

WINTER/SPRING 2022

ONE TEAM.....

# INSIDE

NATIONWIDE CHILDREN'S

**THEN  
AND NOW**

Our Journey to Leading  
Best Outcomes

**COVID-19 + RSV  
VACCINE**

Building Better Vaccines  
Against Dangerous Viruses

**YOU MATTER:  
FINDING CALM**



ONE TEAM

# INSIDE

NATIONWIDE CHILDREN'S

*One Team Inside Nationwide Children's Hospital celebrates our employees, medical staff and volunteers, together with their families, as one team achieving the best outcomes for children everywhere.*

*Kelicia Smith (left), Employee Recognition specialist chats with Keyla Fincher, manager, Employee Recognition, at Clementine's. Kelicia has worked at Nationwide Children's for 19 years and Keyla for 21 years, both in multiple departments before landing in their current roles.*

COVER STORY

# 10 THEN AND NOW:

Our Journey to Leading Best Outcomes

*One Team Inside Nationwide Children's Hospital* is the official employee magazine of Nationwide Children's Hospital. This magazine publishes four times per year and is mailed directly to the homes of all Nationwide Children's employees. The *One Team Inside Nationwide Children's Hospital* editorial staff welcomes all comments, questions and story ideas. Please send feedback and story ideas to [EverythingMatters@NationwideChildrens.org](mailto:EverythingMatters@NationwideChildrens.org).

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## Submit Your Line of Sight

Together, we're *Leading the Journey to Best Outcomes*. Whatever your role, everything you do matters. You are an important part of our success. Visit ANCHOR and search Line of Sight to share with us how you are *Leading the Journey to Best Outcomes* in your job. **Each month we'll randomly choose 30 winners from Line of Sight submissions to receive a Strategic Plan tumbler!**

**Gelila Gabayehu**, unit coordinator of BH7A, received a Strategic Plan tumbler for sharing her Line of Sight: "One way I'm *Leading the Journey to Best Outcomes* for the children and families we serve is by alleviating the burdens and stressors for families when their child is admitted. Doing this means having the awareness that when a child is experiencing crisis, often their families are as well. Validating the families' each and every concern and directing them to useful resources is how I strive to dilute the countless worries and stressors they may come up against."





# “WE’RE GLAD YOU’RE WITH US ON THIS JOURNEY”



Our One Team resilience over the last two years has been remarkable. But it has not been surprising. That’s because for decades, the Nationwide Children’s Hospital staff has been dedicated to expanding our efforts for children and families.

We are now *Leading the Journey to Best Outcomes*, in the words of our hospital’s new strategic plan, because of you.

In just the last 20 years, our team has grown from roughly 3,600 people to nearly 14,000. Our perspective has broadened and become more diverse. You’ll learn in our feature story on page 10 how in that time, Nationwide Children’s has cemented itself as a leader in pediatric health care thanks to our people and the growth of our programs.

You have already seen Keyla Fincher, manager of Employee Recognition, on our cover. She’s been an employee for 21 years. You’ll hear from Bruce Meyer, MD, on page 8, who has been at Nationwide Children’s more than 50 years. They represent the amazing contributions of everyone here.

Whether you’ve been at Nationwide Children’s for 50 years or five weeks, the work you do makes a difference each day.

Nationwide Children’s has audacious, aspirational goals. But the last two decades of redefining best outcomes has taught us that big goals make a big difference in children’s lives. As we look to the future, we’re glad you’re with us on this journey.

Tim Robinson, CEO

## **Be an Advocate**

Join the conversation on any of the Nationwide Children's social media channels:

 [Facebook.com/NationwideChildrensHospital](https://www.facebook.com/NationwideChildrensHospital)


 [Twitter.com/NationwideKids](https://twitter.com/NationwideKids)

 [Instagram.com/NationwideKids](https://www.instagram.com/NationwideKids)

 [YouTube.com/NationwideChildrens](https://www.youtube.com/NationwideChildrens)

 [NationwideChildrensHospital.Tumblr.com](https://www.tumblr.com/NationwideChildrensHospital)

 [Blog: NationwideChildrens.org/INC-700](https://www.nationwidechildrens.org/INC-700)

 [Blog: PediatricsNationwide.org](https://www.pediatricsnationwide.org)

 [Facebook.com/  
NationwideChildrensHospitalFoundation](https://www.facebook.com/NationwideChildrensHospitalFoundation)



# What's Happening Around Nationwide Children's?

The Nationwide Children's Hospital campus continues to expand, showing our continued commitment to patient care and *Leading the Journey to Best Outcomes*.

**Curious as to what's on the horizon? Read on for some facilities updates.**

## Research Building 4

Construction on Research Building 4, which sits right next to Research Building 3 on Livingston Avenue, began in June 2020. The go-live is on track for the second quarter of 2023. This building features six floors of lab and office space, and it will connect on all levels to Research Building 3. Building occupants include The Institute for Genomic Medicine, the Center for Gene Therapy and the Animal Resources Core.



*Research Building 4*

## Livingston Orthopedic and Surgery Center

The Livingston Orthopedic and Surgery Center will become home to the Ambulatory Surgery Center (both general and dental surgery), the orthopedic and sports medicine clinics, MRI and more. We saw construction starting at the end of 2021, with a go-live of early 2024.

## Proton Therapy Center

Nationwide Children's is working in collaboration with The OSUCCC-James and The Ohio State University Wexner Medical Center to open a proton therapy center. Proton therapy is an advanced type of radiation treatment that uses protons (positively charged particles) instead of X-rays to kill cancer cells. This center will be one of the first in the world to offer "FLASH" proton therapy technology, which can rapidly reduce time needed for treatment — sometimes from 30 days to 1 second. The center is located on The Ohio State University's west campus, and has a target opening in 2023. ■



*Staff and patients signed the final beams for the construction of the Proton Therapy Center.*



Get more updates about construction, progress and more by searching Campus and Facilities on **ANCHOR**.

# Innovation in Action:

## Homecare's Response to COVID-19



*Jeff Denney and Michael Stowers, both Homecare durable medical equipment specialists, assess inventory for shipping.*

When the COVID-19 pandemic began in March 2020, all areas of the hospital were impacted. Departments had to pivot their processes and procedures, all while still providing *Best Outcomes* to patients.

Homecare and Hospice is one department that excelled at keeping the hospital's mission, vision and values at the forefront. In just a few weeks, the Homecare and Hospice team transitioned visits not requiring patient care to telehealth visits. For example, supplies were delivered to a patient's home, and a Homecare provider would instruct the family via telehealth.

Deliveries of medical supplies experienced a large increase in demand, since supplies like formula and equipment such as infusion pumps were critical for patients at home. Thanks to the hard work of the Home Medical Equipment (HME) team, there was a 47% increase in deliveries to patient homes from March through May 2020. Now that's One Team teamwork!



*Julian Love, a Homecare durable medical equipment specialist, hard at work.*



## Best Outcomes for Patients: Campbell's Story

Campbell Price is a 12-year-old who has multiple medical diagnoses, including congenital heart defects, cardiomyopathy, a pacemaker and a tracheostomy/ventilator. Over the years, Campbell's mother Alissa says, they have used Homecare therapies, palliative care, private duty nursing and infusion therapy.

But when the COVID-19 pandemic began, Alissa canceled therapies and private duty nursing for Campbell for a period of time to limit people coming into her home.

"It was so hard to do," says Alissa. "It was me and my then 15-year-old doing trach changes. He was doing school and I was working full-time. I knew we couldn't do it alone, so I contacted Homecare's private duty nursing and said I needed somebody back. We weren't letting grandparents or other family members in the house, so we needed that support back so badly."

Campbell now has two nurses back with her for care, and Alissa says the support is amazing. Campbell is also doing therapy sessions in an outdoor setting.

"I think the protocols Homecare put in place were good and appropriate, but they're only as good as the nurses that uphold them," she says. "Having that trust in our nurses is where the real comfort level was for us. Campbell wants nothing to do with me when I come home from work because she wants to talk to the nurses here. There is no way I could do this without them."



*Campbell Price*

**Homecare's Pharmacy team saw an increase in home infusions as well, with 7% more prescription fills than the prior year.**

Even music therapy was adapted. **Jessica Bogacik**, music therapist, created personalized music plans her patients could do at home.

"This group is extremely impressive," says **Rekha Voruganti**, Homecare quality improvement services coordinator. "Homecare providers are innovators. They have to adapt their patient care services to meet their patient's needs within the patient's home environment. During the pandemic we experienced increased volumes in all areas. Rather than being challenged or reduce services, our staff was inspired to be more innovative and creative sustaining best outcomes. It continues to be a true privilege to be a part of their team."



*David Wessells, Homecare vice president*

A note from **David Wessells**, Homecare vice president:

**"AS HOMECARE'S NEW VP, I AM EXCITED ABOUT THE OPPORTUNITIES ON THE HORIZON WHICH WILL ALLOW OUR TEAM TO IMPROVE AND EXPAND OUR SERVICES TO MEET THE NEEDS OF PEDIATRIC PATIENTS IN CENTRAL OHIO. CURRENTLY WE ARE IN THE MIDST OF THREE NEW CONSTRUCTION RENOVATIONS WHICH ARE ALL SCHEDULED FOR COMPLETION BY THE END OF Q1 2022. WE'LL BE SHARING DETAILS AS THESE NEW AREAS OF PHARMACY, HME AND SKILLS LAB ARE FULLY OPERATIONAL."**

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# Five Minutes with Bruce Meyer

## More than Five Decades of History at Nationwide Children's



*Dr. Meyer has been at Nationwide Children's for more than 50 years.*

Some Nationwide Children's Hospital employees have been here for one year, some for 10 years and some for even 20 years. But 51 years? That title goes to **Bruce Meyer, MD**, associate administrative medical director. Dr. Meyer has been working at Nationwide Children's since 1970 in various areas of patient care.

***"THE PEOPLE WHO WORK AT NATIONWIDE CHILDREN'S HOSPITAL ARE ESPECIALLY SIGNIFICANT AS TO WHY I HAVE WORKED HERE ALL THESE YEARS," DR. MEYER SAYS. "THE GROWTH AND INCREASING EXPERIENCE IN PROVIDING THE HIGHEST QUALITY OF CARE HAS PLACED NATIONWIDE CHILDREN'S AT THE TOP OF MANY LISTS."***

Read on to learn about Dr. Meyer's career, his proudest moment and more.



*Dr. Meyer at the 1993 Morrow Reception.*



***If I'm not at my desk/unit, you can probably find me...***

I am rounding and visiting our staff.

***Why did you choose to pursue your work at Nationwide Children's?***

I always wanted to be a practicing pediatrician but also desired to help promote and advance the care of the general pediatric population. Luckily Columbus Children's (Nationwide Children's name at the time) offered that opportunity after my discussion with Dr. E.V. Turner (he was one of our past superb educators, clinicians and administrators). It was also my pleasure to share a Primary Care office with him.

***Are you involved in any community or volunteer work? Why?***

I have been on boards and volunteered in areas that are primarily centered around pediatric and adolescent health and related issues/topics.

***What virtue or trait do you appreciate the most in your colleagues?***

Integrity, honesty and good communication.

***What is your greatest achievement/biggest accomplishment?***

After my family, helping to grow Nationwide Children's into the outstanding position it now sits in.

***What interested you most in pursuing a career in health care?***

My father, who was a radiologist, but he rounded at the end of the day on those patients he had done a procedure on earlier.

***What is your proudest moment?***

Marriage and seeing the wonderful growth in so many areas of our children and grandchildren. ■

## Fun Facts



***Favorite food?***

Ice cream. Almost any flavor!

***Favorite TV show?***

*M.A.S.H.* and *Seinfeld*

***Favorite band?***

Any jazz group.

***Favorite way to relax?***

Time with family, travel, golf and pickleball

***Favorite book?***

*Team of Rivals*

***What talent would you most like to have?***

Anything musical as I do not have any talent in that arena!

## Dr. Meyer's LINE OF SIGHT



**"I maintain and build the relationship between the Nationwide Children's practitioners and the community primary care physicians, and manage events through the CS STARS system when they pertain to practitioners. This helps to make improvements in patient care."**

*Keyla Fincher (left), manager, Employee Recognition and Susan Zanon, Employee Recognition assistant, meet outside in a courtyard where Timken Hall used to be. It was demolished in the fall of 2020. Learn more about Timken Hall's history on page 15.*







# THEN AND NOW

## Our Journey to Leading Best Outcomes

At Nationwide Children's Hospital, our growth is seen in many ways. The growth is physical — you read on page 5 how the hospital's campus expands with more buildings and parking garages. The growth is in our people — just 10 years ago, in 2011, our staff was 8,000 strong. Now, we have more than 13,000 employees to support our programs, which have also developed and evolved to meet the needs of the children we serve and the needs of our community.

*Let's take a look at some of the growth of Nationwide Children's over the past two decades through our best people and best programs as we've been Leading the Journey to Best Outcomes.*

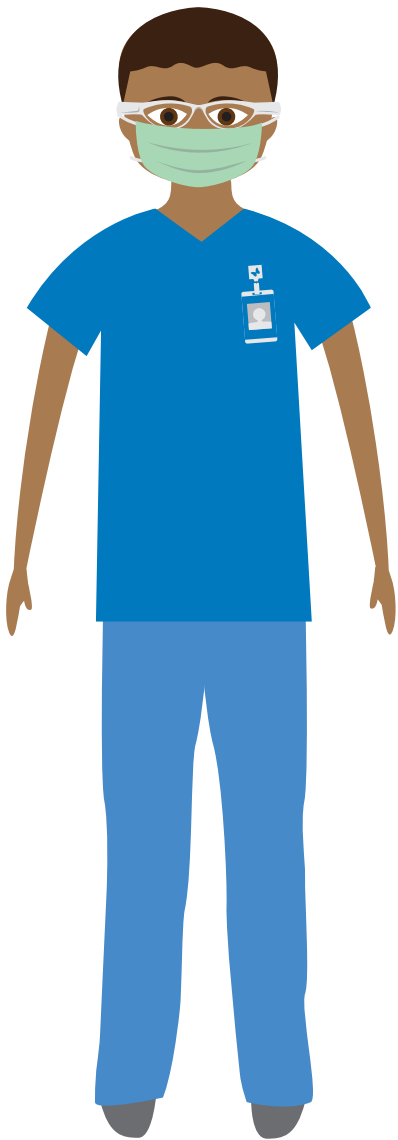
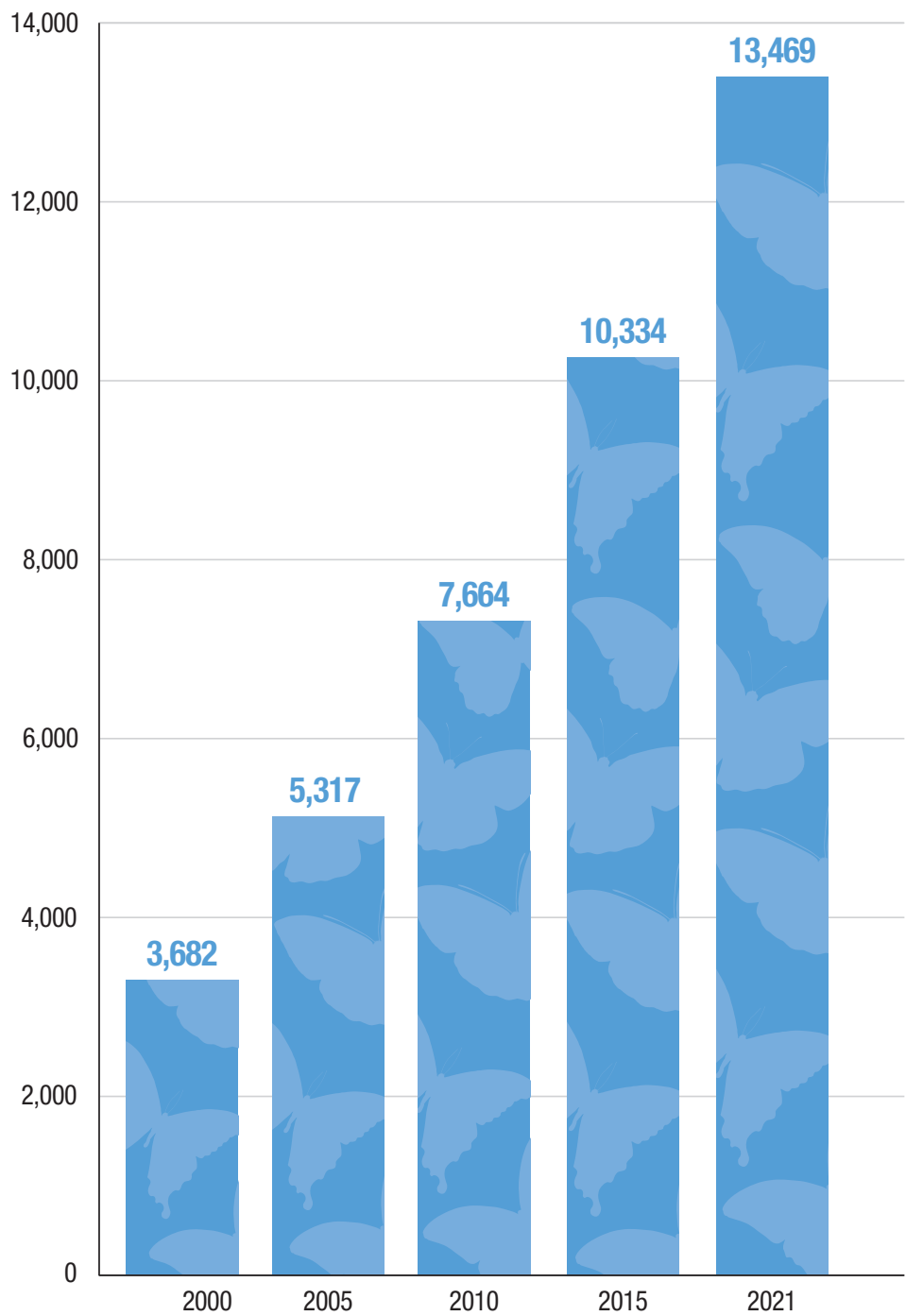
The three Employee Recognition team members, Keyla Fincher, Kelicia Smith and Susan Zanon have worked at Nationwide Children's for a collective 43 years! How cool!

# Fast Facts Through The Years

*THE NUMBERS DON'T LIE — EACH YEAR WE SEE MORE PATIENTS AND PROVIDE MORE CARE.*

Take a look at some of these fun statistics, and note that even in 2021, during the pandemic, our volumes still hold strong.

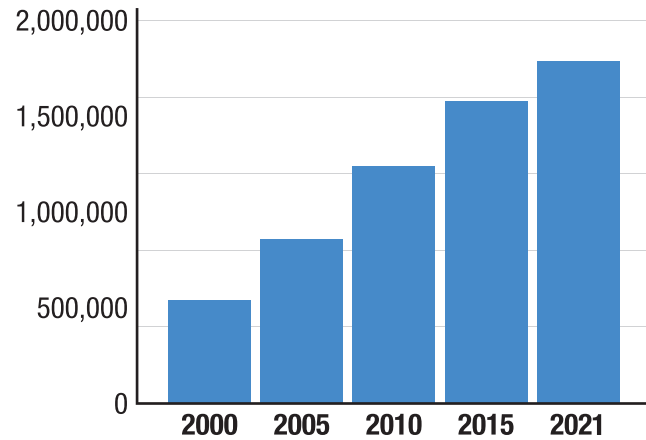
## TOTAL STAFF \*







## OUTPATIENT VISITS



*\*Most recent data from CHA-member pediatric hospitals based on number of staffed beds*

## RESEARCH AWARDS/FUNDING

**2005:** \$36.1 million

**2010:** \$69.4 million

**2015:** \$92.3 million

**2021:** \$134.9 million



## TOP THREE INPATIENT DIAGNOSES

**2000:** Asthma, Pneumonia, Respiratory Distress Syndrome

**2005:** Asthma, Bronchiolitis/Bronchitis, Convulsions/Fever

**2010:** Chronic Disease of Tonsils and Adenoids, Asthma, Bronchiolitis/Bronchitis

**2015:** Short Gestation/Low Birthweight, Acute Bronchitis and Bronchiolitis, Asthma

**2021:** Short Gestation/Low Birthweight, Acute Bronchitis, Respiratory Distress of Newborn



## LET'S GET SOCIAL!

In August 2010, we shared an article in *Spotlight* (fun fact: that's what *Inside Nationwide Children's* used to be called!) with a by-the-numbers of our social media channels.

### READY FOR SOME IMPRESSIVE UPDATES?



#### FACEBOOK FOLLOWERS

2010: 15,000

2021: 246,161



#### YOUTUBE

2010: 350 Videos

2021: 4000 Videos, 70,000 Subscribers,  
37 Million Video Views



#### ONE OF AMERICA'S BEST CHILDREN'S HOSPITAL SOCIAL MEDIA LEADERS\*

\*ListenFirst Social Engagement Score

Are you connected with our social media? Head to page 4 for a list of our social media handles.

## WE'RE BUILDING — CAMPUS EXPANSION AND RENOVATION

You already read about some facilities updates on page 5. Did you know that in April 2006 the entrance to the C Lobby opened? Or that the C4 NICU opened in the newly expanded C Building? The 2006 article also talks about the former Ronald McDonald House on 18th Street.

If you've been a Nationwide Children's employee for a while, you know that there was a brick building directly across from the Outpatient Care Center — it used to be the Ronald McDonald House but in 2006 housed multiple departments. Now, that building is no longer and it's a parking lot. But don't worry! Those departments have homes!

### SEE WHERE THEY'VE ALL MIGRATED:

**Human Resources:** Some HR groups are in the Near East Office Building, and Talent Acquisition is in the Faculty Office Building

**Security, now called Protective Services:**  
Faculty Office Building

**Central Ohio Poison Center:**  
255 E. Main Street







## TELEHEALTH GROWTH

In March 2008, we shared how telemedicine was implemented to help with care of newborns. Says the *Spotlight* article: “This enhanced communication allows greater collaborative decision-making between pediatricians at remote hospitals and Nationwide Children’s neonatologists.”

Now more than 12 years later, we know how critical telehealth has become! During the start of the COVID-19 pandemic, Nationwide Children’s quickly pivoted to telehealth for many services so children could continue their care even at a distance.



2020-2021:

**360,000 TELEHEALTH VISITS**

## SUPER THROWBACK: THE COMINGS AND GOINGS OF TIMKEN HALL

While most of the history we’ve shared has been from the last 20 years, here’s one from the archives. When you walk the hospital’s Orange Path from the Outpatient Care building, you’ll notice there’s a small courtyard outside of Clementine’s café. If you’ve been at Nationwide Children’s long enough, you’ll remember there used to be a building there!

Demolition of Timken Hall occurred in the fall of 2020, but our friends in Engineering reminded us of its history. The south half of Timken was originally built in 1948, and the north half in 1956. Additions and remodeling occurred over three decades, in the 1970s, 1980s AND 1990s! Many departments called Timken Hall home over the years, including Payroll (1980), Psychology (1990), Family & Volunteer Services (1996) and Clinical Research (2008).



## SHARE YOUR THEN AND NOW

We want to hear from you! Tell us about your department, program or building and how it has grown in the last two decades. Those who submit will be entered to win an exclusive Nationwide Children’s logo item, and we’ll share submissions on ANCHOR. You can earn a bonus entry by sending a photo from then and now!

Email your submissions to [EverythingMatters@NationwideChildrens.org](mailto:EverythingMatters@NationwideChildrens.org).



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# Research:

## Building Better Vaccines Against Dangerous Viruses



*A team of researchers, including three from Nationwide Children's, has developed a candidate vaccine against RSV.*

***Research scientists at Nationwide Children's Hospital have created promising candidate vaccines against two life-threatening viruses: respiratory syncytial virus (RSV) and SARS-CoV-2, the virus that causes COVID-19.***

RSV is incredibly common and infects most children at least once by the time they're 2 years old. Many children recover easily, but some do not, and RSV is the most common reason children younger than 1 year of age are hospitalized around the world.

While this virus usually infects children in the winter months, last year, Nationwide Children's and hospitals across the U.S. saw the number of children with RSV peak unusually over the summer.

Additionally, the United States continues to report many new COVID-19 infections each day.

Vaccine research is crucial to tackling the pandemic and preventing these dangerous infections.



### ***Learning from Babies' Immune Responses Against RSV***

Scientists at the National Institutes of Health (NIH) have been working to develop a vaccine against RSV since it was identified more than 60 years ago. Now, a team of six researchers, including three from Nationwide Children's — **Octavio Ramilo, MD**, **Asuncion Mejias, MD, PhD**, and **Mark Peeples, PhD** — has developed a candidate vaccine against RSV and tested it in preclinical studies. Their research shows it's the most protective candidate that's been created to date.

In 2015, the group received a \$6.75 million program project grant from the NIH to research the immune systems of babies who recovered well from RSV infections and develop a vaccine that “teaches” the immune systems of babies who haven't yet been infected how to respond as successfully when they encounter the virus. Now, the group is working to broaden and deepen that immune response to further improve their vaccine candidate.

### ***Standing on the Shoulders of Giants to Fight COVID-19***

While researchers have been developing vaccines against RSV for 60 years, vaccines have been safely protecting children against measles for nearly as long.

With decades of data to show the measles vaccine is safe and effective, researchers from Nationwide Children's and OSU, including Dr. Peeples and **Amit Kapoor, PhD**, decided it would be the perfect foundation for a new vaccine against SARS-CoV-2 — one that could be produced more quickly and inexpensively, stored more easily and even provide protection for longer than the COVID-19 vaccines currently available in the United States.

The SARS-CoV-2 virus's spike protein allows it to enter and infect nasal cells. Researchers added a stabilized, “pre-fusion” version of this spike protein (which is also the basis for the Moderna and Pfizer mRNA vaccines) to the measles vaccine to create their new vaccine candidate, which successfully protected against COVID-19 in animal studies. Jianrong Li, DVM, PhD, a professor of virology at The Ohio State University and a faculty member in its College of Veterinary Medicine was the senior author of the study and one of the team's key collaborators.

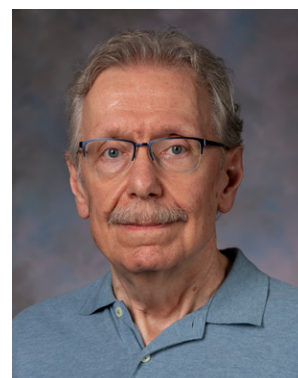
By showing the immune system a “preview” of this spike protein, the vaccine helps the body prepare to fight the virus. ■



*Octavio Ramilo, MD*



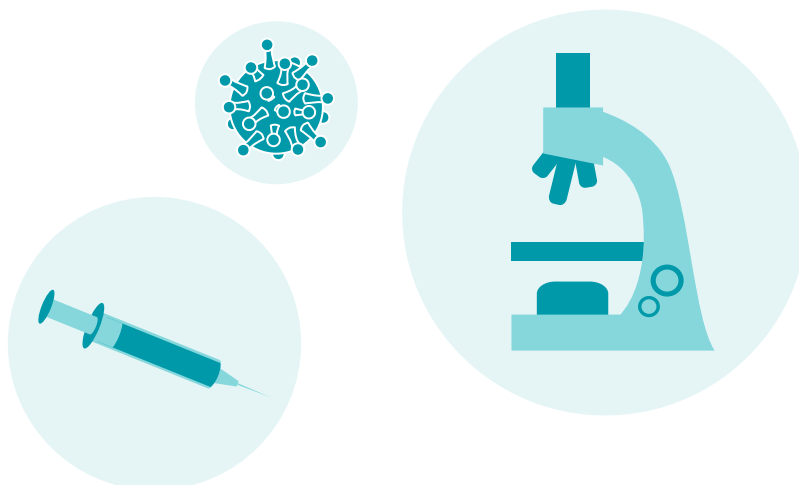
*Asuncion Mejias, MD, PhD*



*Mark Peeples, PhD*



*Amit Kapoor, PhD*



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# YOU Matter: Finding Calm



*Use a technique like the YOU Matter Pause to help lower your stress level.*

***Kristy deVries, YOU Matter program manager, explains why feeling wonky during the pandemic has turned into feeling exhausted, frustrated and afraid, and shares what we can do to feel better and stronger.***

We can all agree that since the beginning of 2020 we have all felt a little wonky. Here we are, two years into the pandemic, and we are back to wearing masks. Many of us may still feel wonky but now we're exhausted and frustrated too. What we all want is to feel normal and to feel less afraid and frustrated.

The pandemic, staff shortages and other stressors may kick us into a stress injury. When we are experiencing high stress, we begin to have a more difficult time managing our emotions, problem solving and dealing with complex situations. Our bodies think we are in danger and send us into fight or flight mode. Whenever we feel this level of stress, we're reminded that we need to slow down and connect with our breath. YOU Matter has many techniques that can help us feel more grounded even though we cannot fix the pandemic, but we can connect with our breath to feel calmer.



*The YOU Matter Pause, a breathing break, provides you with the opportunity to calm down by activating our parasympathetic nervous systems, or the rest and relaxation part of our nervous system.*

## BREATHE MORE. STRESS LESS. KEEP THE PRESSURE DOWN.

USE THE 4-7-8 BREATHING TECHNIQUE TO LOWER YOUR STRESS LEVEL.

# PAUSE



Inhale through nose for

**4**

seconds



Hold for

**7**

seconds



Exhale through mouth for

**8**

seconds

The YOU Matter Staff Support Program is available to all Nationwide Children's Hospital employees, no matter your role. For support and information about well-being, stress management and resiliency building, reach out to the YOU Matter email: [YOUmatterProgram@NationwideChildrens.org](mailto:YOUmatterProgram@NationwideChildrens.org). If you are facing an urgent issue, please call the **YOU Matter Hotline** at (614) 722-5005. ■





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

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## A Commitment to Care at East Columbus

Last fall, the Nationwide Children's East Columbus *Close to Home*™ Center with Urgent Care celebrated 20 years since it's opening. Pictured here are **Terry Barber, MD**, and **Luciana Berg, MD**. Dr. Barber, who's been at Nationwide Children's for a total of 38 years, served as the first lead physician for the East Broad location, and Dr. Berg, the current lead physician there, has spent 14 years in Urgent Care.

"The growth of Columbus and surrounding communities and the diverse presentation of cultures has made the biggest impact on our operations," says Dr. Barber about the last two decades. "In addition, changes in primary care practice, job and family challenges, increased utilization of alternative access to care, increased complexity and acuity of patients, and reduced access to primary care services has increased the volume tremendously."

And as for the future? "I hope that in the future the East Broad Urgent Care site will continue to provide high quality care to the wonderful patients and families of East Columbus," says Dr. Berg, "and that we will continue to develop coordination of care with community primary care practices, Nationwide Children's primary care clinics and the Nationwide Children's Emergency Departments."

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