

LATE SUMMER 2025

ONE TEAM.....

INSIDE

NATIONWIDE CHILDREN'S
SPECIAL EDITION

Our 2026-2030 Strategic Plan:
**LEADING THE TRANSFORMATION OF CHILD
HEALTH TO ACHIEVE BEST OUTCOMES**



Four years ago, during uncertain times, Nationwide Children's Hospital introduced the most ambitious strategic plan in our history. It was never going to be easy to accomplish our goals, but I believed that with our One Team, we could do it.

You, as always, have gone above and beyond. You more than achieved our goals – you have made countless lives better. To use just one telling statistic: when we announced our last strategic plan, we were seeing 1.3 million patient visits per year. Now, you are caring for children during 1.9 million visits per year.

Nationwide Children's is now launching a new strategic plan: **Leading the Transformation of Child Health to Achieve Best Outcomes.** You can read more about it in this issue.

The plan is not so much a change as it is a renewal and acceleration of what we have been doing over the last decade or more, made possible by you.

Every member of our team has a line of sight to our mission, and I hope you'll reflect on yours while you learn more about our future together. Thank you, as always, for your dedication to the patients we serve and each other.

A handwritten signature in black ink that reads "Timothy C. Robinson".

Tim Robinson, CEO



LEADING THE TRANSFORMATION OF CHILD HEALTH TO ACHIEVE BEST OUTCOMES



Nationwide Children's Hospital's strategic plan continues our bold vision to redefine what it means to care for children and their families not just in Ohio, but across the nation and beyond. This vision is only possible because of our extraordinary team and our One Team Values – our dedication to do the right thing for each other and those we serve.

Nationwide Children's is building on our successes and accelerating the future of pediatric health by:

- Delivering on our promise that every child in Ohio has access to world-class care close to home, no matter the complexity of their needs or ability to pay

- Translating groundbreaking scientific discoveries into everyday clinical miracles to improve lives
- Creating the national model for behavioral health by expanding research and access to care
- Breaking down barriers to health for children and developing communities where every child can thrive
- Deepening our commitment to address challenges that others can't or won't

Nationwide Children's team and culture of innovation power this work. Together, we are leading the transformation of child health to achieve best outcomes.

Our strategy will be grounded in our mission, vision and One Team values.

We are steadfast in our commitment and purpose as an organization – best outcomes for kids. This year, we have simplified our mission and vision to sharpen our focus and make our purpose even more crystal clear. These concise but meaningful statements are a reflection of everything we do as ONE TEAM each and every day at Nationwide Children's.

Our Mission = “The Why”

Provide exceptional care and best outcomes, regardless of ability to pay.

Our Vision = “The What”

Leading the transformation of child health to achieve best outcomes.

Our Values = “The How”

- **Do the Right Thing**
 - We are committed to health equity for all children
 - We always act with integrity, kindness, empathy 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
- **Be Agile and Innovative**
 - We embrace and lead positive change
 - We fuel a streamlined environment and an entrepreneurial spirit
 - 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

Momentum in Motion: Building on Strategic Plan Success

Tim Robinson (Chief Executive Officer) and **Patty McClimon** (Chief Strategy Officer) reflect on our previous strategic plan and how it drives the new plan forward.

What are some key accomplishments of the previous strategic plan?

Tim: We've provided new discoveries and treatments to not only the kids that we serve, but children around the world. We've created an ecosystem that treats the whole child. In behavioral health, we've expanded our prevention programs and access to care and research. In population health, we've expanded from the south side into Linden and are doing great work with our school-based health program, with direct services in underserved urban areas and teaching others how to do it in underserved rural areas. In genomics, we've built this incredible infrastructure with the Institute for Genomic Medicine, and we are expanding our diagnostic and treatment capabilities across the house in profound ways. And through all that, our One Team did a fabulous job of moving the ball forward and truly delivering best outcomes for kids.

What is the vision for the new strategic plan?

Tim: We've got this new aspiration to lead the transformation of child health to achieve best outcomes, and that's now grounding us through the next five years. We are using the same type of structure, where we are focused on the child and integrating world class care and cutting-edge research. You'll see a big focus on expanding our services regionally and more broadly through committed partnerships. You'll see us focusing on data science and AI to accelerate discoveries. You'll see us focusing on the translation from the bench to the bedside and beyond, especially through our investments with the new Institute of Mental and Behavioral Health Research and our Institute of Genomic Medicine. We are committed to our One Team culture every day. It is what distinguishes us and is what's going to make us successful in yet another strategic plan.

What does success look like over the next five years?

Patty: The next five years are about validating, extending and accelerating the work that is happening here. We are going to amp up the work and make sure that we continue to focus on best outcomes. At Nationwide Children's, we are willing to do things that others are not and that other hospitals shy away from.

Was there a certain moment when you realized the need for this direction?

Patty: We have a program at Nationwide Children's called Partners For Kids (PFK) that covers over 400,000 children in central and southeast Ohio. When we started understanding the impact of PFK, it became very clear that the way to make kids healthier is by being proactive and reaching them where they are — in their schools, homes and communities. Health is so much more than what happens in our hospital. Thinking about health beyond our walls is foundational to the health of the child over the long term. There wasn't a single moment, but seeing the impact happen over time has helped us understand that we have got to be more than just a clinical care hospital.

Is there an area of the strategic plan that excites you most?

Patty: There are several things that excite me about the plan, such as the facilities plan to build the new tower and grow our *Close To Home*SM centers to meet children where they are and understand this is the first line of defense in creating a healthy environment for children. I'm also excited about the fact that we have elevated patient experience as one of our foundational elements. Patient experience is not just about what happens when the child gets here, but about how the process went. Reframing how we're thinking through those processes is something that really excites me.

What's New?

Over the last four years, Nationwide Children's delivered as leaders for best outcomes. There remains work to accomplish in this pursuit, and that's why the 2026-2030 strategic plan is not a revolution, but an evolution of the 2021-2025 plan. The process for this plan involved validating, extending and accelerating areas of work that are already happening. One thing remains constant through every strategic plan: **kids are at the center of all we do.**

Here are six components that have been extended or accelerated from the previous plan:

- 1** The rollout of the new strategic plan includes adjustments to Nationwide Children's mission and vision statements. The new, more succinct mission statement remains fully aligned with the hospital's founding mission and the intent of our founders. The vision statement reflects the intent of the new strategic plan (see page 5.)
- 2** This strategic plan debuts new terminology to better address what makes Nationwide Children's unique. *"Areas of distinction"* is the new term for the four elements that we have at a scale and combination like no other organization: Health Equity and Population Health, Genomics, Committed Partnerships and Behavioral Health.
- 3** Genomics first became a signature feature in the organization's strategic plan in 2017. What is new regarding our work in Genomics is the focus on precision medicine: conducting genomic testing for a patient's diagnosis, interpreting the results and counseling the family on the insights gained, and using those insights to optimize the patient's treatment and thus outcomes.
- 4** 2017 was also the year Behavioral Health became a signature feature in the organization's strategic plan. We continue to lead with our behavioral system of care with the creation of the Institute for Mental and Behavioral Health Research (IMBHR). We are evaluating and improving evidence-based protocols to create innovative care models that improve outcomes for patients and families. We will also continue our efforts to improve work wellbeing; as we care for more acute children with the severest behavioral diagnoses, it is paramount that we ensure our team has a safe environment.
- 5** In the last strategic plan, Partnerships was one of the Foundational Elements supporting our accelerators and integrated care and research. Now, the concept has been promoted to an Area of Distinction and named Committed Partnerships due to the unique approach Nationwide Children's has to creating, growing and harnessing partnerships.
- 6** Nationwide Children's was one of the first children's hospitals to take on Medicaid risk. Our population health efforts have more breadth and depth today than ever before. Even amid uncertainty, we are going to lean forward with additional investments in school health and will lead the transformation of clinical outcomes aligned with OAK (Outcomes Acceleration for Kids Learning Network).

The Heart of It All: Integrated Clinical Care and Research

Integrated clinical care and research remains at the heart of what we do at Nationwide Children's Hospital. As we lead the transformation of child health to achieve best outcomes, we continue to:

Advance Excellence in Clinical Programs

Some examples include:

- Transforming outcomes for children with epilepsy
- Leading the nation in motility treatment
- Delivering commercial gene therapy products
- Expanding transplant capabilities to liver and pancreas

Strengthen Regional Development:

- Telehealth services
- School health services
- Case management
- PFK physician network
- Rural health support network
- FQHC Partnerships (Federally Qualified Health Centers)
- Local *Close To Home*SM investments

To be at the forefront of innovation by integrating research with our exceptional clinical care, Nationwide Children's will double-down on investments in four key areas as part of its research strategy.

1. Invest across research continuum

Enhance leadership in prioritized areas to accelerate new discoveries while continuing to invest in talent across all centers.

2. Build foundation in data sciences/AI

Unleash the potential of biomedical data sciences and transformative AI – backed by secure, streamlined access to clinical data – to power innovative health research, pioneer groundbreaking treatments and shape novel health care strategies.

3. Expand access to therapies through commercialization/funding

Ensure increased patient access to innovative therapies through extending excellence across commercialization and tech transfer capabilities.

4. Integrate research with clinical care

Harness the potential of research by translating research into clinical practice and supporting clinicians through innovative approaches, benefitting patients in Ohio and beyond.

Clinical care focuses on patient wellbeing while clinical research generates knowledge for the future. Nationwide Children's will invest at the intersection of both to accelerate the translation of innovations from bench to bedside and beyond.





How does your role contribute to best outcomes for the children and families we serve?



“Best Outcomes reflects grit, determination, and the drive to foster child health toward its most positive and impactful result. As a Lab Tech, my team and I contribute to this from a unique angle, collaborating with cross-functional lab teams to align on research that supports the sustainability and improvement of children’s health. Through protocols like data collection, processing, and inventorying, we may not interact with patients directly, but we still play an essential role in their care—and it’s a privilege to do so!”

- **Kiya Hailu**, Lab Technician



“As part of the Clinical Pathways program, I support the development and implementation of evidence-based, standardized care recommendations that support providers to deliver timely, consistent, and high-quality treatment. By reducing variability and promoting best practices, we help improve health outcomes and experiences for the children and families we serve.”

- **Joaquin Serantes**, CPP Program Coordinator



“I contribute to best outcomes by ensuring that our research sites are following all protocol requirements and enrolling participants that meet all eligibility criteria, thereby reducing potential deviations and resulting in accurate data representation. I also work closely with my team to promote process improvements within our consortium; even if something isn’t broken and works as it’s currently written, that doesn’t mean that it can’t be made better to help get these treatments out to a larger population.”

- **Brittany Konkle**, Clinical Research Program Coordinator



“Although I am not directly patient facing here at Nationwide Children’s Hospital, my role indirectly impacts the patients we serve. While participation in research is voluntary for patients, for some families, it may be the only option for a chance at a better life for their child. My role is all behind-the-scenes, but my efforts with my team are important so we can get studies approved by the Institutional Review Board (IRB) and initiated by sponsors, so the research is available to patients.”

- **Ava Pierce**, Regulatory Coordinator, Clinical Research



“The most important way I contribute to positive outcomes for the children and families we serve is by first taking the time to truly listen. Understanding their unique stories, strengths, and challenges allows me, as a behavioral health manager, to thoughtfully assess their needs and connect them with the right clinician who can deliver individualized, evidence-based, and compassionate care. By ensuring each family is matched with the right support, I help create a foundation for meaningful progress and lasting change in their lives.”

- **Michael Flores**, Behavioral Health Clinical Manager



“Being a member of the Institute of Genomic Medicine means being on the forefront of pediatric research. Every sample we touch has the opportunity to change lives, and that helps lead to best outcomes. The work we do is so rewarding and it’s something we are proud of!”

- **Megan Sadler**, IGM Genetic Technologist

Areas of Distinction

Areas of Distinction is new terminology for this plan to better address what makes Nationwide Children's unique. These are the four elements that we have at a scale and combination like no other organization.

Health Equity and Population Health

Nationwide Children's will extend our trailblazing model of caring for the "whole child" – not just in the clinic, but where they live, play and grow – so that we can help all children reach their full potential at home, at school and in their communities.

- Grow PFK model and improve clinical outcomes
- Sustain and grow cornerstone population health programs and research
- Extend population health research to design more effective interventions

Sustain and Grow Cornerstone Population Health Programs and Research

- Healthy Neighborhoods Healthy Families
- School Based Health Services
- Health Initiatives for Justice Involved Families
- Infant Wellness/Ohio Better Birth Outcomes (OBBO)
- Support for Social Determinants of Health
- Rural Needs



Genomics

Nationwide Children's will accelerate our efforts to research the genomic underpinnings of disease, use our discoveries to create innovative diagnostics and therapies, and improve precision health care for children in central Ohio and around the world.

- Scale genomic medicine to enhance diagnostics, treatment and delivery models
- Advance computational genomics and informatics

Clinical Care: Conducting genomic testing for **diagnosis**, interpreting **results**, counseling, and optimizing patient **treatment** and outcomes.

Clinical Research: Conducting clinical trials to test the efficacy of **novel therapeutics** and **predictive genome-based testing**.

Translational Research: **Identifying** disease-associated genes/variants in patients. **Developing and validating** clinical-grade tests.

Basic Science: Building understanding of genomic diseases through laboratory research including **animal models** and **developing novel therapeutics**.

Behavioral Health

Nationwide Children's will use our unprecedented commitment to pediatric behavioral health to build on our nation-leading system of mental health care, build a comprehensive research program, expand access for families and support our remarkable behavioral health team.

- Invest in nation-leading institute for mental and behavioral health research
- Strengthen integration and partnerships across the continuum to improve access
- Support workforce experience, employee safety, and maintain and grow pipeline for talent



Comitted Partnerships

Nationwide Children's will expand our collaboration with organizations dedicated to child health in Ohio and beyond, as we work to bring the highest standard of care, clinical excellence, and quality and safety to every child, even if they cannot come to our campus.

- Strengthen Nationwide Children's position as the destination of choice for clinical excellence
- Fortify clinical excellence by reinforcing the culture, quality and operating model



It All Starts Here: The Foundation

Nationwide Children's strategic plan is rooted in five foundational elements that fuel our success. The addition of patient experience continues to fulfill our promise of world-class care across the organization.



Quality and Safety:

We will continue to set the national standard for delivering the highest quality, safest care.

- Improving outcomes through use of clinical pathways and further embedding equity into monitoring of clinical quality.
- Leveraging innovation and human factors to make it easier to do the right thing.
- Sharing our expertise broadly to improve outcomes everywhere.



Operational Excellence:

We will reinforce our commitment to top-tier, resilient performance as a pediatric health care system.

- Accelerating efforts to find operational efficiencies.
- Taking a multi-step approach to investment and developing contingency plans as risks present themselves.



Culture and Talent:

We will strengthen our already strong One Team Culture, as we grow, attract and retain world-class talent.

- Patients and families are at the heart of everything we do.
- Everyone is important and has something valuable to contribute.
- Our work is interconnected. Solving problems directly and together achieves best outcomes.
- Fair compensation, benefits and safety are critical for our success.
- Our team wants and deserves opportunities to improve quality and safety.
- We provide ongoing opportunities for continuous learning and improvement.
- Our work is a calling.
- We are a community.



Technology/Data and Analytics:

We will develop and apply advanced technology to foster innovation, efficiency and effectiveness.

- Leveraging advanced technologies and data analytics to drive innovation in research and clinical care.
- Adopting proven technologies to modernize operations.



NEW: Patient Experience:

We will recenter the experience of our patients and their families, ensuring they feel nurtured as individuals.

- Delivering a seamless, personalized experience for all patients and families.
- Increasing moments of delight and connection for patients and families.
- Building trust-based connections through culturally responsive communications.



How does your role contribute to best outcomes for the children and families we serve?



“In my role supporting the SVP of Operations, VP of Government Relations and VP of Emergency Services, I help foster seamless collaboration across departments by maintaining an organized and responsive environment. This support keeps my leaders connected and aligned. As a result, our teams are empowered to work together effectively to deliver the best possible care and outcomes for children and families.”

- **Allison Taylor**, Assistant to Senior Leadership



“I am privileged to work with the various inpatient and ambulatory pharmacies across Nationwide Children’s to continually improve the quality of medication-related care. Through targeted, interdisciplinary quality improvement projects, we strive to empower patients with accessible, accurate, and personalized medication education; safe and effective medication use; and equitable medication outcomes—for every patient, every time.”

- **Danielle Macedone**, Quality Strategist



“My role helps to build a skilled and compassionate workforce. This is done by ensuring that the hospital recruits, trains, and retains professionals who are not only technically skilled, but also align with the hospital’s mission of family-centered care. By developing career pathways and partnerships, I expand access to health care careers for colleagues, support economic mobility for families, and ensure continuity in staffing. I have developed good community partnerships, and these relationships help to create a more inclusive and representative workforce, improving cultural relevance in care of our patients and helping to drive equity and access.”

- **Kim Campbell**, Senior Talent Development Consultant, School Partnerships



“In the Sibling Clubhouse, I partner with staff and volunteers to help kids make sense of health care through play, creativity, and curiosity. We welcome big questions and take wonder seriously—because when children (and their grown-ups) feel safe to explore, they can learn, cope, and grow.”

- **Kyle Lemstrom**, Sibling Clubhouse Manager



“Through various projects, my team and I work diligently to identify areas where we can enhance our services and support systems. These efforts ensure that more children and families receive the support they need to thrive. I continuously seek feedback, analyze data, and implement evidence-based practices to drive improvements across all aspects of our care. This holistic approach not only improves individual health outcomes but also fosters a healthier, more resilient community. By prioritizing quality improvement, I am committed to making a lasting, positive impact on the lives of those we serve.”

- **Sydney Randall**, Quality Improvement Advisor – PFK



“In Community Relations, I help Nationwide Children’s build meaningful relationships with neighborhoods, community organizations, and local leaders. My role extends the hospital’s mission beyond our walls, working alongside others to remove barriers, build trust, and create lasting change for children and families.”

- **Tifini Ray**, Director of Community Relations

Five Minutes with Trey Coffey

A Q&A with our Chief Quality Officer



One of Trey's favorite spots that she recently discovered is the hospital's medical library.

Maitreya (Trey) Coffey, joined Nationwide Children's in May amidst deep preparation for the new strategic plan. After living and spending most of her career in Toronto, she's already felt at home in Columbus. She molds seamlessly into our One Team culture and appreciates the overarching readiness to take bold and decisive action for the good of our community.

As chief quality officer, Trey oversees the Center for Clinical Excellence and partners broadly across the organization to support all areas in achieving the best and safest patient outcomes.

"By keeping a relentless pursuit of quality and safety a part of our organization's day-to-day efforts, we ensure best outcomes for our patients, their families and our staff," says Trey about her line of sight to the strategic plan. "This also means we provide resources and support to those staff who have the ability to impact quality and safety directly and continue to optimize care for our patients."

In addition to Canada, Trey's academic endeavors also landed her in Michigan, Chicago and Seattle. She's excited about the new roots she's planted in central Ohio (and is continuously impressed with the city's food scene!). Keep reading to learn about her favorite spots thus far, including where she likes to unwind after a long day in the office.

ARE YOU INVOLVED IN ANY COMMUNITY OR VOLUNTEER WORK?

I am a regular blood donor, and I also love to support food banks – I'm looking forward to getting involved locally.

WHAT'S AT THE TOP OF YOUR PERSONAL BUCKET LIST?

It was to go to Japan, and I did it last year — now everything else is gravy.

HOBBIES?

I enjoy taking in live theater whenever I get the chance.

FAVORITE WAY TO DECOMPRESS AFTER WORK?

A walk around Schiller Park.

FAVORITE VACATION SPOT?

My happy place is the eastern shore of Lake Huron.

FAVORITE SWEET TREAT?

Chocolate, in all its forms.

FAVORITE CLEMENTINES OR MAGIC BEAN ORDER?

Non-fat latte all the way!

FAVORITE PLACE YOU'VE DISCOVERED IN COLUMBUS SO FAR?

A fall sunset over the Scioto mile.

MOST ADVENTUROUS THING YOU'VE EVER DONE?

Taking the leap to come here, but also getting back on extreme roller coasters after a three-decade hiatus.



Trey and her husband under the lights in Japan.





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

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Integrated Clinical Care and Research in Toledo



"In my work, the therapies rely on the basic science of cancer and blood cells, so I get to think about molecular biology and the newest lab research. I also love getting to know my patients really well, and this tends to happen in our field since the medical treatment is very intense."

**-Dr. Laura Schulz, Medical Director of Hematology/
Oncology at Nationwide Children's-Toledo**

Visit [NationwideChildrensHospital.Tumblr.com](https://www.nationwidechildrens.org/tumblr) to learn about the different life experiences, skills and knowledge of those who continuously work to provide the Best Outcomes for our patients every day.