



Everyone Matters

Diversity & Inclusion and Health Equity Annual Report

Our Journey to Best Health Outcomes Continues



NATIONWIDE
CHILDREN'S®

When your child needs a hospital, everything matters.



At Nationwide Children's Hospital, Everyone Matters. We know it takes a diverse and collaborative culture to deliver on our promise to provide the very best, innovative care. As a result, diversity and inclusion is strategically linked to the hospital's overall success and requires true partnership and participation from all.

Throughout this report, you'll learn about our ongoing effort to include diversity and inclusion in the daily fabric of our organization. This takes deliberate action. We are intentional about learning from others' success and scaling these approaches across the institution to be more inclusive in our actions, strategies and processes. This collaborative approach aligns with our core value to Do the Right Thing. As we continue to grow, our commitment to diversity remains steadfast.

Table of Contents

1	Welcome letter	18	Language and Interpreter Services
2	Defining Everyone Matters	20	Medical Legal Partnership
3	Our Strategic Plan	21	Care Connection
4	Our Patients	22	Partners For Kids
6	Cultural Breakdown of Patients and Families We Serve	24	Ohio Better Birth Outcomes – Infant Mortality
7	The Office of Health Equity	25	Center for Populations Health and Equity Research
9	Data Resource Center	26	Additional Programs and Services
10	Human Resources Office of Diversity and Inclusion	27	Human Resources Talent Acquisition
12	Employee Resource Groups	28	2019 Residency Class
15	Social Determinants of Health Universal Screening	29	Cultural Breakdown of Physicians and Staff
17	Healthy Neighborhoods Healthy Families	30	Human Resources Organizational Development
		31	Points of Pride

Diversity & Inclusion and Health Equity Annual Report



In this report, we are excited to share with you highlights from many departments and programs across Nationwide Children's Hospital, addressing diversity, inclusion and health equity.

As we continue our journey to achieve *Best Outcomes* for all of our patients, we acknowledge that these outcomes may be influenced by clinical and non-clinical factors. We strive for a talented, culturally competent and diverse workforce that includes committed and innovative thought leaders. We use an integrated approach to address the impact of the social determinants of health and health-related social needs.

We strive for our employees to feel accepted, respected and valued. This also goes for the many families we see every day. For our efforts to succeed, data provides us a critical base for understanding where we are with diversity, inclusion and health equity. The implementation and culture initiatives we have in place are critical to creating real change.

Thanks to all who have contributed to this report and for the dedication you have on this Journey to *Best Outcomes*!

Sincerely,

A handwritten signature in black ink that reads "Olivia W. Thomas, M.D.".

Olivia W. Thomas, M.D.

Chief Diversity & Health Equity Officer



Lavone Caldwell, MSW, LSW

Director of Health Equity



DeShauna N. Lee, JD

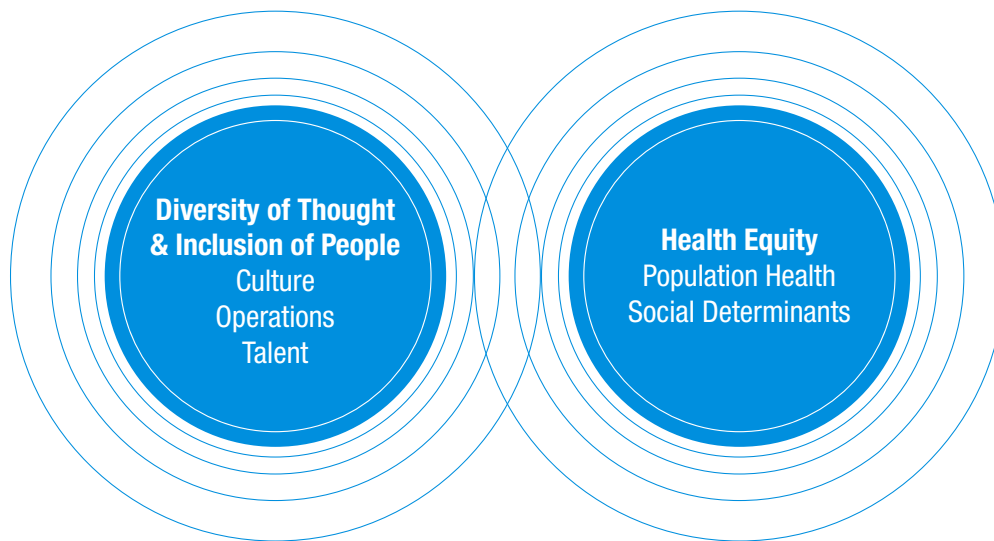
Inclusion and Culture Manager

Defining Everyone Matters

Everyone Matters

Embrace the strength and
value of **EACH INDIVIDUAL**...

...to ultimately provide
optimal care **FOR ALL**



In an environment where everything we do matters, we have the opportunity to tap into the full potential of every employee while allowing children to reach their full health potential. Everything matters is a promise to employees and our patients/families. Everyone Matters brings the message down to the individual level.

Inclusion

Inclusion brings together individuals who work collectively to achieve Best Outcomes. Each individual has unique qualities and experiences that contribute to our overall mission.

Inclusion not only looks at our individual abilities, skills, experiences and cultural backgrounds, it also creates a safe environment where everyone feels heard, respected, appreciated, challenged and engaged.

We want to celebrate the contribution of each employee, which includes not only race, ethnicity, culture, nationality, gender identity, sexual orientation, etc., but the uniqueness of each person.

Health Equity

Health equity is a key enabler of the safety and wellness platform of our strategic plan. We are centering our efforts specifically on two areas:

- Addressing barriers and gaps in health outcomes and health care delivery
- Identifying and eliminating health and health care disparities

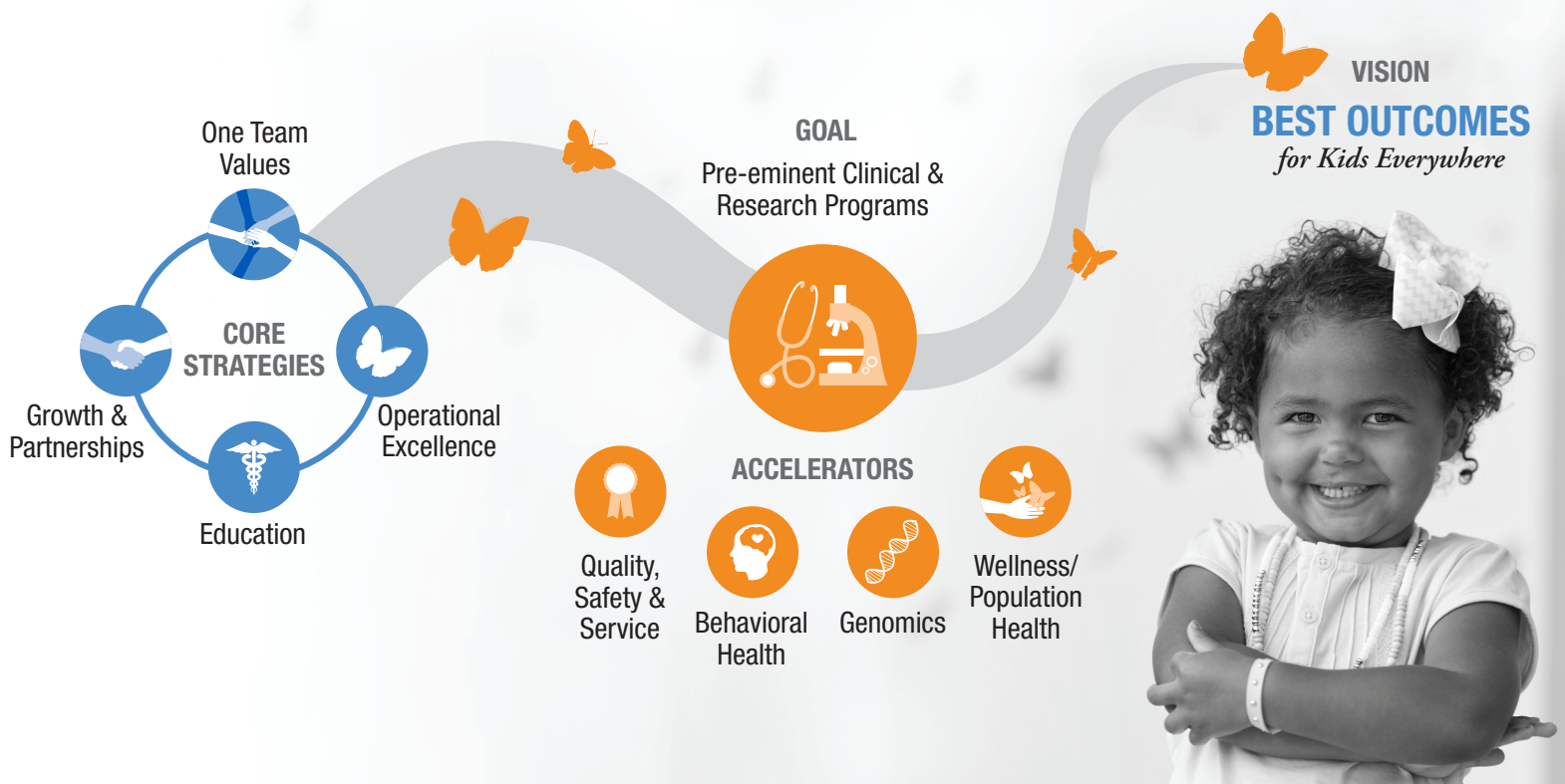
Our health equity work will ensure the Everyone Matters campaign extends beyond our internal walls and supports children and families throughout the communities we serve.

Our Strategic Plan

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.

Since the founding of our institution, we have operated with the understanding each family, patient and employee is essential to our success and each individual deserves equal treatment, opportunity and care.

It takes every employee to deliver on the promise of *Best Outcomes* through best people and programs.

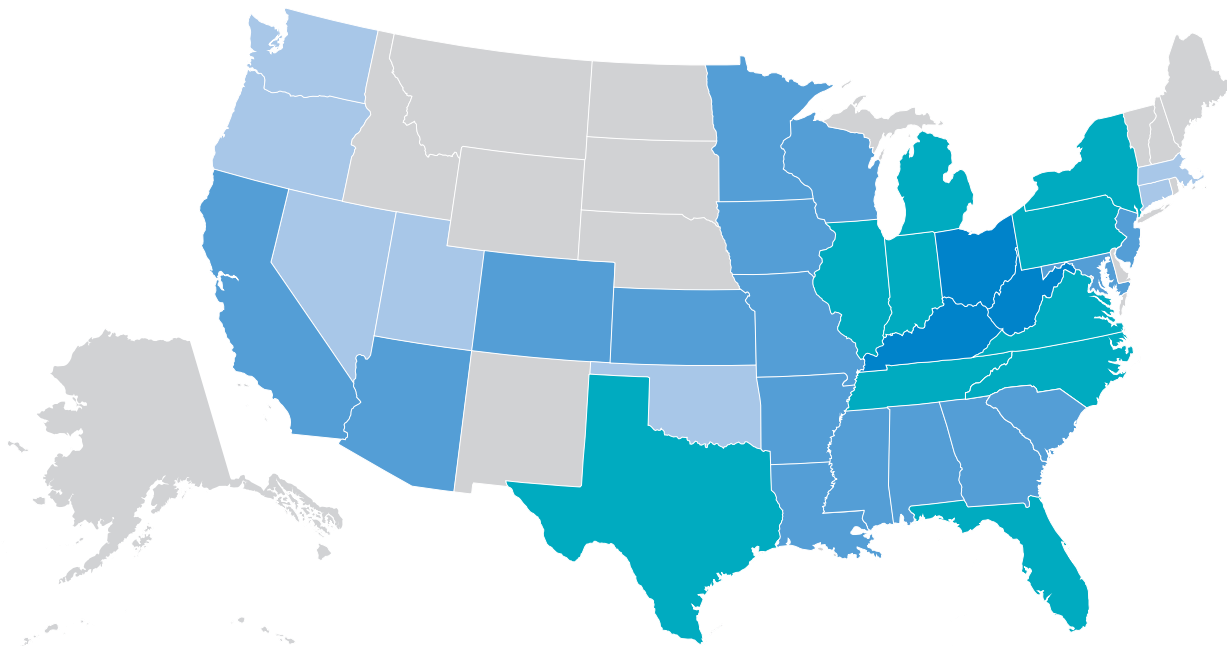
We have the opportunity to tap into the passion and talent of every employee – to help children here and everywhere, reach their full health potential.

Our Patients

We serve patients from the Columbus Metropolitan area as well as patients from across the nation and around the world. As one of the largest and busiest pediatric hospitals in the country with one of the country's largest ambulatory and neonatal networks our patients come to us for their health care needs ranging from heart, lung, kidney and liver transplants to cancer, genetic diseases and broken arms.

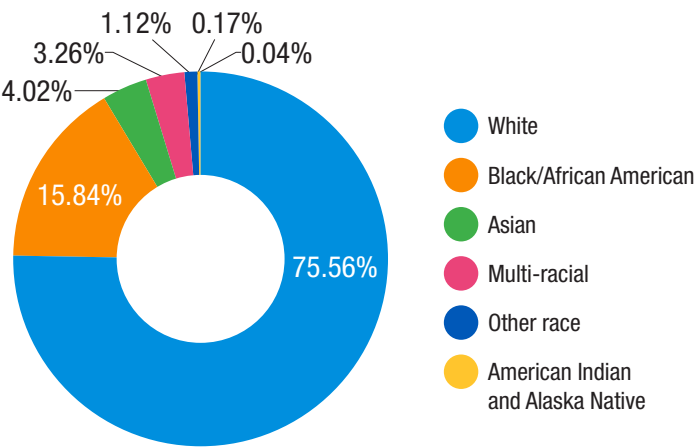
U.S. patient visits

1-49 50-99 100-299 300-999 1,000+



1,562,983 TOTAL PATIENT VISITS
(excludes home health)

Race Distribution for Nationwide Children's Primary Service Area (Central Ohio)

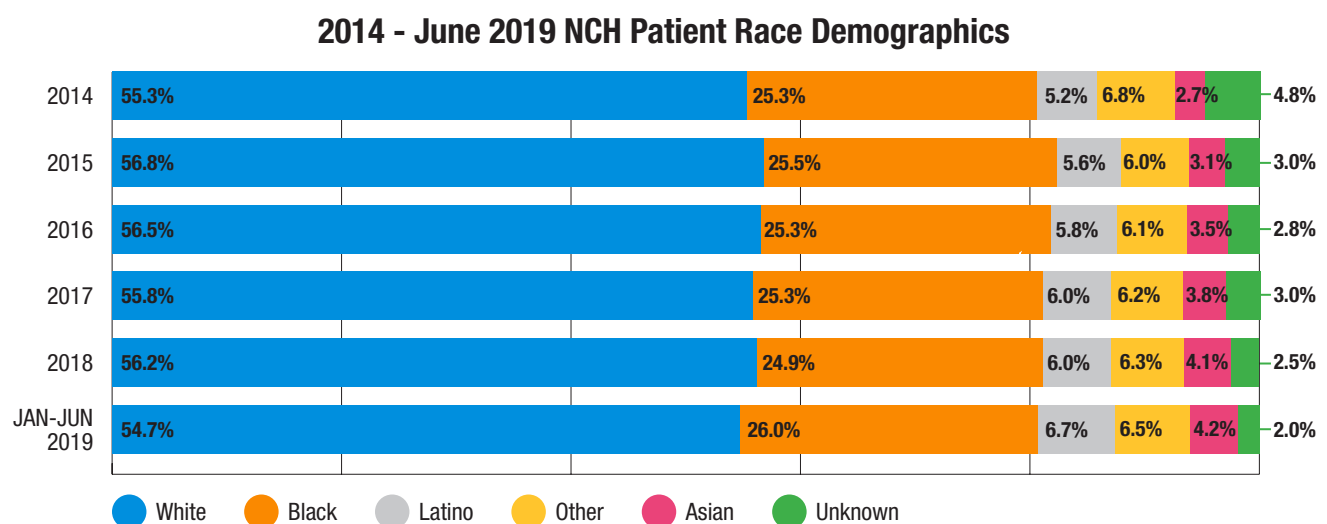




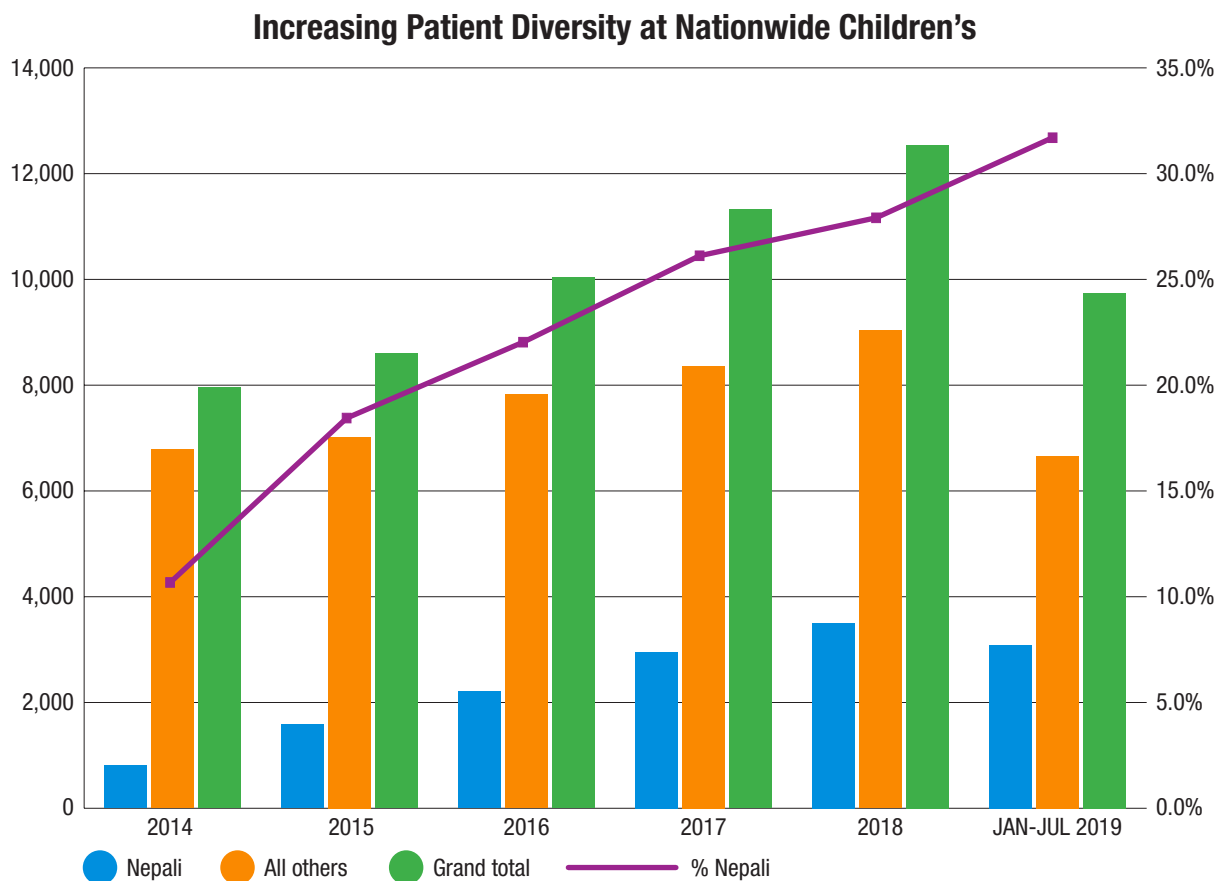
“Parenting a child with a chronic medical condition is no easy task. Having the support of Matilda's physicians and the devoted, caring staff, as well as the outstanding state-of-art facility of Nationwide Children's Hospital in our backyard has provided reassurance to our family. When so little is controllable with childhood illnesses, it's nice to have the certainty of a great hospital and organization at our fingertips,”

– Katya, Matilda's mom

Cultural Breakdown of Patients and Families We Serve

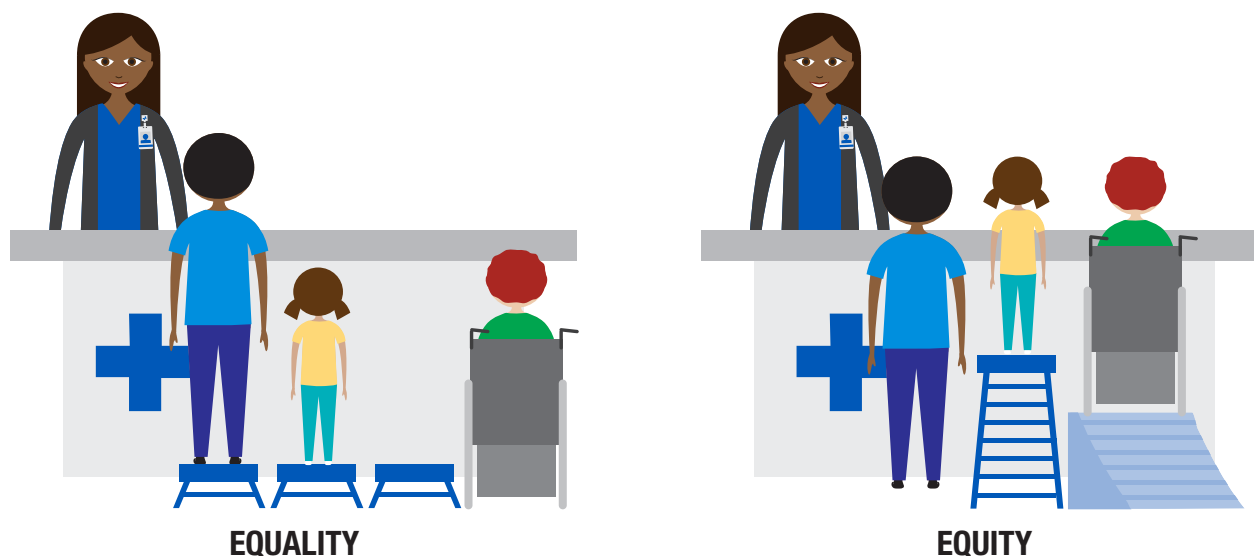


Nationwide Children's values diversity, and we know that providers who reflect their patient populations improve patient care. As our community becomes more diverse, we want to reflect the diversity among our staff. One of the patient populations we've seen significant growth is with the Nepali populations moving to Columbus.



The Office of Health Equity

In 2013, Nationwide Children's Hospital created the Office of Health Equity to help identify and eliminate health disparities across the institution. Health equity means that everyone has a fair and just opportunity to be as healthy as possible. This requires removing obstacles to health such as poverty, discrimination and their consequences, including powerlessness and lack of access to good jobs with fair pay, quality education and housing, safe environments, and quality health care. Our mission is to create a “health equity culture” with a goal of zero disparities in all quality, clinical, safety and service work at Nationwide Children’s Hospital.



Within the past year, the Office of Health Equity has accomplished the following:

Global “Health Equity” initiatives included in the 2017-22 NCH Strategic Plan	Creation of the first Chief Diversity & Health Equity Officer role	A pilot project initiated to enter Sexual Orientation & Gender Identity in EPIC (electronic medical records)	Jane Goleman, MD, Health Equity Medical Lead, published Quality Improvement Initiative to Improve HPV Initiation at 9 Yrs. , in Academic Pediatrics
Senior leaders signed the American Hospital Association’s 123Equity of Care Pledge	Began quarterly distribution of a Health Equity Snapshot to highlight data, projects and resources at NCH	Health Disparities Inventory was developed to track NCH quality improvement projects aimed at addressing health disparities	Expanded the Medical Legal Partnership between Nationwide Children's and The Legal Aid Society of Columbus.

Ongoing collaboration with internal and external partners include the following projects:

Smoke Free Family with Columbus Public Health and Celebrate One for families of infants younger than 1 year	Eliminating racial disparities in clinic follow-up early in life among survivors of Congenital Heart Disease	Identify and eliminate racial disparities in delayed treatment/ intervention with Cerebral Palsy patients who need hip/spine surgery	Two Medicaid Equity Simulation Projects – addressing implicit bias (Social Determinants of Health, LGBTQ & Racial Minorities) via phone apps with Fellows & Residents, and addressing implicit bias (Hispanic Immigrants) via phone apps with Dental Providers
Tracking inactive juvenile idiopathic arthritis disease by race	Racial and ethnic disparities in breastfeeding	Utilizing Clinical Pathways to facilitate improvements in addressing social determinants of health and health equity	

The Office of Health Equity and our partners will continue to focus on collecting accurate, meaningful and “self-reported” data; connect patients and families to culturally tailored programs and community-based services; incorporate patient and family advisers and navigators, reflective of our patient population, in all health equity work; and translate concepts of equity into all quality, clinical and research performance measures.

“Nationwide Children’s means a lot to me. When I first moved to the United States in 2014, I was in a lot of pain. I thought it would take a long time for me to recover, but I was wrong. They have treated and helped me so I do not have any more strokes as I did when I was young. They have provided me with the best care, necessary resources and support that I need,”

– Alex





Data Resource Center

The Data Resource Center supports health equity efforts by providing timely and accurate demographic, clinical and market share information. The team works to gather and supply benchmark and operational data to support various projects at Nationwide Children's Hospital. The data shared with staff is used to help provide better care and facilitate more effective communication with patients and families. Gathering data allows clinical staff to understand their audience and assess the kind of care they plan to administer.

Assembling accurate demographical data is the goal of a close collaboration among the Data Resource Center, Epic and Technology Training teams. Together, the teams have provided reports regarding topics like social determinants of health, sexual orientation, gender identity and central Ohio's race, ethnicity and language analysis. In 2018, the Data Resource Center:

Analyzed key areas of need and the number of questionnaires completed in order to support the **rollout of Epic**

Provided gender identity and preferred pronoun data for a **Sexual Orientation and Gender Identity pilot program**

Collected **demographic information** for the residents in Nationwide Children's Hospital's primary service area

As a result, the team now has the ability to capture and report on 19 races, 114 ethnicities and 463 languages. Going forward, the team plans to explore life expectancy data regarding residents in Columbus, Ohio, which has been inspired by the Institute for Healthcare Improvement. The Data Resource Center delivers the best analytics possible in order to help Nationwide Children's Hospital accelerate in its *Journey to Best Outcomes*.



“Nationwide Children's commitment to Diversity, Inclusion and Health Equity has appropriately gained significant momentum in recent years, but Nationwide Children's long-standing core mission of caring for all service area children, regardless of socioeconomic background, has been a long-standing moral imperative, that aligns very closely with our diversity efforts. Nationwide Children's diversity makes the Hospital stronger, better able to care for children, and has elevated performance for many of our clinical and research programs.”

– **Rick Miller, President and Chief Operating Officer**

Human Resources

Office of Diversity and Inclusion

To reach *Best Outcomes for Kids Everywhere*, we need an ethnically diverse and gender-balanced team that is reflective of our patients. The Diversity & Inclusion Team is critically examining our culture to assess the capabilities to leverage diversity for learning, innovation and engagement to achieve greater inclusion and performance results. We believe Everyone Matters, and that diversity and inclusion is not a destination, but instead an ongoing journey through *Best People and Best Programs*. We are consistently engaging in self-reflection to better serve our employees who in return serve our patients, families and community at large.

Our commitment is strengthened by the collaborative process initiated and supported by our Senior Executive Leadership team. The team is working diligently across the organization to meet the following goals:

Achieve better staff diversification within jobs where women, men, or minorities are most under-represented compared to our patient population and/or the community.

- STEM Minority Undergraduate Students Host Visit
- Workforce Development Partnership to Grow Our Own

Engage Nationwide Children's Hospital's employee resource groups (ERGs) in the sourcing and recruitment of talent for staff, management, residents, physicians, as well as the development of existing staff. Position Employee Resource Groups as Nationwide Children's Hospital ambassadors to the communities we serve.

- Seven ERGs supported by Executive Sponsor.

Improve Nationwide Children's Hospital's capacity to serve our diverse employees, patients and families by **increasing diversity awareness** of unconscious bias, ensuring sensitivity and respect are a common experience for all individuals.

- Uncovering Unconscious Bias (required for all new hires)
- Fostering a Culture of Inclusion (required for all new managers)
- Poverty Simulation (monthly)
- Implicit Bias Training
- LGBTQ+ Training (partnership with Equitas)

Diversity and Inclusion is strategically linked to the hospital's overall success and requires true partnership and participation from all. Our ongoing effort to include diversity and inclusion into the daily fabrics of our organization includes deliberate action. We have become more intentional to learn from each other's success and to scale these approaches across the hospital to be more inclusive of our actions, strategies and processes. Further, we are tailoring our current way of doing things and implementing new approaches from a diversity, inclusion and equity lens. This collaborative approach aligns with our core values to Do the Right Thing. As we continue to grow, our commitment to diversity remains steadfast. Collectively taking action ensures everyone feels empowered to lean in and take ownership.



“I am blessed to work here and have my child treated by our world class staff. Everybody’s amazing,”

– Rebecca, Joaquin’s mom

Employee Resource Groups

Viewed as more than a social group, our seven Employee Resource Groups (ERGs) were formed to serve as a resource to both its members and the organization. They are our subject matter experts and provide key insight to help us recruit, retain, educate and develop our diverse workforce.

	Executive Sponsor	Mission	Vision	Selected Highlights and Events
All Equal LGBTQ+	Denise Zabawski, VP & Chief Information Officer	Empower, engage and inspire Lesbian, Gay, Bisexual, Transgender and Queer employees, their advocates and their allies and in addition provide a forum to interact and enhance professional relationships through networking, support, education and career development.	Provide a safe environment for open exchange and dialogue amongst Lesbian, Gay, Bisexual, Transgender and Queer employees and their advocates and allies. Create a visible presence at Nationwide Children's Hospital to emphasize hospital's commitment to diversity and inclusion. Offer and disseminate education on LGBTQ needs and issues, with a particular focus on LGBTQ cultural competency. Increase Nationwide Children's Hospital's visibility in the LGBTQ community.	<ul style="list-style-type: none"> • Coming Out in the Workplace panel discussion • Casual Conversation. <i>Informal gathering where employees are able to meet in a safe space to talk off campus.</i> • Dispelling Myths in the LGBTQ+ Community panel discussion • Monthly Meetings with Presentation from Local LGBTQ+ Communities
APAN Asian-Pacific American	Dr. Simon Lin, Chief Research Information Officer	Foster partnerships to create a great place for Asian Pacific American (APA) employees to work and grow their careers while building a sustainable competitive advantage for Nationwide Children's Hospital.	To provide full inclusion and participation of APA employees through networking, mentoring, career development and education programs; To achieve best outcomes for our patients and communities through service and outreach; To advance our clinical service, global growth, research and diversity agendas.	<ul style="list-style-type: none"> • Overcoming Barriers to Diversity in Leadership panel discussion • Cultural Celebrations (Diwali, Lantern Festival) • Lunch & Lunch Summer Series with Asian American Community Leaders



“Representation is key! To reach Best Outcomes for Kids Everywhere, we must have multicultural framework in mind to create an authentic message that accurately reflects cultural norms and traditions of the communities we serve.”

– Donna Teach, Chief Marketing and Communications Officer

	Executive Sponsor	Mission	Vision	Selected Highlights and Events
CapABLE Disability	Valerie Ruddock, VP of Operations	To foster an environment of understanding, acceptance, inclusion and continued support for our employees who have a disability, the coworkers of individuals with a disability, the employees who, outside of work, provide care for an individual with a disability, and our employees who treat and serve patients with disabilities.	Establish a network that will help ensure NCH continues to foster a culture of respect and inclusion of people with disabilities and their families. We will create a work environment that recognizes people of all abilities, and the impact a disability or disabilities can have on an individual's life, health, family and community.	<ul style="list-style-type: none"> • Project Search Employment Partnership • Disability Awareness Fair (2018 keynote address by Rob Snow) • Serving the Deaf Community in the Healthcare Setting • History of Disability Employment: An Overview of Strides Made Towards Inclusion • Disability Inclusion Digital Campaign
Connect with Us Black and Multiracial	Okey Eneli, VP of Construction	To engage, support and provide resources which lead to recruitment, talent retention and career development for employees who self-identify as Black, African, African-American, West Indian, African descent, Biracial or Multiracial.	Engage our employees in NCH, and their supporters through cultural awareness, networking, professional development and community involvement.	<ul style="list-style-type: none"> • Juneteenth Celebration • National African American Male Wellness Initiative • Black History Celebration <ul style="list-style-type: none"> - Black Migration Storytelling & Shared Experiences (2019) - African Americans in Times of War Panel Discussion (2018) • Family Reunion Membership Engagement Event
HOLA Hispanic/ Latino	Marta Quiñones, Corporate Audit Officer and Linda Stoverock, Chief Nursing Officer	HOLA is committed to cultivating a culturally inclusive environment where diversity of thought and expression are valued, respected, appreciated and celebrated.	Be a model Hispanic Program in preparing staff to participate in a global and diverse environment and to develop and nurture the intellectual leadership of our Hispanic community in order to maximize our contribution within Nationwide Children's Hospital to drive innovation while achieving our own professional growth.	<ul style="list-style-type: none"> • Food Insecurity in Hispanic Community • Minority Suicide with Dr. Ortiz • Festival Latino Co-Sponsors of Children's Area



	Executive Sponsor	Mission	Vision	Selected Highlights and Events
L.E.A.D. Professional	Donna Teach, Chief Marketing and Communications Officer	To create avenues that will allow our members to be intimately connected and engaged with the Journey to Best Outcomes through opportunities related to Leadership, Engagement, and Development.		<ul style="list-style-type: none"> • Meet & Greet Leadership Lunch Series • RMH Volunteer • Financial Wellness/NCH Growth Lunch & Learn
Military/Veterans	Valerie Ruddock, VP of Operations	We serve as a valuable asset to NCH by implementing initiatives that offer meaningful support to faculty and staff who currently serve or have served in the Armed Forces. We implement initiatives that raise awareness and support for spouses and family members of military personnel as well as our patients who have a parent/guardian deployed during their hospitalization.		<ul style="list-style-type: none"> • Annual Veterans Celebration • Lt. Dan • Ohio Veterans CEO Challenge • Ongoing Self-ID Campaign Efforts • Military Monday in partnership with our recruitment team • Central Ohio Veterans Consortium • Partnering with Human Resources to Develop a strategic hiring plan with targeted job functions for veterans at NCH



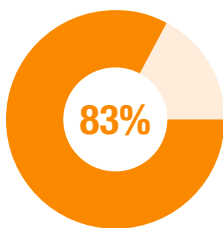
“By focusing on recruiting a diverse workforce, our staff look more like our patients, which puts families at ease and allows them to focus on what’s important – achieving their best outcomes.”

– **Patty McClimon, Senior Vice President of Strategic and Facilities Planning**

Social Determinants of Health Universal Screening

Social determinants of health pertain to the environmental conditions of where people live, learn, work and play. This department identifies health-related social needs by using a screening system through Epic. These social needs, like homelessness, depression and substance abuse, influence a patient's health and quality of life. Nationwide Children's Hospital steps in to help improve living conditions and quality of life not only for the patient, but also for the patient's family.

The screening process consists of questions about their social determinants of health. If a social determinant of health is endorsed by the family, they will be asked to provide insight on the urgency of the health-related social need. Needs that are labeled as urgent are referred to a social worker. However, if the family declines assistance from a social worker or does not mark the need as urgent, they will receive a resource sheet with information about what they can do to address housing, food, transportation and financial needs. Within the past year, social determinants of health has helped Nationwide Children's Hospital:



Screen 42,002 out of 50,581 patients, **surpassing their goal of 70%**



Provide resource lists to **4,688 unique patients** with at least one social determinant of health need



Offer a social work consult to **more than 1,135 unique patients** with an urgent social determinant of health need

The screening system and resource assistance process has been successfully rolled out to two primary care clinics, with several clinics to follow. The process continues to be evaluated and refined depending on feedback and potential integration with other programs, such as EnCompass. Relationships with community partnerships will strengthen as the need to provide resources for health-related social needs continues to be present in the community. Overall, Nationwide Children's Hospital eagerly continues their work to providing the best care by addressing the factors that contribute to a patient's quality of life.



"My passion is community engagement and creation of mechanisms of increasing access for children with complex medical conditions. My purpose is to build trusting and open relationships with families, provide them with individualized yet evidence-based care and empower them with knowledge to increase healthcare literacy and self-management outside of the hospital walls."

– Aurelia Wood, MD, Endocrinology



"I love that our institution values population health enough to make it part of the strategic plan through the Healthy Neighborhoods Healthy Families initiative."

– Angela Mingo, Director of Community Relations

Healthy Neighborhoods Healthy Families

Nationwide Children's Hospital understands that living a healthy lifestyle begins long before you need medical care. This concept is what launched the Healthy Neighborhoods Healthy Families initiative. Nationwide Children's Hospital understands that living a healthy lifestyle begins long before you need medical care. This concept is what launched the Healthy Neighborhoods Healthy Families initiative. Programs focus on mentoring children in schools, providing career guidance and coaching, and offering affordable housing. In 2018, Healthy Neighborhoods Healthy Families supported health equity efforts by:

2018 At a Glance



EDUCATION



More than **200 hospital employees** served as mentors at neighborhood schools and organizations

Kindergarten readiness scores improved from **32% to 96%** of children who were prepared for kindergarten through the SPARK program



60 local high school students participated in Upward Bound Math and Science, which encourages postsecondary education



HEALTH AND WELLNESS



Approximately **100 caregivers** (teen and adults) attended Positive Parenting Program (Triple P) workshops



School-based health clinics had more than **1,200 visits** while school-based behavioral health had more than **300 visits**



WORKFORCE DEVELOPMENT

Nationwide Children's proposal for "South Side Career Homes" was named a contract awardee in Phase 1 of Fannie Mae's Sustainable Communities Innovation Challenge. The project includes affordable housing within one mile of the hospital and integrated healthcare workforce training that goes beyond entry-level jobs.



Hired **183 residents** to work at Nationwide Children's



AFFORDABLE HOUSING



The \$20 million South Side Renaissance Fund was created, which will provide up to **170 units of multifamily rental housing**, serving families with incomes between 60 and 80 percent of area median income



Completed **11 homes** for homeownership and provided **14 homeowners with a home repair grant** for exterior improvements, for a total of more than **330 homes impacted since 2008**



SAFE AND ACCESSIBLE NEIGHBORHOODS

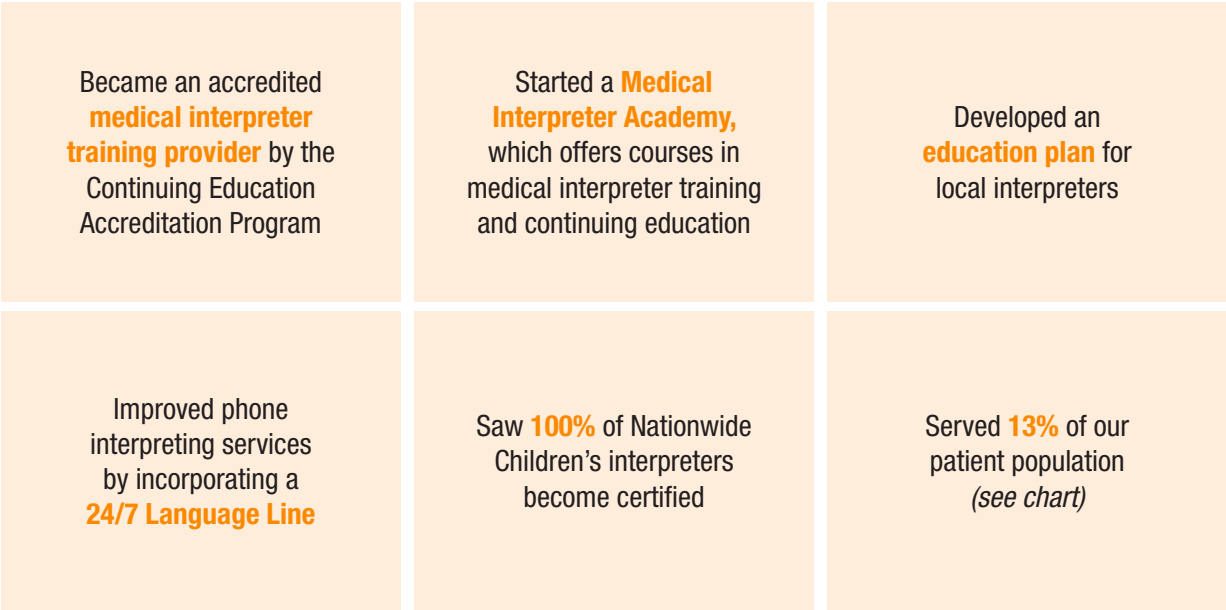


50 leaders have now graduated from the South Side Neighborhood Leadership Academy, which supports residents in their continued growth as change agents in the community

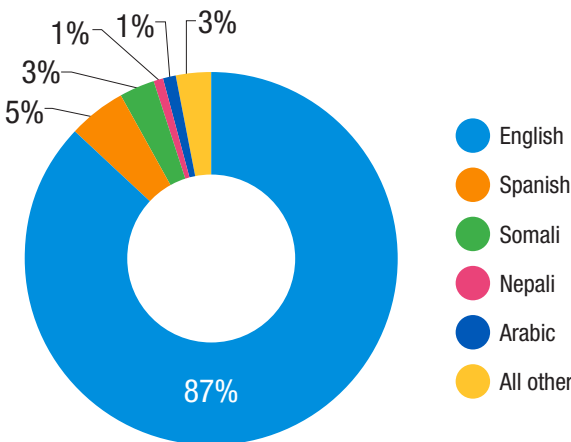
Language and Interpreter Services

At Nationwide Children's Hospital, every word matters. For patients and families who speak a primary language other than English, obstacles to navigating medical care can be overwhelming. Language and Interpreter Services provides the necessary resources, accountability and flexibility to meet the language needs of patient families with limited English proficiency. The use of interpreters allows the patient and their family to take an active role in their care and eliminate preventable harm due to miscommunication.

In 2018, Language and Interpretive Services:



Jan-Dec 2018 NCH Patient Language Demographics



All interpreters practice according to the National Code of Ethics and Standards of Practice published by the National Council on Interpreting in Health Care and in accordance to Title VI of the Civil Rights Act of 1964, 42 U.S.C. §2000 et seq.; 45 CFR §80, to ensure that “no person in the United States shall, on the grounds of race, color, or national origin be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance.”



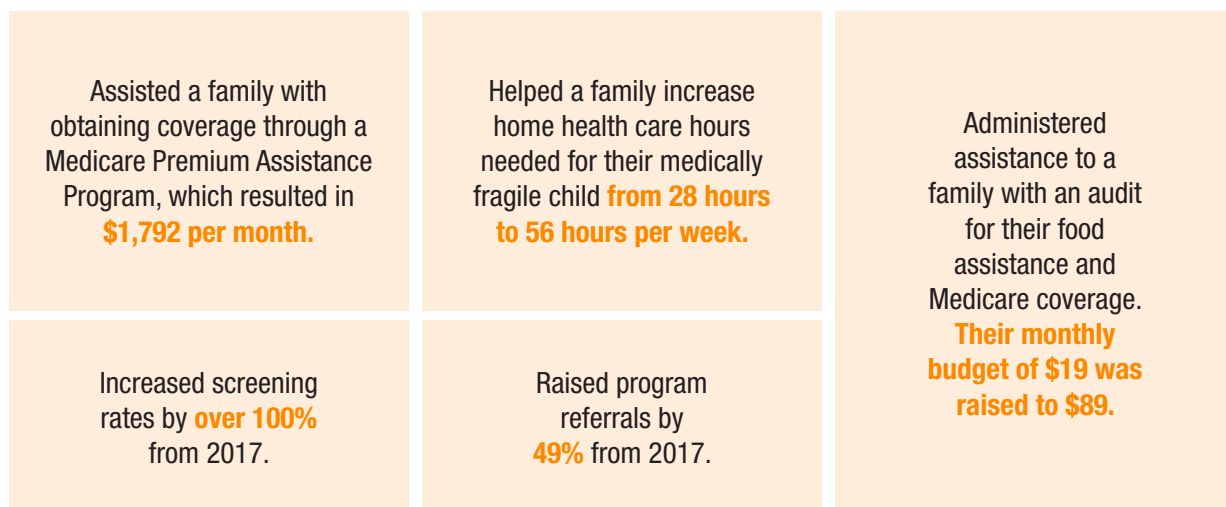
“Nationwide Children's Hospital has been an integral part of our journey as new parents. During our 30-day stay in the NICU, we saw compassion integrated across the hospital, from the head of surgery to the custodial staff. There were many sleepless nights, skipped meals, and moments when we were simply running on empty. Fortunately, the staff understands that parents need looked out for, too. From showers & laundry services to complimentary pizza night, the hospital seeks out ways to alleviate the stressors of fulfilling basic needs. Nationwide Children's Hospital saved our child's life and my family is committed for the rest of ours to give back to an organization that means so much to us,”

– Megan, Charlie's mom

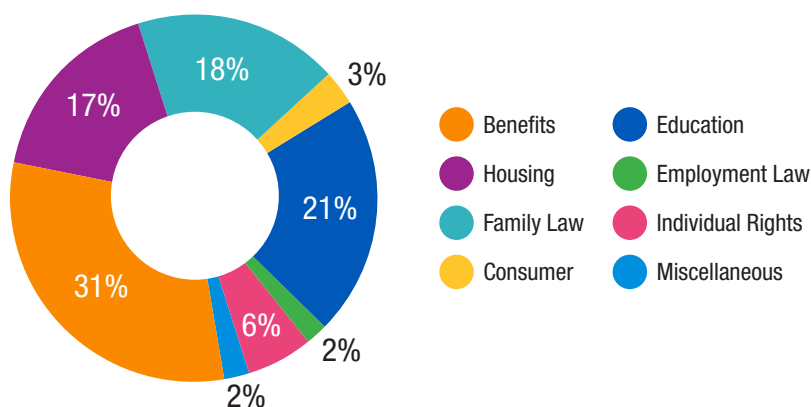
Medical Legal Partnership

The Medical Legal Partnership provides a collaborative framework between Nationwide Children's Hospital and the Legal Aid Society of Columbus. Together, the two organizations unite health care providers and attorneys to bring civil legal aid services into the health care setting. The collaboration focuses on addressing social determinants of health among vulnerable populations, like patients and families who experience health inequities. Additionally, the Medical Legal Partnership provides legal remedies to improve the quality of life for the vulnerable populations.

Providing legal services to children and families who are struggling with negative social determinants of health allows the Medical Legal Partnership to help alleviate stress and provide better care. This past year, the Medical Legal Partnership has successfully:



2018 Cases by Area of Law



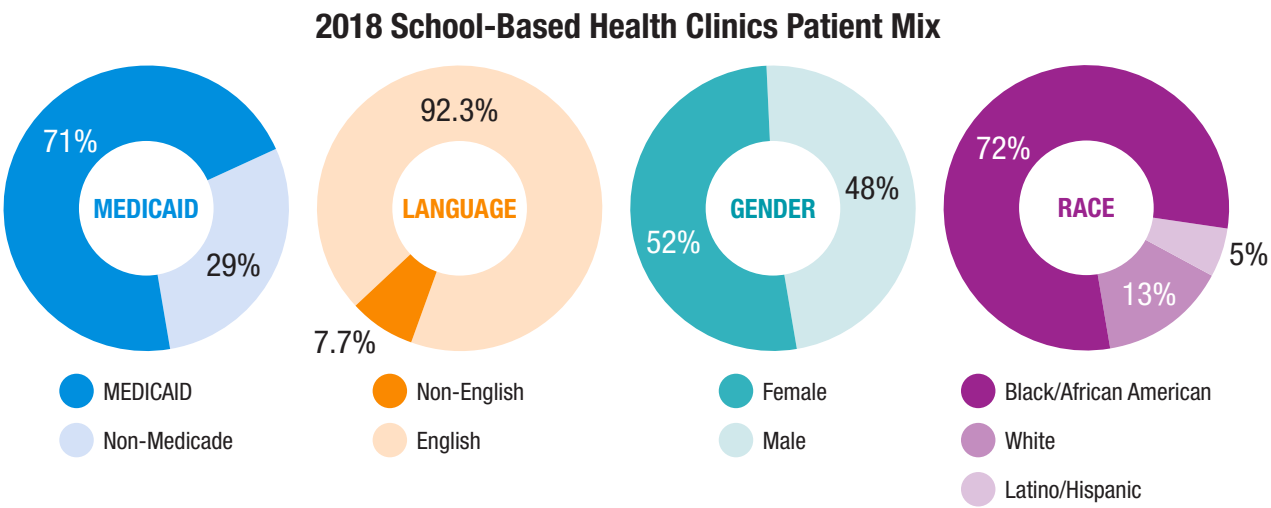
Care Connection

Nationwide Children’s Care Connection is driven to improve pediatric outcomes by expanding access to comprehensive health and wellness services through community and school-based care in partnership with families, schools and communities. With this mission, our goal is to improve the Quality of Life outcomes in children and adolescents.

Nationwide Children’s Care Connection acknowledges that despite having multiple Primary Care Centers located across central Ohio, there are still barriers when it comes to access to health care. We have created partnerships throughout the community enabling our team to provide health and wellness services at various locations. These locations include numerous schools across central Ohio, homeless shelters, day care centers and community organizations.

In 2018, our school-based clinics saw **4,290 patients**, and another **1,808 patients** were served through mobile services at school and community locations.

More than 2,500 teens across Franklin County **received reproductive and sexual health education** including topics like dating and relationship safety, the effects of drugs and alcohol, the risk of unprotected sex and the importance of contraception.



Notably, in response to one educational series we provided in the schools, there was an influx of patients the following three clinic days. Just at this one clinical site, 39 students presented to clinic.

Nationwide Children’s Care Connection is thriving and continues to rapidly grow. We plan to expand our current clinical sites as well as establish new clinic locations in central Ohio, making health care even easier for families to access. In addition, the need for specialty services is being addressed. Not only do we have plans to collaborate with these services but, along with the national interest in Telemedicine, we hope to bring this practice to our clinics in the near future. We continue to strive for improving the Quality of Life outcomes in our community.

Partners For Kids

Partners For Kids (PFK) was established at Nationwide Children's to improve the health of children through high value, innovative care and community partnerships. The program has a huge impact on Nationwide Children's Wellness/Population Health initiative, serving all children regardless of their ability to pay. PFK works to close the gap between five Medicaid Managed Care Plans and the actual care of children in central and southeastern Ohio.

In 2018, 32 practices actively participated in quality improvement coaching initiatives. Because of quality improvement coaching, PFK contracted practices are generating higher numbers of well-child visits and immunizations compared to practices not within the PFK network.

In 2018 Partners For Kids:

Was responsible
for **325,000**
children

Enrolled **2,423**
children in care
coordination

Expanded provider network to more than 1,900
providers including primary care physicians,
specialty physicians and allied health professionals

Actively engaged community-based providers that are part of the Partners For Kids provider network in quality improvement coaching, patient outreach and consultation with pediatric pharmacists

PFK supports multiple behavioral health initiatives designed to assist primary care providers in acquiring skills to manage children with behavioral health conditions.

Partners For Kids plans to continue supporting community-based practices with the goal of improving the health of all children.

"Sometimes it's hard to stay positive with so much going on, yet each provider at Nationwide Children's provides hope and encouragement to keep pushing forward towards a solution that will be best for our family, and a solution that ultimately allows Maddie to shine brighter each day."

– Kristen, Maddie's mom





“... to promote child health equity. This means listening to and learning from members of underserved and ethnic minority communities where health disparities have the greatest impact and working with them to promote health equity from the inside-out.”

– O.N. Ray Bignall II, MD, FAAP, Division of Nephrology

Ohio Better Birth Outcomes – Infant Mortality

The Ohio Better Birth Outcomes (OBBO) is a clinical and quality-based prevention collaborative in Franklin County designed to reduce preterm birth and infant mortality, with special consideration to decrease the racial disparity.

OBBO unites Franklin County’s four hospital systems along with the Central Ohio Hospital Council, Columbus Public Health and the local Federally Qualified Health Centers – PrimaryOne Health, Heart of Ohio Family Health and Lower Lights Christian Health Center.

In 2018, the racial disparity for infant mortality was 12.3 per 1,000 for births for African Americans versus 5.0 per 1,000 births for Caucasians. Along with that startling statistic, our data has shown that geography also plays a role.

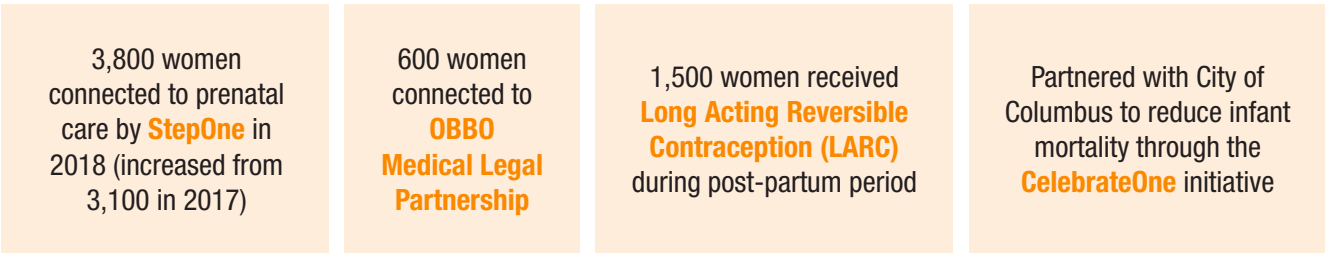
OBBO focuses on specific interventions for high-risk pregnant women and new mothers to help reduce prematurity-related morbidity and mortality. Nationwide Children’s staff provides strategic and operational leadership to this collaboration.

Three priority interventions aimed at reducing the disparity are:

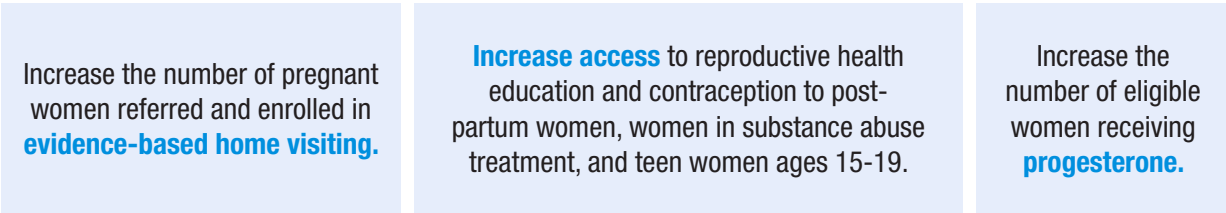
- Access to quality prenatal care.
- Connecting pregnant women to evidence-based home visiting.
- Increasing reproductive health education and access to contraception (Mount Carmel Health System does not condone or endorse this intervention).

In addition to the priority interventions, OBBO also supports StepOne in their efforts to schedule women into timely prenatal care; Medical Legal Partnership to address the social barriers that create chronic stress; and Baby & Me, tobacco free, smoking cessation for pregnant women.

Points of Pride 2018:



Future Goals:



Center for Populations Health and Equity Research

The Center for Populations Health and Equity Research is a network of researchers and clinicians dedicated to generating knowledge about effective approaches that improve health outcomes and health equity for populations of at-risk children and families. There are three main areas of focus for these efforts, which are health outcomes and policies related to the Medicaid population, community wellness and housing, and issues related to health equity.

Findings are driven to improve quality, outcomes, disparities and cost through innovative approaches to health care financing, resource integration, community engagement and access health care. The department does not tackle these efforts alone, but instead collaborates with departments and organizations like the Section of Adolescent Medicine, Behavioral Health and The Ohio State University College of Public Health. The partnerships develop positive outcomes for populations who would benefit most. The Center for Populations Health and Equity Research has been succeeding in their efforts and increasing the reach of their findings by:

Hosting their **first internal conference** on health equity, called the Population Health and Equity Research Conference

Being **featured in eight established publications**, like American Journal or Managed Care and Journal of Rural Health

Presenting at four large-scale conferences, including the Health Literacy Annual Research Conference

Receiving three grants from organizations such as Thirty-One Gifts and the National Institutes of Health

The Population Health and Equity Research Conference consisted of an opening address from Rev. John Edgar from the Church and Community Development for All People, a panel about community health equity approaches, an additional panel about clinical population health, a poster session and a keynote address from Dr. Michael Lindsey, PhD, MSW, MPH. The Center for Populations Health and Equity Research's future is focused on championing research and grant submissions in the areas of population health and health equity in order to help Nationwide Children's Hospital provide *Best Outcomes*.



“Establishing the Center for Population Health and Equity is one way Nationwide Children’s has recognized that giving everyone the same care or ‘help’ doesn’t result in equal outcomes. The health equity lens moves us from doing the same thing for everyone to doing the right thing for everyone. It leads us to think bigger about what that right thing is and to customize our approaches to the needs of our diverse communities.”

– Deena Chisolm, Vice President of Health Services Research

Additional Programs and Services

At Nationwide Children's, we have many additional diversity programs and initiatives in place to help engage our employees, patients, families and communities:

Around the Employee –

- **One Team** – Our overall values and guiding principles.
- **YOU Matter** – Provides 24-hour care to staff experiencing a normal reaction to a stressful event or outcome (also called “second victim”).
- **Family as Faculty** – A resource to help teach staff about family-centered care.

Around the Patient and Their Family –

- **Zero Hero** – Nationwide Children's quality and safety program.
- **Family Advisory Council** – An advisory committee to ensure the needs of children and families are met by providing a vehicle of communication for cooperative efforts between the families and the entire staff.
- **MyChart** – A web-based and mobile resource for families, to access medical information for your child.
- **Pastoral Care** – Chaplains provide emotional and spiritual support for patients, families and staff.
- **Clinical Social Work** – Work at the intersection of people's lives and their health and care by promoting/supporting self-sufficiency, resilience and advocacy.
- **Connecting Families** – Mentor program to help create family-to-family partnerships to promote healthy lifestyles and enhance the quality of life for the child and for their family.

Around All Children –

- **THRIVE** – A program specializing in care for differences/disorders of sex development, complex urological conditions and gender concerns.
- **Family AIDS Clinic and Education Services (FACES)** – Central Ohio's primary HIV clinic, serving more than 400 HIV-positive clients in at least 40 counties and providing comprehensive care to HIV-infected children, youth and families.
- **CAP4Kids** – Information on everything from afterschool programs and housing to mental health resources, and services for kids with special needs.
- **Pediatric Vital Signs** – Under our strategic plan, a focus on prematurity, asthma, health supervision, diabetes and obesity.
- **Behavioral Health** – A multidisciplinary team of licensed professionals with relevant training, specialization and skill in assessing and providing mental, behavioral and trauma health services to children and adolescents, and their families.



“I always thought that it was going to be the impact I had on patients that would make me love global health work, but in reality, it was the effect patients had on me.”

– **Mena Botros, MD, Pulmonary Critical Care Fellow,
Former Internal Medicine Chief Resident, 2018-2019**

Human Resources Talent Acquisition



At Nationwide Children's Hospital, we strive to attract and retain the best people to grow the best programs. We reach out to communities who have diverse populations in order to identify potential qualified new hires. We know how important it is to have an employee population that mirrors our diverse patient population. The vast majority of what we do in recruiting is searching for ways to gain awareness within diverse communities and driving them to Nationwide Children's Hospital.

Nationwide Children's Hospital incorporates many partnerships throughout the country to increase the diversity of our staff and reach the best possible candidates. Below are just a few areas of focus:

- Partner with Historically Black Colleges and Universities, as well as other universities with high diverse student bases (career fairs, campus visits and work with department heads)
- Participate in job fairs – military/veterans, Latino, TransOhio
- Advertise in diverse publications and participate in diverse medical conferences
- Utilize social media and Search Engine Optimization to drive potential employees to our job posting website
- Partner with government agencies such as Opportunities for Ohioans with Disabilities

When recruiting nurses, we put focus on our summer nurse extern program. This gives us a chance to increase all areas of diversity, including minorities and males, in nursing by recruiting recent grads. The current diversity rate of nurses in Ohio sits at 10.7%. We hope to increase that number through our extern program. When hiring new patient care assistants and nurses, we try to pull as many as we can from the summer extern program. Seventy percent of our summer nurse externs went on to be nurses within one of our clinical departments.

Within Nationwide Children's Hospital, we have an Employee Referral Program which encourages current employees to share open opportunities within their network. Our future plans include researching efficient ways of attracting and retaining employees, and increasing the amount of diverse applicants that come to Nationwide Children's Hospital.



“For any organization to grow and thrive today, it must be committed to diversity and inclusion to identify, recruit and retain top talent. Diversity in the workplace gives us a broad range of skills, experiences and perspectives that promote creative thinking and innovation. I am proud that Nationwide Children's Hospital is dedicated to diversity and inclusion. It allows us to better serve our patients and families, and it promotes mutual understanding and acceptance of all the differences and commonalities that make us human.”

– Lorina Wise, Chief Human Resources Officer

2019 Residency Class

Over the course of several years, our residents, fellows and faculty at Nationwide Children's Hospital have become more diverse.

Some of the attractions to Nationwide Children's are the dedication to addressing social determinants of health, quality and patient safety, genomic medicine, behavioral health and population health. The intentional recruitment of a diverse workforce that mirrors our patient population is crucial to our success in these initiatives. As we train the next generation of talented physicians and researchers, we must embrace diversity as a core value.

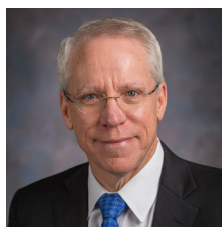
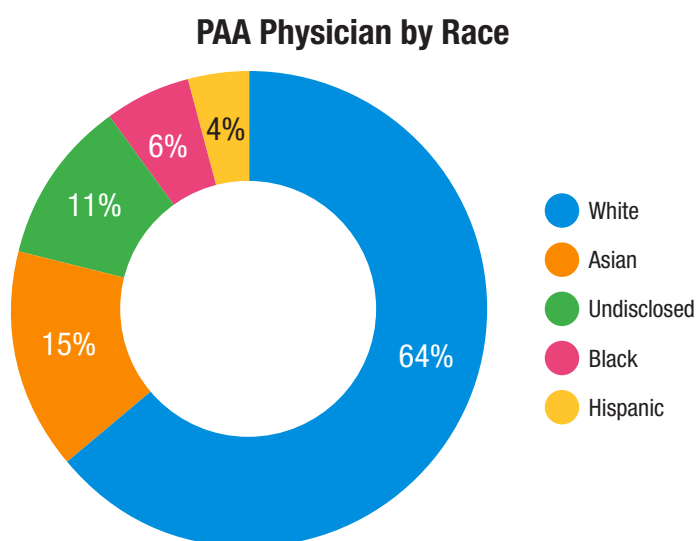
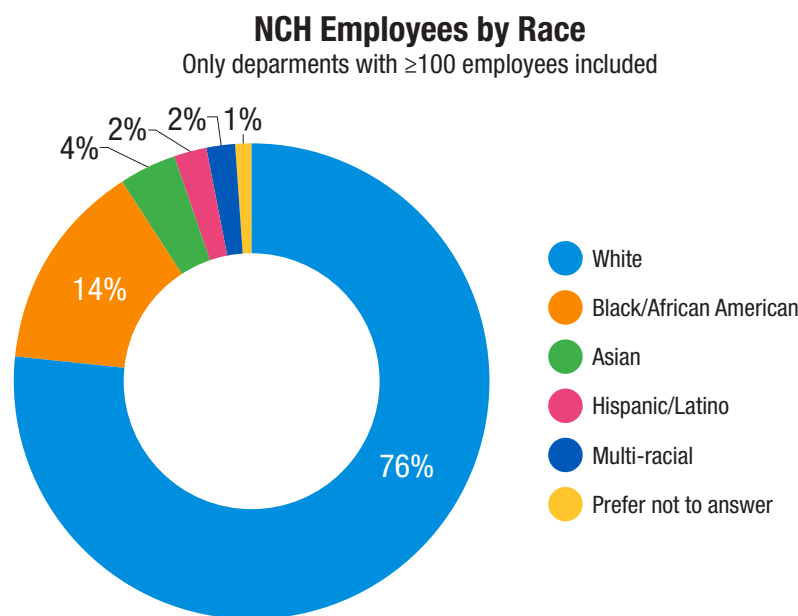
Below is an image of our 2019 Pediatric Residency Interns.



"My passion is to create change at the intersection of healthcare and public policy for children everywhere. My purpose is to improve female adolescent health in pediatric emergency department settings and to empower and advocate for communities through honed clinical acumen and compassion."

– Jordae Wells, MD, Emergency Medicine attending

Cultural Breakdown of Physicians and Staff



“Not only is striving for a diverse workforce simply the right thing to do, scientific analyses support the concept that a diverse workforce leads to better health outcomes. Our patients are healthier, and Nationwide Children’s Hospital as an institution is stronger, when ideas come from diverse points of view.”

– John Barnard, Chief of Pediatrics and President of the Abigail Wexner Research Institute

Human Resources

Organizational Development

To develop our current workforce, the Organizational Development team at Nationwide Children's Hospital works to foster a culture of learning, development and engagement within individual professions. We promote the idea of being a lifelong learner as well as the development of leadership skills for all employees with the help of our offered programs.

This team is the first team all employees see when they begin their time at Nationwide Children's Hospital. Being tasked with new hire orientation and onboarding is no small feat, especially when, in 2018, there were 3,294 new hires. In the spirit of encouraging education, the team coordinated Family as Faculty speakers to lead talks to 5,303 of our staff. This was essential in educating our staff about family-centered health care.



**Leadership
academy**



**Journey to
Leadership
Excellence**



E-learning



**One Team
Culture Coaches
Program**

Last year, the Organizational Development team hosted 57 workshops for 1,414 people participating in Leadership Academy. In August of 2018, the team completed its third cohort of the Journey to Leadership Excellence program. Since 2015, 85 employees have completed the program. Of those 85 participants, 94% are still employed at Nationwide Children's and are currently in a leadership role and 15% were promoted following graduation from the program.

The team also conducts performance reviews and creates standards for departments. Last year, they developed and implemented the talent review of 200 leaders. This review was carried out by the office of the CEO, and was important for the growth of the organization.

In the next year, the Organizational Development team will be developing an orientation curriculum for staff who will be working in the Big Lots Behavioral Health Pavilion. They will work with HR and current Behavioral Health professionals to create an effective plan. They plan to create mentoring networks for new leaders and enhance the Journey to Leadership program. The team plans to do an audit of department and employee review practices to show where they can improve to help the organization grow.



“My passion is optimal health for children from all backgrounds regardless of ability or disability. My purpose as a developmental behavioral pediatrician is to serve as an advocate for this population and to train future pediatricians, subspecialists and other healthcare professionals on caring for individuals with developmental disabilities.”

– Jennifer R. Walton, MD, MPH, Developmental and Behavioral Pediatrics

Points of Pride



2019 LGBTQ Healthcare Equality Leader



Business First Outstanding Diverse Organization



Business First Outstanding Diversity Champion:

Rhonda Comer for Medical Legal Partnership



BlackDoctor.org 2018 Top Hospital for Diversity



"Nationwide Children's Hospital to us means help, and hope. They have been there for us through all of the struggles. We are grateful to have access to exceptional care so close to home. I am not certain where he, or we, would be without it. The support and education received through counselors, psychologists and psychiatrists has been instrumental in keeping Andy successful in his schooling and home life. His outlook is bright and Nationwide Children's is to thank for a lot of that. Because of the help we receive we have great hope for the future,"

– Rebecca, Andy's mother





NATIONWIDE CHILDREN'S







NATIONWIDE
CHILDREN'S®

When your child needs a hospital, everything matters.