



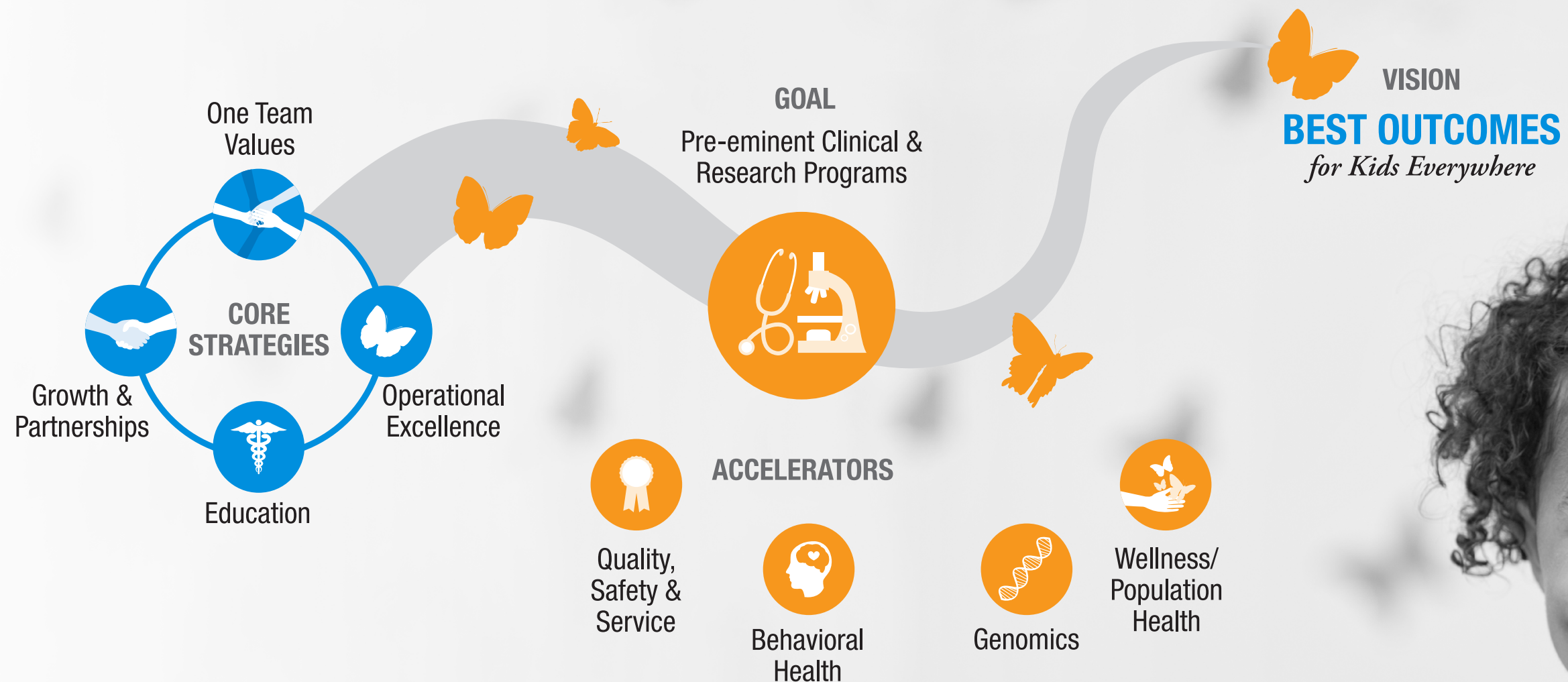
# Journey to Best Outcomes



2017-2022

# JOURNEY TO **BEST OUTCOMES**

*Through best people & programs*



Our vision remains unchanged. We aspire to create the best outcomes for children everywhere. This means families come to Nationwide Children's Hospital knowing they will get the highest quality care. It means we will reach to cure rare diseases. It means we will sequence your child's tumor to select the best care pathway. It means we will strive to make an entire population healthier, not just through their physical health, but also in their mental health. It means we will redefine the role of the children's hospital in the achievement of optimal health.







Nationwide Children’s Hospital has emerged as an international pediatric leader, tackling some of the biggest challenges in child health today. Our strategic planning process is one of the reasons why, as it taps into the talents of our most valuable resource: our people.

Faculty, staff, volunteers and community partners come together and look toward the future of child health. We talk about what it will take to get there. We discuss, as “One Team,” how to make the journey to best outcomes.

This strategic plan is the result of our collaboration. It is grounded in our founding mission, that no child will be denied care because of a family’s inability to pay. It builds on our previous strategic plans, which have led Nationwide Children’s to invest in innovative payment models and health programs to help children around the corner and around the world. It incorporates our defining belief that care means more than what we offer within our walls.

The new plan recommits Nationwide Children’s to our core strengths, such as research and clinical services. It also recognizes that our unique dedication to patient safety, genomic medicine, behavioral health and population health will help us accelerate our journey.

The health care environment is always changing. With your help, we have a plan to meet the challenges, and to strengthen our role as a champion for children everywhere.

Steve Allen, MD  
CEO, Nationwide Children’s Hospital



# THEN AND NOW... ACCOMPLISHMENTS FROM THE LAST 5 YEARS

## WORLDWIDE IMPACT

**2012:** Patients from 50 states and 26 foreign countries totaling more than 1 million patient visits in 2012

**2017:** Patients from all 50 states and 52 foreign countries totaling more than 1.4 million patient visits



## UNPRECEDENTED RESEARCH GROWTH

**2012:** One of the top 10 NIH-funded pediatric research institute at \$24.9 million

**2017:** Sixth NIH-funded pediatric research institute at \$32.3 million (increased funding has led to significant uptick in study, patent, invention and startup activity) adding up to over \$65 million annually in external funding

**2012:** Fourth busiest and fourth largest children’s hospital in the country

**2017:** America’s largest pediatric hospital, neonatal network and provider of inpatient surgeries\*

## U.S. NEWS HONOR ROLL



## EMPLOYEES

**2012:** 8,614

**2017:** 11,234

## DONORS

**2012:** 34,703 donors raising more than \$48 million

**2017:** 102,991 donors raising more than \$107.2 million

**2012:** First year on the Honor Roll

**2017:** Consistently ranked on Honor Roll and 10 of 10 specialties



## NEW CLINICAL AND RESEARCH PROGRAMS

- Tissue Engineering
- Abdominal Transplant
- NEXT CONSORTIUM for Heme/Onc/BMT
- RISI
- Center for Surgical Outcomes
- OSU NICU
- Institute for Genomic Medicine
- Cellular Therapy
- Center for Colorectal and Pelvic Reconstruction
- Comprehensive Behavioral Health Services

*\*Most recent data from CHA-member pediatric hospitals*

# ACCOMPLISHMENTS



## PARTNERSHIPS

- 15 regional hospital affiliations and growing
- 367 children from 175 schools enrolled in school-based asthma therapy
- 10 behavioral health and child-serving organizations working together to address the complex behavioral health needs of children and their families
- Signs of Suicide training and implementation in 524 classrooms within 49 schools for more than 11,000 students
- APNs in 14 Columbus City Schools
- Rainbow Babies heart relationship
- Dayton Children's heart, urology and primary care partnerships



## RESEARCH

- Nationwide Children's long-standing partnership with OSU has produced collaborative opportunities on both campuses, offering informatics, translational technologies, research design, recruitment opportunities, implementation programs, resource allocation and other support to investigators in the Columbus, Ohio area
- In 2012, 522 publications; 5 patents issued; 29 inventions; by 2017, 1067 publications; 18 patents issued; 78 inventions
- Largest pediatric biorepository in North America
- More than 1,000 clinical research projects
- Good Manufacturing Practice Facility encompasses a 7,500 sq ft clean room suite
- Formation of start-ups based on gene therapy research



## WELLNESS AND POPULATION HEALTH

- PFK, one of the nation's oldest and largest pediatric accountable care organizations, continues to deliver high quality care for children at a lower cost than traditional Medicaid and Medicaid Managed Care Plans
- \$300M investment transforming Behavioral Health by increasing inpatient capacity, expanding crisis and outpatient services, allowing for academics, research and community education
- Decreased asthma ED visits by 12 percent
- Linked more than 100 employee mentors with children from Columbus City Schools and community organizations
- HNHF improved more than 255 homes in our neighborhood and created 58 units of affordable housing with on-site workforce development training at The Residences at Career Gateway



## EDUCATION

- Growth in residents and fellows - 105 residents and 137 fellows participated in 2015-2016 programs
- Only pediatric residency program to receive Osteopathic Recognition from ACGME
- Building our education base through professional outreach between the hospital and other organizations
- Developed Medical Leadership Program including monthly seminars on topical education issues
- Conducted more than 1,950 simulation exercises for approximately 10,600 clinical staff
- SPARK program took kids from 32 percent to 93 percent readiness for kindergarten
- Grew the number of affiliations with schools of nursing from 34 to 50 and the number of precepted students from 128 to 203



## EXPANDING CARE

*In June 2016, we announced a \$730 million investment that will accommodate the growth of Nationwide Children's. Over the next six years, there will be 11 projects focusing on expanding care, expanding research, building infrastructure and transforming behavioral health.*

### EXPANDING CARE:

- 1. Hospital, building out levels two & seven
- 2a. Livingston Ambulatory Center
- 2b. Parking Garage for Livingston Ambulatory Center
- 3. Childcare Center, renovation
- 4. Livingston Park Enhancements

### RESEARCH:

- 5. Research Building III, building out levels two and three
- 6. Research Building IV

### INFRASTRUCTURE:

- 7. Faculty Office Building
- 8. Near East Office Building & Garage
- 9. Energy Plant
- 10. Data Center

### BEHAVIORAL HEALTH PAVILION:

- 11a. Behavioral Health Pavilion
- 11b. Parking Garage for Behavioral Health



## OPERATIONAL PERFORMANCE

- In 2016, announced 11 master facilities projects focusing on expanding care, expanding research, building infrastructure and transforming behavioral health over the next six years
- 62 care sites (41 central Ohio locations and 21 regional locations) in addition to various non-care facilities
- Recruitment of internationally renowned talent and more than 10,500 hires
- Provided more than \$114 million in charity care and community benefit services annually
- Grew EPIC system from 2.1 TB and 30,000 users to 6.2 TB and 57,000 users
- Maintained expenses within the budget



## QUALITY, SAFETY, SERVICE

- First pediatric institution to set goal of zero preventable harm and develop preventable harm index
- First in the world to launch an international peer reviewed journal, *Pediatric Quality and Safety*, a thought leader in pediatric care delivery
- 66 percent reduction of lost time injuries
- 50 percent reduction in actual harm (500 events prevented)
- 85 percent reduction in serious safety events (63 events prevented)
- Zero medication errors during two months in 2016
- 2014 Magnet re-designation



MISSION

Nationwide Children’s Hospital is committed to providing the highest quality care to all children and their families, regardless of ability to pay:

- Patient **Care**
  - Advocacy for children and families
- Pediatric **Research**
  - Education
- Outstanding **Service** to accommodate the needs of patients and families

VISION

Best Outcomes in everything we do, together delivering the best health care for children.

ONE TEAM VALUES

At the heart of our success are the values that guide how we behave every day. Our One Team values reflect the founding principles and aspirations of the hospital, but they steer us to make the hospital even greater than it is now.

Our guiding principles

As One Team where *Everyone* Matters:

Do the right thing

- We always act with integrity and honesty
- We are collaborative, respectful and inclusive of everyone

Create a safe day every day

- We make patient and employee safety our personal commitment
- We communicate clearly and completely
- We routinely seek input from others and always support our colleagues

Promote health and well-being

- We balance work and life demands
- We generate compassion, optimism and energy in one another
- We advance our health, and the health of our community

Are agile and innovative

- We embrace and manage change
- We foster a streamlined and entrepreneurial environment
- We generate and share new knowledge and ideas

Get results

- We’re accountable (we do what we say we’ll do)
- We’re determined (we get the desired result)
- We’re committed to constant improvement
- We leverage our diverse strengths



OUR FUTURE: 2017-2022 STRATEGIC PLAN



Our vision remains unchanged. We aspire to create the best outcomes for children everywhere. This means families come to Nationwide Children’s Hospital knowing they will get the highest quality care. It means we will reach to cure rare diseases. It means we will sequence your child’s tumor to select the best care pathway. It means we will strive to make an entire population healthier, not just through their physical health, but also in their mental health. It means we will redefine the role of the children’s hospital in the achievement of optimal health.

HOW WILL WE GET THERE?

*By attracting and retaining the best people to grow the best programs.*

First and foremost, Nationwide Children’s is a pre-eminent, destination pediatric health care facility that manages the most complex of diseases and treats the sickest of patients. Through our pre-eminent research and clinical programs, we build tertiary and quaternary services of such quality that they attract patients from across the country and around the world. To sustain our role as an industry leader, our primary strategy, and where we will make our largest investment, is in these integrated research and clinical programs.

There are four major “Accelerators” in which we will be investing during the course of this plan. These are differentiating strategies in which Nationwide Children’s is poised to become — or in the case of Quality and Population Health – is already serving as, a national leader. By pursuing these “accelerators” on our journey, Nationwide Children’s will differentiate itself from other leading children’s hospitals.

Finally, there are four “Core Strategies” that help us achieve these goals. Our efforts in these areas — education, growth, operational excellence and our “One Team” culture — provide a strong, solid foundation from which we can grow and advance our clinical and research programs.

# ACCELERATING OUR FUTURE JOURNEY TO BEST OUTCOMES

*These “Accelerators” are differentiating strategies in which Nationwide Children’s is poised to become – or in the case of Quality and Population Health – is already serving as, a national leader. By investing in these accelerators on our journey, Nationwide Children’s will more rapidly advance our vision for best outcomes.*



## BEHAVIORAL HEALTH

Our unparalleled investment in Behavioral Health clinical services and research is a natural strategy that further cements our position as a visionary and aspirational champion for the well-being of children everywhere.

- Fully integrating physical health with behavioral health, to create a comprehensive treatment program for children with behavioral disease
- Expanding access to acute and intermediate levels of care
- Establishing Ohio’s first dedicated pediatric psychiatric emergency department
- Developing prevention programs aimed at identifying risk behaviors and preventing their escalation



## QUALITY, SAFETY AND SERVICE

Nationwide Children’s is leading the country in quality and safety.

- Leading national pediatric quality and safety efforts by training the next generation of QI leaders through our QI fellowship and disseminating QI knowledge and science through the *Pediatric Quality and Safety Journal*.
- Expanding focus on communication in interdisciplinary health teams
- Establishing the first health care focused “Safety II” program focusing on what goes right and how to replicate it throughout the institution
- Developing a diagnostic error program to reduce missed or unidentified health issues



## Pre-eminent Clinical and Research Programs

First and foremost, Nationwide Children’s is a pre-eminent, destination pediatric health care facility that manages the most complex of diseases and treats the sickest of patients. Through targeted investment, we build tertiary and quaternary services of such quality that they attract patients from across the country and around the world. To sustain our role as industry leaders, we build and sustain research programs that develop new cures and treatments assuring tomorrow’s breakthroughs help children everywhere.



## GENOMICS

Our investment in genomics will truly redefine what disease is, and how it should be treated.

- Leading the shift from “one treatment fits all” to individual care plans based on precision diagnostics
- Expanding bio-banking services
- Establishing the Institute for Genomic Medicine, focused on diagnosing disease in children with undiagnosable syndromes
- Developing genetic testing for patients through the integration of clinical and research genomics labs



## POPULATION HEALTH

We have invested in innovative payment models to better serve populations of children, in projects that address the social determinants of health, and in collaboration with like-minded partners to build social equity in our communities.

- Leading the effort to eliminate inequities in child health across the region
- Expanding Partners for Kids to cover Behavioral Health, as a comprehensive accountable care organization
- Establishing screening programs to identify – and treat – social determinants of health
- Developing school-based programs to reach kids in their natural environment

# ONE TEAM VALUES

*Propelling Us Toward Our Future Best Outcomes*

*“Achieving best outcomes in quality and safety happens with each individual embracing the goal and doing their part to get results. What makes me proud is to be a part of the team that is helping us achieve these kind of outcomes.”*

– Dr. Rich Brilli, Chief Medical Officer



“One team means working together towards a common goal.”

– Abad Kelawala, Information Services

“We are a team of men and women with so much diversity in how we came to a career of nursing and I am truly grateful for their talents. Nationwide Children’s has grown as an organization for so many reasons, but without a strong, engaged nursing workforce, who collaborate with all of their colleagues, we would achieve so little.”

– Linda Stoverock, Chief Nursing Officer

*“To me, One Team means working together to solve any problem.”*

– Brian Burley, Engineering



“We have a big team in genetics. Having lots of people that bring different areas of interest and knowledge is really important. Sometimes everyone has to put their heads together to figure out what’s going on.”

– Dr. Scott Hickey, Clinical Geneticist

“One Team means everyone working together for the same purpose. When I say everyone, I am including staff, patients, family and visitors coming together for best outcomes so we can make this a pleasant and healthy place to be.”

– Pat Lyles, H8A Pulmonary



“One Team is about the alignment, adaptation and agility of a group of individuals to work effectively. It is a shared vision, transparency in communication, that is evident in highly effective teams.”

– Winnie Payne, Neonatal Services Director



“When things are challenging, we work together to overcome these challenges. This is so energizing and this group of people has really helped me grow every day as both a clinician and researcher.”

– Dr. Susan Creary, Pediatric Hematologist/Oncologist

*“Everyone works together with the common goal of doing what is best for the patient and family. Differences in opinions are easily resolved and how to proceed is very clear when thinking of the One Team goal.”*

– Doug Huffman, Pharmacy



**NATIONWIDE  
CHILDREN'S**

*When your child needs a hospital, everything matters.<sup>SM</sup>*