

SUMMER 2021

ONE TEAM.....

# INSIDE

NATIONWIDE CHILDREN'S

SPECIAL EDITION



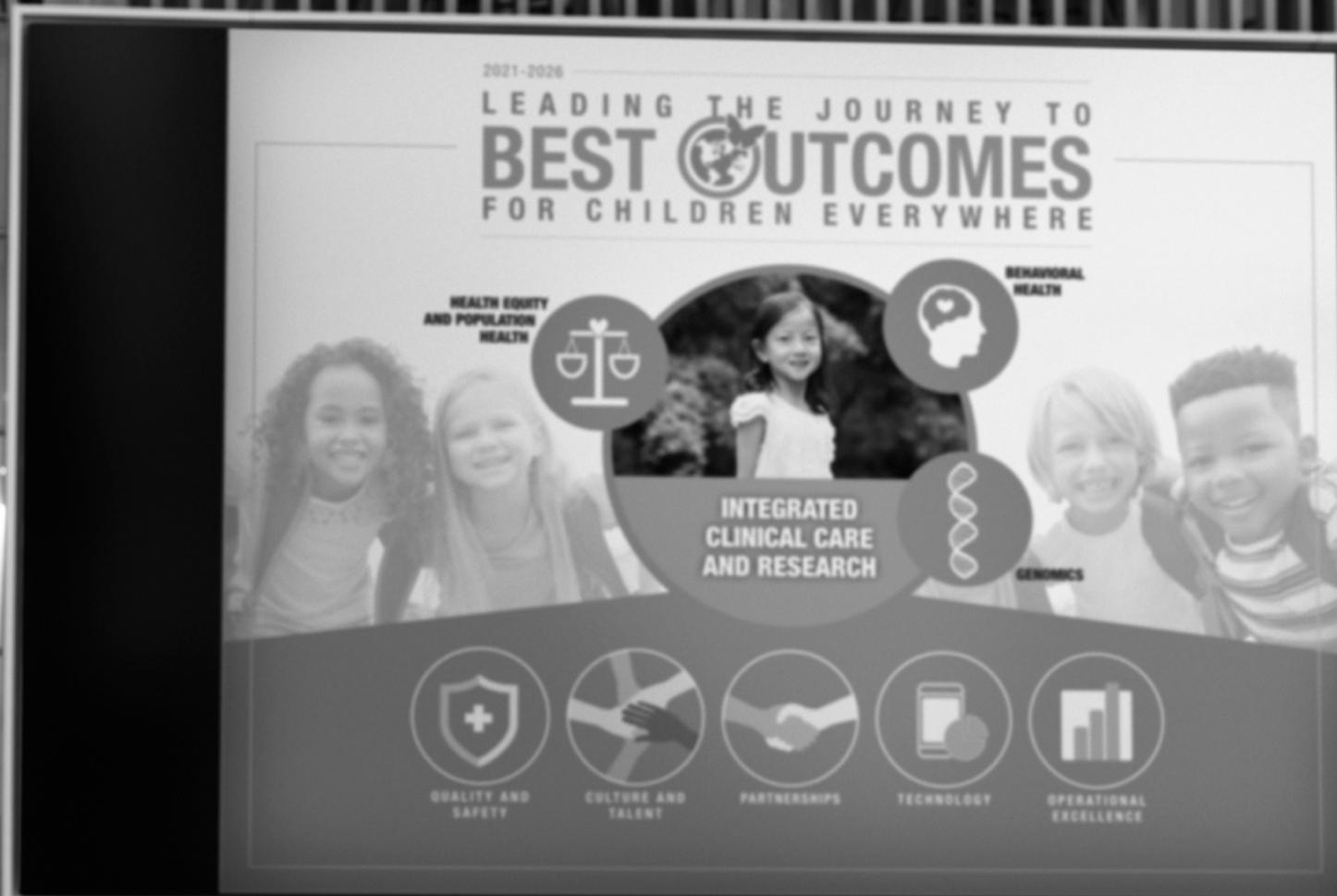
*OUR 2021-2026*

## **STRATEGIC PLAN**

.....  
Leading the Journey to  
Best Outcomes



Tim Robinson in the lobby of our new Conference Center, where we unveiled the Strategic Plan on June 16, 2021.



Team,

By now, I hope that you have learned about Nationwide Children's Hospital's new five-year strategic plan, *Leading the Journey to Best Outcomes*. We have long been on that journey for every child, but your extraordinary commitment to our mission has placed us in a position to be the national and international standard-bearers for children's health.

This issue of *Inside Nationwide Children's* gives you a deeper look at our new plan, from the reasons for its creation through the elements that will allow us to transform pediatric care, research and population health.

I hope this issue also inspires you to think about your "line of sight" to our strategic plan – how each of you are crucial to our hospital's work, now and in the future. Every single member of the Nationwide Children's team has made it possible for us to lead this journey for children here and for children everywhere. In reading about some of your colleagues' lines of sight in these pages, I hope you'll consider your own, and how you are making children's lives better.

We have a lot to do in the next five years. We're creating new programs, expanding our ability to make discoveries – and beginning the construction of a new state-of-the-art hospital tower on our campus. We have these kinds of aspirations because we know just how strong our One Team is.

I am proud to lead the journey to best outcomes alongside all of you.

*Timothy C. Robinson*

Tim Robinson, CEO

# Our Accomplishments Speak for Themselves

Our new strategic plan helps set the hospital's vision for the next five years. With it, Nationwide Children's Hospital can focus on both short-term and long-term goals, while building upon our past accomplishments.

Keeping our patients and families at the center of what we do, Nationwide Children's built on a history of successful strategic plans. How long have you been an employee of Nationwide Children's? Maybe you're a newer employee who joined under our 2017 plan, or maybe you've been here for several decades.

Through our commitment to Best Outcomes, Nationwide Children's has seen amazing transformation over the last five years. Here are just a few of our collective accomplishments under the last strategic plan.

As America's second largest children's hospital, Nationwide Children's:



**Sees over 1.3 Million patient visits per year**

**Provides leading-edge clinical care to kids from 49 states and 43 countries**

**SUPPORTS OVER 250,000 CHILDREN WITH BEHAVIORAL HEALTH NEEDS ANNUALLY**

**PARTNERS FOR KIDS**  
Reaches beyond the clinical setting with **over 400,000** lives covered in **Partners for Kids**



**COVID-19 response included a rapid testing site and telehealth ramp-up**

**Zero Hero™**  
*Create a safe day. Every day.*  
**Leads the country in quality and safety, ensuring the highest standards of care**

**Delivers research breakthroughs that have impacted thousands globally**

**Andelyn BIOSCIENCES**  
Reliably Expert. Purposefully Driven.  
**Andelyn Biosciences, an affiliate company dedicated to the manufacture of gene therapy products for biotechnology and pharmaceutical industries was formed**

**Nationwide Children's was awarded the 2020 Hearst Prize for Excellence in Population Health**

**First central Ohio hospital to raise its minimum wage to \$15**

**Opened the Big Lots Behavioral Health Pavilion in March 2020. It's America's largest behavioral health facility on a pediatric medical campus.**

**Received our fourth Magnet designation**

2021-2026

# LEADING THE JOURNEY TO **BEST** **OUTCOMES** FOR CHILDREN EVERYWHERE

**HEALTH EQUITY  
AND POPULATION  
HEALTH**



**BEHAVIORAL  
HEALTH**



**INTEGRATED  
CLINICAL CARE  
AND RESEARCH**



**GENOMICS**



**QUALITY AND  
SAFETY**



**CULTURE AND  
TALENT**



**PARTNERSHIPS**



**TECHNOLOGY**



**OPERATIONAL  
EXCELLENCE**

## Introducing the 2021-2026 Strategic Plan

Nationwide Children's Hospital has long been on the Journey to Best Outcomes. Now, with a new strategic plan, we are *leading* that journey.

Our singular focus on integrating the highest-quality care with cutting-edge research attracts patients from all over the world – in some cases, for the kind of treatment that is only available here. This integration is at the heart of what Nationwide Children's does, and it is deepened and magnified by three unique assets that no other pediatric institution has in quite the same way:

- An unparalleled commitment to Behavioral Health, which allows us to address the needs of the whole child – their mental and emotional wellbeing, along with their physical health.
- A trailblazing model of Health Equity and Population Health, which allows us to impact factors that are crucial to a child's future potential but are outside of traditional medical care, such as housing, educational opportunity and job training.
- A deep investment in genomics, which is revolutionizing medicine the way x-rays or lab testing once did, allowing for the kind of personalized treatments that were once only dreamed of.

Our integrated care and research, along with these unique assets, make up Nationwide Children's unique ecosystem and enable us to change children's lives now, and to drive the future of pediatric care.

This distinctive model of care is made possible by a strong foundation of support anchored in five key areas. You'll learn more about them on pages 10 and 11.

# Where it All Begins: Integrated Clinical Care and Research



Integrated clinical care and research is at the heart of what we do at Nationwide Children's Hospital. With 35 service lines, more than 100 subspecialties and 14 research centers, Nationwide Children's provides high-quality care informed by cutting-edge breakthroughs that serves children not only in our community but from all over the world.

As the hospital works to reinforce its core services, expanding other programs and building new ones allows us to do more to help every child achieve Best Outcomes.

**FETAL MEDICINE: AN EXCITING NEW FOCUS**

FETAL MEDICINE HAS EVOLVED QUICKLY AND HAS THE POTENTIAL TO TREAT MANY LIFE THREATENING AND DEBILITATING CONDITIONS BEFORE THE BABY IS BORN. WITH OUR PARTNERS IN THE OHIO FETAL MEDICINE COLLABORATIVE, NATIONWIDE CHILDREN'S WILL BUILD UPON AND LEVERAGE OUR CURRENT STRENGTHS, CREATING A FULL-SERVICE MATERNAL FETAL MEDICINE PROGRAM, ADDING LIMITED DELIVERY SERVICES, AND KEEPING MOM AND BABY CLOSE TO HOME FOR FETAL THERAPY AND IN SOME CASES, DELIVERY.

Research areas will also be expanded to double down in key areas like gene therapy, infectious disease and oncology, making our clinical work even stronger.

Other key programs, like Population Health and Health Equity, will also recommit themselves to have research components. And regional partnerships will become more important to us in the years ahead with our geographic expansion throughout Ohio. This brings more opportunities for clinical trials and even second opinions for patients.

# Our Unique Strengths: The Ecosystem

There are three components to our unique ecosystem that support integrated clinical care and research. These might be familiar – we made great strides in these areas under the last strategic plan, and we'll continue to build upon that work.



## Health Equity and Population Health

Key Focus Areas:

- Increasing the geographic reach of Partners For Kids
- Expanding access for underserved populations
- Expand programs and policies to address social determinants of health
- Use population health and health equity research to drive better outcomes



**"WE ARE COMMITTED TO CREATING HEALTH EQUITY FOR CHILDREN. WE CANNOT SAY WE HAVE THE BEST OUTCOMES FOR CHILDREN IF WE DON'T HAVE THE BEST OUTCOMES FOR ALL CHILDREN."**

**-DEENA CHISHOLM, PHD, DIRECTOR, CENTER FOR CHILD HEALTH EQUITY AND OUTCOMES RESEARCH**



## Behavioral Health

Key Focus Areas:

- Defining the nation-leading model for integrated systems of care
- Deepen excellence in individual patient experience and outcomes
- Establish leading research programs
- Expand provider capacity, talent pipeline and educational resources



**"NATIONWIDE CHILDREN'S HOSPITAL HAS PUT A TREMENDOUS INVESTMENT OF RESOURCES INTO BEHAVIORAL HEALTH WHICH IS UNIQUE TO ANY OTHER INSTITUTION IN THE U.S."**

**-DAVID AXELSON, MD, CHIEF OF PSYCHIATRY AND MEDICAL DIRECTOR OF BEHAVIORAL HEALTH**



## Genomics

Key Focus Areas:

- Develop novel genomics-enabled research
- Advance genomics-driven precision medicine
- Advance computational genomics and informatics



**"I BELIEVE GENOMICS CAN IMPACT NEARLY EVERY SERVICE LINE AND TREATMENTS FOR KIDS AND THEIR FAMILIES WHO COME TO NATIONWIDE CHILDREN'S HOSPITAL."**

**-RICHARD WILSON, CO-DIRECTOR, THE INSTITUTE OF GENOMIC MEDICINE**

**A UNIQUE COMBINATION**

The elements of our ecosystem will interact together to uniquely impact Best Outcomes. We can use information from these three areas to have a whole-child vision of care. For example, genetic information and social determinants of health will combine to enhance our Behavioral Health program.

# What Makes it All Possible: The Foundation

The strategic plan is rooted in five foundation elements that fuel our success.



Here is a brief look at how we will grow and advance each of these areas.

## Quality and Safety

We invented the pediatric quality and safety programs which are now national models. Quality and safety will always be an important to what we do at Nationwide Children's, and applies to everyone's role – whether you are a front line clinical worker, researcher or in operations behind the scenes. That's why a refresh of the principles we know so well will help our quality and safety efforts remain strong. Plans include:

- A new framework. The new SCOPE concept is an opportunity to improve the way we deliver care to achieve Best Outcomes.



- Reimagine Zero Hero. Refreshing and reinvigorating the Zero Hero program widens the lens to include more safety improvement opportunities. The safety and quality teams will focus on One Team communications, use simulation to improve team performance and continue to create a safe day every day.
- The Center for Clinical Excellence. It will focus on achieving best outcomes by reducing unwarranted variation in care, improving communication, and defining, measuring and transparently sharing clinical outcomes.

## Culture and Talent

Nationwide Children's has a strong organizational culture grounded in our mission, vision and values, which you'll find on page 13. By celebrating and deepening our One Team culture we can create Best Outcomes and health equity for all children. As we grown, we will never lose sight of the vibrant and collaborative culture that fuels the strategic plan.

Our Stand Against Racism, Stand for Health Equity will continue to be a focus. We'll use the seven identified pillars to address issues of health equity head-on and double-down on Nationwide Children's efforts.

And we know we can't do what we do without our staff of 14,000 strong. The hospital will recruit and retain the best staff, using approaches like workforce development, physician alignment, and orienting and onboarding.

## Partnerships

Partnerships throughout Columbus and beyond are woven into Nationwide Children's efforts. We know we're stronger when we can work together with others for a common goal. We have a plan to not only expand Partners For Kids regions with other pediatric providers, but also further develop our collaborative relationships with adult providers.



## Technology

Thanks to our recent data center migration, we have an infrastructure to support many more future updates to our technology – both for staff and our patients and families. We'll enable providers through digital tools, and invest in platforms that improve operational excellence. In addition to major new investments in technology for research, we will also put our significant technological capabilities to work to enhance the patient experience and make it easier for patient families to connect with providers, schedule appointments and engage with various aspects of the hospital.

## Operational Excellence

Being good stewards of our resources and running our operations efficiently and effectively, with a strong focus on precision and alignment with our strategic plan, has allowed the hospital to deliver on its promises and achieve its goals. A renewed commitment to elevating how well we run our operations will make it possible for us to achieve the new, higher goals laid out in the new strategic plan.

## OUR CAMPUS EXPANDS FOR CARE AND RESEARCH

Year after year, Nationwide Children's continues to expand our services and reach. For example, as you head down Livingston Avenue, you can see Research Building IV as it progresses. We're also planning the construction of a new patient tower to mirror our existing tower and transform our campus.



# Find Your Line of Sight

A "line of sight" is your personal connection to the strategic plan and how you see your work contributing to Best Outcomes. As we usher in the 2021-2026 strategic plan, your line of sight will become clear – and is a crucial part to how Nationwide Children's leads the way to Best Outcomes for children everywhere. Read on for some lines of sight from your fellow Nationwide Children's colleagues.



"Our team's mission is to provide fertility preservation options to an expanding population of at-risk youth, in order to optimize their long-term reproductive and psychosocial outcomes."

- **Leena Nahata, MD**, Center for Biobehavioral Health and Division of Endocrinology, PI and Associate Professor of Pediatrics

"I try my absolute best to make sure I am listening to each and every patient and parent and understanding what their needs are and doing the best I can to make sure those needs are met. For me that is accommodating specific appointment times, making sure each patient sees the appropriate therapist or the one they have requested, and keeping out space neat, clean and welcoming."

- **Sonya Lyons**, ambulatory patient access representative, Canal Winchester Close to Home



"Best outcomes mean everyone here is safe. Also, that everyone is comfortable with protective services and are able to come to us with any problems. I personally make it a goal to interact with all patients in a positive way so that in a time of need they are comfortable with me and the best possible outcome can be reached."

- **Patrick Spencer**, supervisor, Protective Services

"Best Outcomes for my C4A family means providing multidisciplinary care for our premature babies diagnosed with BPD and giving them the chance at life that they may not have previously had."

- **Caitlin Knox, RN**, C4A NICU

### YOUR GIFT FOR SUBMITTING YOUR LINE OF SIGHT

Want the chance to receive a "Leading the Journey to Best Outcomes" tumbler? Each month we'll randomly choose 10 winners. Head to ANCHOR and search Line of Sight to submit yours today!



# One Team: Mission, Vision, Values

An important part of the strategic plan is the mission, vision and values that guide our work at Nationwide Children's. We've revised them to align with the commitment to health equity.

## Our Mission = "The Why"

Nationwide Children's Hospital is committed to **best outcomes** and **health equity for all children**, ensuring every child has access to the best care regardless of their ability to pay.

Upon this fundamental belief, Nationwide Children's is committed to providing the highest quality:

**Care** for patients and whole child wellness

**Advocacy** for children and families

**Research** discoveries

**Education** of patients, families, staff and trainees

## Our Vision = "The What"

Leading the transformation of child health so children everywhere achieve best outcomes.



## Our Values = "The How"

As One Team where **Everyone Matters** we:

### Do the Right Thing

- We are committed to **health equity for all children**
- We always act with integrity, kindness, and honesty
- We are **inclusive and respectful, embracing the uniqueness and differences of each individual.**

### Prioritize Quality and Safety

- We put **patients and families at the center of every decision**
- We create a safe day every day
- 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 optimism and energy in one another
- We advance our health, and the health of our community

### Are Agile and Innovative

- We embrace and manage lead positive change
- We fuel foster a streamlined environment and entrepreneurial environment spirit (we fuel an efficient 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 best outcomes and constant improvement
- We leverage our diverse strength and talents

# Leading the Journey to Best Outcomes: Frequently Asked Questions



As you read and digest our 2021-2026 Strategic Plan, you might have questions. Read on for some of the questions we've already hear from you, along with answers from our leaders. Your manager will also be talking with you over the coming months to share how the work you do is connected to Leading the Journey to Best Outcomes.

**In addition to the South Side and Linden, do you think we will possibly take our Healthy Neighborhoods Health Families (HNHF) programs to other geographic areas?**

Yes. We look for every opportunity to serve more children through HNHF.

*"In each community, we learn. Each community has different needs and different resources available to them, so we have to be thoughtful about how we spread and scale those programs and build them with the people in each of those communities."*

- Deena Chisholm, PhD, director, Center for Child Health Equity and Outcomes Research

**Are there specific thoughts about how you see the Institute for Genomic Medicine continuing to evolve?**

Genomics has applicability to nearly every area of clinical care and we will seek to optimize those connections, leveraging new commitments to technology that boost genomics' resources.

*"We have done some very unique things in our Institute for Genomic Medicine that will allow us to deliver on the promise and the years to come. I would ask that everyone at Nationwide Children's think about genomics and engage with genomics in some manner because it will help define our future for a long time to come."*

- John Barnard, chief of Pediatrics and president, the Abigail Wexner Research Institute at Nationwide Children's Hospital

**Will we expand our Behavioral Health facilities beyond central Ohio?**

There is still significant unmet need in our region and the additional focus from the new strategic plan will go a long way toward helping us meet it. We will, however, continue to share our learnings more and more, and learn from others also, to support Best Outcomes for all children.

*"We really are looking to focus our direct care in the central Ohio region, but be able to leverage our knowledge, expertise and collaboration with other great institutions and providers throughout the state. With the opening of the pavilion, we have had tremendous interest from other children's hospitals and other programs across the country to learn about the system that we have been building."*

- David Axelson, MD, chief of psychiatry and medical director of Behavioral Health

**How will we attract new employees?**

We are constantly doing a top-to-bottom look at what it takes to cultivate a robust talent pipeline, bring new people to Nationwide Children's and calibrate our efforts to retain and grow team members. This strategic plan will see those efforts receive new focus in line with the new, greater needs created by growing programs.

*"The competition for talent is intense. There are opportunities for us in terms of giving people within the organization the opportunity to move, grow and develop. We are going to have to look creatively at how we source talent and then also how we continue to retain talent in the organization."*

- Lorina Wise, chief human resources officer

**How many beds are in the new patient tower? What new units will be moving there? What is the timeline?**

We have not yet determined that level of detail, but will keep staff fully briefed as planning moves forward.

*"The new inpatient tower is a multi-year project. In fact, I don't even think that it will be completed before the end of this strategic plan. We are thinking it would be 2028 by the time that we would move in. The reason it is such a long time is because we have to do that planning work."*

- Patty McClimon, senior vice president, chief strategy officer



Learn More About the Strategic Plan.  
For videos, resources and more, visit [ANCHOR](#) and search [Strategic Plan](#).



**NATIONWIDE  
CHILDREN'S®**

*When your child needs a hospital, everything matters.*

Nationwide Children's Hospital  
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Columbus, Ohio 43205-2696

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**ON THE SPOT** 



**John Ordaz**

*Art Director*

**When:** 11:30 a.m.

**Where:** Creative Services

John Ordaz is no stranger to Nationwide Children's branding – he's been part of the hospital's Marketing and PR team for the last 21 years. In his role, he art directs and designs marketing collateral and assets for various services lines, and also works on publications like the annual report. And, recently, he's the brains behind the design work on the strategic plan graphic, seen on pages 6 and 7. "The process involved reading the design brief to see what the expectations were, and developing an effective and creative graphic," John explains. "I got to work with other groups in the hospital beyond marketing to create the emblem, and I feel privileged to have worked on it. I like the creative process of getting there – Nonetheless we went through a challenging and thought-provoking design process...it was a journey worth taking."

To nominate someone for "On the Spot," email [EverythingMatters@NationwideChildrens.org](mailto:EverythingMatters@NationwideChildrens.org).