initiatives.

As a key public health organization in the City of Cleveland and Cuyahoga County, the implications mentioned above will help further the mission of MetroHealth to improve the health of the community through service, teaching, discovery and teamwork.

Acknowledgements

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