

**STAND
AGAINST
RACISM,
STAND
FOR
HEALTH
EQUITY**
REPORT



**NATIONWIDE
CHILDREN'S®**

When your child needs a hospital, everything matters.



WELCOME

Our Why...

In June 2020, more than 1,000 Nationwide Children’s Hospital team members came together to stand in unity against racism and for health equity. There were many reasons why so many of us participated, but George Floyd’s tragic death in Minneapolis had a massive impact on staff, the city of Columbus and the nation. The guilty verdict in the murder trial is a powerful and historic moment. Sadly, incidences of racism, violence and social injustice continue across our nation and here in Columbus.

What do the deaths of adults have to do with the children and families we serve? It begins with our One Team values and our commitment to an inclusive team. For those we serve, a focus on health equity allows us to provide optimal care for all. We recognize that a child’s zip code, age, race, economic status and education should not determine their health outcome. We acknowledge that, as a health care system, we do not exist in a bubble. We are part of a much larger community with some members having disparate experiences. What does this mean? For some of us in the community, in spite of our individual efforts, there are barriers that keep us from fully thriving. As a health care system committed to research, we want to explore why there are consistently different health outcomes for some even as we continue to deliver exceptional and equitable care.

It is not just our individual thoughts and intentions that inform us of the current racial and health inequities we see for communities of color, and specifically for the African American community. Research has consistently shown us throughout the last few decades that for some of us, inequity and disparity are a daily lived experience. At Nationwide Children’s Hospital, we want to be intentional about leveraging our resources and levels of influence to dismantle these systems of inequity.

What Taking a Stand Looks Like...

Diversity, equity and inclusion are cornerstone values at Nationwide Children’s, and advancing them is an essential part of the hospital’s work. We have a strong track record of promoting inclusion for all of us and supporting all employees, the communities we serve and all children and families regardless of who they are, where they’re from or their ability to pay. Our commitment to these values is why the events of 2020 shook us all so deeply — and why we all knew there was an urgent need to go further.

Last summer, hospital leadership committed to further examining our efforts in inclusion and equity to determine what next steps we can take together. This began by listening to the Nationwide Children’s team. Hundreds of staff members from across the organization shared their thoughts, experiences, feedback and ideas through surveys and a series of town hall meetings and listening sessions. These conversations directly informed the start of a new, deeper, and more comprehensive approach to the hospital’s diversity, equity and inclusion efforts.

We present this report as an update to our work so far, but we hope it will soon become out of date. Our plans are already becoming actions, and we want the results of these actions to push us further.

In fact, it is a tenet of the hospital’s diversity, equity and inclusion mission that there is no point at which the work is done. Being champions of all children is in our DNA. It is clearer than ever that we must stand against racism and stand for health equity for them, and for every member of our team.

Tim Robinson,
Chief Executive Officer

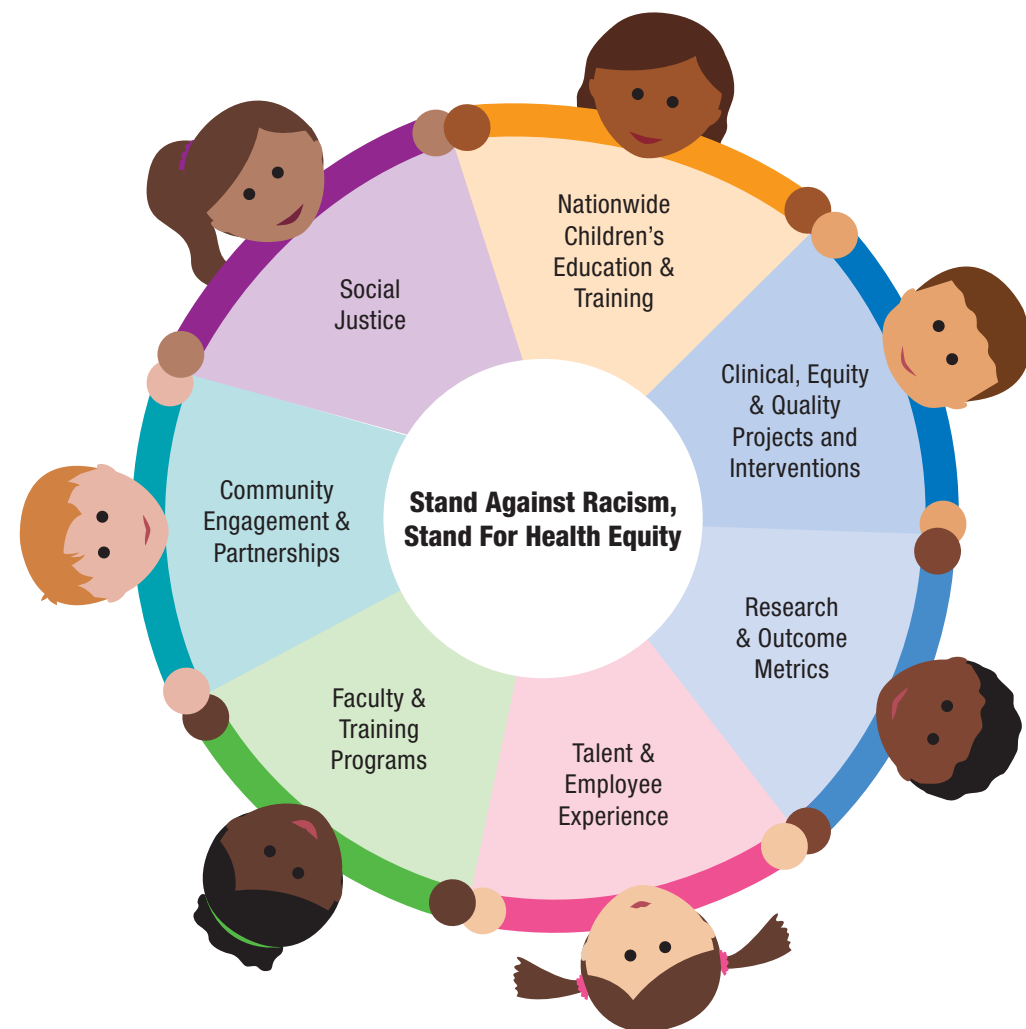
Olivia W. Thomas, MD,
Chief Diversity and Health Equity Officer

Lorina W. Wise, JD,
Chief Human Resources Officer

OVERVIEW

The hospital's Stand Against Racism, Stand for Health Equity initiative has been organized into seven pillars. These pillars are designed to:

- encompass all intertwined aspects of our organization and shared work
- help us identify ways to make antiracism and equity a priority in each of them
- provide lenses we can use to evaluate ourselves and our progress



PRINCIPALS OF EQUITY, INCLUSION AND DIVERSITY

- All patients, families and staff should be treated with equal dignity.
- Everyone should feel equally welcome at Nationwide Children's Hospital — regardless of background, race, gender, etc.
- All children deserve an equal chance to achieve Best Outcomes in life and reach their full potential.

PILLARS

NATIONWIDE CHILDREN'S EDUCATION & TRAINING

Nationwide Children's Education and Training focuses on helping all employees learn more about themselves and others. Our learning experiences include providing culturally responsive care for all we serve, inclusive best practices, addressing bias, exploring race and racism, and many other meaningful learning experiences that support each one of us on our inclusive journey. We will accomplish this by engaging in meaningful and informed workplace dialogues with concrete actions.



Gina McDowell



Lourdes Negrón-McDaniel



Olivia Thomas, MD

One Team Diversity/Equity/Inclusion Trainings and Self Study

Immersion Experiences

Group Discussions (e.g. Lunch/Learn)

Town Hall Meetings

Seminars, Training and Mentoring

Leader and Physician Development

TALENT & EMPLOYEE EXPERIENCE

Talent and Employee Experience aims to cultivate a diverse work force and create a positive and affirming workplace environment for all staff.



Kim Regis



Lorina Wise

Recruitment

Hiring, Compensation, Retention

You Matter, Matrix

Employee Resource Groups (ERGs)

Development, Coaching and Promotion

New Employee Orientation

Policies

Continued

COMMUNITY ENGAGEMENT

Community Engagement and Partnerships supports and invests in the neighborhoods surrounding Nationwide Children's to promote health and wellness. This is important because only 20% of an individual's health and wellness can be directly impacted within a health care setting, while 80% impacted within the community.



Patty McClimon



Angela Mingo

Healthy
Neighborhoods
Healthy Families

Social
Determinants
of Health

Partnerships

Pediatric
Vital Signs

Vendor/
Purchasing

RESEARCH & OUTCOMES

Research and Outcome Metrics identifies potential gaps in our care and research for the diverse patient populations we serve, and examines whether our interventions to address them are successful.



Deena
Chisolm, PhD



Dennis
Durbin, MD

Population
Health

Center for Child
Health Equity and
Outcomes

Individual
Programs/
Projects

CLINICAL, EQUITY & QUALITY PROJECTS AND INTERVENTIONS

Clinical, Equity & Quality Projects and Interventions is designed to expand and improve health care delivery. Racism has been declared a public health crisis and Nationwide Children's is committed to discovering where the gaps in equitable care exist and eliminating them.



Courtney
Brown, MD



LaVone
Caldwell



Lee Ann
Wallace

Quality
Improvement
Based on Data
by Race, Ethnicity
& Language

NICU,
Prematurity
and Neonatal
Abstinence
Syndrome

Language
Services

Behavioral Health

Code Violet/
Security

Care
Coordination and
Social Work

Hem/Onc

FACULTY & TRAINING PROGRAMS

Faculty and Training Programs focuses on recruiting and supporting those training to become doctors and researchers.



John
Barnard, MD



Yinka Olutoye,
MD, PhD



Valencia
Walker, MD

Appoint Vice
Chair Diversity
and Inclusion

Recruitment of
Underrepresented
Minority Fellows,
Residents and
Faculty

Evidence-based
Didactic and
Experiential
Learning

Research

SOCIAL JUSTICE

Social Justice seeks ways for us to broaden our perspective to consider that other issues may have layers that impact children and provide additional advocacy opportunities.



Rhonda Comer



Nick Jones



Lynn Rosenthal

Justice System
Child Advocacy

Children of
Incarcerated
Parents

Legislative Policy
and Government
Relations

AIM STATEMENTS

Each pillar has AIM statements (goals), key drivers (resources, ideas and challenges involved), and interventions (measurable actions and steps to achieve these goals), as well as work streams (the multidisciplinary groups of people currently working on and tracking progress towards the goals). These pillars and their work streams report to the Diversity Steering Committee, which is made up of senior leaders and has been in place since 2002.

As our work progresses, plans turn into actions and actions produce good results, the intention is for the hospital to respond by continuing to raise the bar and modify and adapt our strategies and tactics accordingly.



Staff shared feedback during in person and virtual listening sessions.

NATIONWIDE CHILDREN'S EDUCATION & TRAINING

Listening and Co-Creating Our Learning Experiences

AIMS

- Increase percentage of faculty, physicians, researchers and staff who engage annually in diversity, equity and inclusion learning for all, specifically on topics related to race, racial equity and equitable care.
- Expand the catalogue of Nationwide Children's-wide education for diversity, equity, inclusion, and race, emphasizing a culture of inclusion for all of us (patients and families, staff and community).

The Nationwide Children's Education and Training pillar focuses on the hospital's employees. If the hospital can support diversity, equity and inclusion for all staff, the results will impact our patients and families, and the way we work with and support one another.

This team consists of a diverse group of staff throughout the hospital including physicians, nurses, social workers, behavioral health professionals and researchers.

There are two focuses — engagement and access.

Engagement is about making sure staff have the opportunity to act on a variety of resources, a variety of methodologies to get information and education tools related to diversity, equity and inclusion. Employees should be able to **access** these resources in a way that works best for them in both their work and home responsibilities.

The pillar team realized Nationwide Children's has numerous educational resources for staff. Instead of creating something new, the team plans to reorganize what is already available for easier awareness and access.

The result was a Diversity, Equity and Inclusion Resources page for staff that is easy to navigate.

The team also learned from listening to staff that a unified approach to language was needed as it relates to diversity terms. The team developed and recently rolled out the **"Words Matter"** resource, composed of a detailed glossary of terms, writing style guide and word-usage tip sheet. This ensures education and information is consistent.

To create a baseline for employee views, attitudes and needs, the team sent a survey to staff at the end of 2020. One of the questions, "Why do you or do you not engage with education and information?" resulted in more than 2,700 open-ended responses. This rich data will help steer what is created for staff, patients and our community.

The data from the survey is being split into three categories — measures, promotion and communication. Overall, employees shared that diversity learning opportunities should cover the various dimensions of diversity in addition to race and gender, including disability, LGBTQ+, age, religion, military status, education and many others.

SPOTLIGHT

Did you know? In the first quarter of 2021, the Education & Training team rolled out a variety of tools for employees to access on the Intranet:

- **Conversation Starters:** Suggestions for how to have successful conversations related to diversity and inclusion, including about race.
- **"Your Voice is a Choice" Cards:** Ways for employees to anonymously share their experiences on diversity and inclusion.

STAFF VOICES: A VITAL PIECE TO OUR ANTI-RACISM RESPONSE

Summer 2020 was a critical time in our nation. It was Nationwide Children's mission and opportunity to address the issue of racism head-on and double-down on Nationwide Children's efforts to support health equity for all. The voice of our staff was crucial in developing our on-going anti-racism response. To do that, there were several opportunities for staff to share their thoughts and ideas:

Feedback Form: Through an online submission form on ANCHOR, the hospital's intranet, staff could share thoughts on how Nationwide Children's was handling the anti-racism response and could note opportunities for improvement.

Listening Sessions: All staff had the chance to join a listening session. Dr. Olivia Thomas, chief diversity and health equity officer and Lorina Wise, chief human resources officer, hosted more than a dozen scheduled listening sessions — both in-person and virtual. During these small group sessions, staff provided their feedback and suggestions about the hospital's diversity, inclusion, health equity and anti-racism initiatives.

The comments and ideas received through both the ANCHOR feedback form and the listening sessions were shared with Nationwide Children's leadership. It helps shape the continued efforts of the hospital to Stand Against Racism and Stand for Health Equity.

- **Racial Battle Fatigue and Self-Care:** Tips on how to take care of ourselves as we go through the heaviness of this work together and stay committed and motivated for change.

We are committed to ongoing learning and development for all of us so that we can work together and deliver best outcomes for the children, families, and communities we serve.



Engaging with the Military/Veteran Employee Resource Group.

TALENT & EMPLOYEE EXPERIENCE

Reflecting the Communities We Serve in Support of Best Health Outcomes for All

AIMS

- Increase proportion of underrepresented groups in professional positions by 2025 (URMs include people with disabilities, LGBTQ+, military, etc.).
- Increase diversity of underrepresented minorities (URMs) in management positions by 2025.
- Increase retention of URM employees by 2025.

The Talent and Employee Experience pillar was created to promote innovations and best outcomes through an inclusive and welcoming work environment. Its goal is to cultivate a diverse workforce, advance equity and practice inclusion.

Cultivating Diversity and Advancing Equity

One of this pillar's goals is to increase diversity of underrepresented minorities in professional and management positions by 15% by 2025. Specifically, this focus includes diversity dimensions of race, gender, individuals with disabilities, individuals who self-identify as LGBTQ+ and other underrepresented dimensions of diversity.

Many partnerships, externships and internships are already in place. For example, the diversity of candidates in the nursing externship and residency/fellowship programs is currently tracked; new staff and faculty are recruited from historically Black colleges and universities; and the hospital supports science-based programs in local high schools.

This is all good, worthwhile work, but a greater understanding of its efficacy is needed. The pillar team is looking into 'how' the hospital is doing this work. Are the programs working? Do they need to be enhanced? Do we need to expand our partnerships within the community?

Recruiting top talent is also a priority. Having diverse management will empower us to leverage the diversity of thought, experience and perspectives these leaders bring to reflect the voices of the communities we serve, to innovate and to be more responsive in delivering the best health outcomes for the diverse children and families we serve.

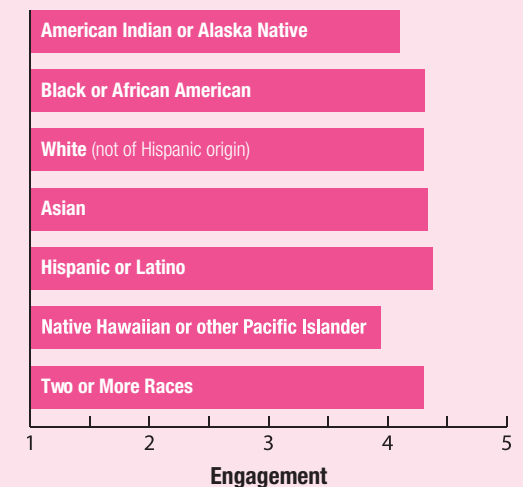
Practicing Inclusion

Another goal is to increase the retention of diverse employees. Why do employees decide to join Nationwide Children's? Why do they leave and why do they stay? What are we doing right and what can we do better in keeping employees, specifically those from under-represented groups? We need to look at best practices and identify areas of opportunities.

HIGH ENGAGEMENT FOR DIVERSE EMPLOYEES

The importance of employee engagement helps reduce staff turnover, improve productivity and efficiency and often translate to high safety grades and patient satisfaction ratings. Nationwide Children's conducted an engagement survey this past Fall, in the midst many global challenges. We scored 4.3 out of a 5 point scale, exceeding the national children's healthcare average.

Breaking down the data by diverse employee populations, we found high engagement from all races.



SPOTLIGHT

Did you know? The most recent employee engagement survey (2020) reveals that Nationwide Children's scored above average for employee engagement, resilience, and diversity within the employee, manager, and organization ranges.

This is a great foundation to build upon as we continue to work with individuals, groups and departments across the hospital to continue building on an inclusive and equitable environment for all of us.

To highlight equity, each area will have different needs and resources, with the overarching goal to sustain an inclusive culture where we are welcomed, supported and valued to do our best work in support of the children and families we serve.



"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



We improve the community we serve through multiple programs.

COMMUNITY ENGAGEMENT & PARTNERSHIPS

Partnering for Community Impact

The mission of Community Engagement & Partnerships is to promote community health and wellness by addressing social determinants of health, to contribute to successful outcomes in the lives of racially, ethnically, and socio-economically diverse children and their families. This population health outreach supports the community and neighborhoods surrounding Nationwide Children's. A diverse group of Nationwide Children's departments make up this pillar, including Community Relations, Engineering, School Health Services, Infant Wellness and Community Wellness.

There are five areas of focus within Community Engagement & Partnerships:

- Healthy Neighborhoods Healthy Families
- Social Determinants of Health
- Partnerships
- Pediatric Vital Signs
- Vendor/Purchasing.

While we've already made strong progress in the last few years on our community engagement and partnerships, we will continue to promote these areas of focus and how we further the mission.



"This work is ongoing for us. I'm proud that we've been in this space for some time... We are proud to be in the affordable housing space and are excited to see what the future holds for 2021 and beyond."

Angela Mingo
Director of Community Relations

AIMS

Healthy Neighborhoods Healthy Families (HNHF)

- Create and sustain mixed-income communities by working with community partners and stakeholders to:
 - Create or preserve 1,000 units of affordable housing which includes the South Side (15%).
 - Create aims in consultation with stakeholders for developing affordable housing in Linden by 2025 and by improving 100–150 homes and developing 20–30 homes and 50 rental units by 2025.
- Increase opportunities for economic advancement of URM individuals by:
 - Increasing the number of URM community members that participate in workforce development programs and obtain a living wage career pathway as a result.
 - Increasing the number of jobs and business created within the community.
 - Increasing the URM youth employment rate in the community.
 - Increasing the percentage of Nationwide Children's purchases from local URM businesses.
- Improve educational opportunities in HNHF communities by:
 - Increasing kindergarten readiness of URM children in Linden and the South Side.

- Reducing chronic absenteeism by URM children in Linden and the South Side.
- Increasing high school graduation by URM children in Linden and the South Side.
- Improving the sense of community and engagement as reported through neighborhood programming.
- Improving pediatric health outcomes in URM children by increasing:
 - Prevention — Well child visits, immunizations, students exposed to evidence-based health education, teen pregnancy prevention.
 - Evaluating Behavioral Health — Depression screening, completed linkages to behavioral health care.

Social Determinants of Health

- Increase the percentage of Nationwide Children's patients receiving a social determinants of health screen.

Pediatric Vital Signs

- Implement one intervention aimed specifically at reducing racial disparity in each vital sign measure.

Vendor/Purchasing

- Increase Nationwide Children's spend with diverse suppliers 5%.

SPOTLIGHT

Did you know? Nationwide Children's is partnering with the community by creating and preserving 1,000 units of affordable housing on the South Side by 2025. This recognizes the importance of housing as a social determinant of health, impacting the health and wellness of children and families we serve.

As an anchor institution within the community, Nationwide Children's will continue to invest and lead in creating safe and healthy spaces where individuals can live, learn, work, play and thrive in their neighborhoods.





Nationwide Children's is committed to improving care through research.

RESEARCH & OUTCOME METRICS

What Inclusive Research Looks Like

AIMS

- Generate at least three scientific publications per year demonstrating the impact of Nationwide Children's community wellness and population health initiatives on URM child health outcomes.
- Establish Nationwide Children's and the Abigail Wexner Research Institute as leaders in child health equity research as evidenced by invited lectures, participation in national partnerships, publications and earned media interviews.
- Provide at least three actionable feedback reports on the outcomes of selected Stand Against Racism, Stand for Health Equity initiatives for internal planning and communication and for external dissemination.

Nationwide Children's produces some of the best pediatric health care research in the country. We aggressively pursue new knowledge that informs testing, treatment and patient care. As the hospital developed its new approach to advancing diversity and inclusion, a question arose: how do we use that strength to examine these issues as effectively as possible?

There are three key areas where research can help us determine how to improve equity and make lasting changes: research on health, research on research and research on the hospital's diversity and inclusion efforts.

1. First, the hospital needs to expand its "research on health" to gather new knowledge about the diverse patient populations it serves and the factors that impact them, in order to better advance health and wellbeing for all children.

Many states, local governments and health care organizations — including Nationwide Children's — have declared racism a "public health crisis." Health care quality and outcomes also differ by socio-economic status and place of residence. We need to study every intertwined aspect

of children's health through collaborations between our researchers to eliminate child health inequities and achieve best outcomes.

2. "Research on research" is how we examine our own work, improve as an institution and become more equitable. Are we using our data to really examine whether there are gaps in our research on or treatment of different patients?

Examining our own research allows us to identify areas for improvement and make corrections.

3. Finally, research on the Stand Against Racism, Stand for Health Equity framework enables us to objectively measure our progress towards the goals in each pillar and examine whether our work is successful. This keeps us accountable and gives us data we can share with you, our employees, to help you stay informed. Additionally, we have strong community wellness partnerships, and our research allows us to determine how our work in our communities is making a difference and how we can do more.

SPOTLIGHT

Did you know? Nationwide Children's and the Abigail Wexner Research Institute are becoming leaders in child health equity research as evidenced by invited lectures, participation in national partnerships, publications and earned media interviews. Why? Because we are committed to improving care for all children and advancing health equity for all, and we want to lead in this local and national conversation because the health and wellness of every child matters.



"Research creates change and allows us to be seen publicly and within our organization as focused on how we can do things better."

Deena Chisolm, PhD

Director of the Center for Child Health Equity and Outcomes Research

CREATING THE CENTER FOR CHILD HEALTH EQUITY AND OUTCOMES RESEARCH

Nationwide Children's studies health equity. In fact, we recently formed the Center for Child Health Equity and Outcomes Research, led by our nationally recognized health equity expert Deena Chisolm, PhD. Studies from this center will help us, and our colleagues around the world, better understand the effects of health disparities in health care access, health policy and community initiatives, and will inform solutions.

The investigators at the Center partners with the Hospital and other pediatric organizations to identify opportunities to improve care for children and families at risk. It also develops new or modifies existing information or communication technologies for implementation in pediatric healthcare settings.

Learn more by searching "Child Health Equity and Outcomes Research" at [NationwideChildrens.org](https://www.NationwideChildrens.org).



We serve families in multiple languages through our Language Services team.

CLINICAL, EQUITY & QUALITY PROJECTS AND INTERVENTIONS

Improving Care for all Children & Advancing Health Equity

AIMS

- Develop strategies to report clinical and quality outcome data by race, ethnicity, and language. Analyze clinical and quality data for racial disparity. Incorporate race, ethnicity and language into clinical and quality AIMS and KDDs. Develop strategies and teams to impact and reduce disparity to improve outcomes. Include results of and progress toward reducing disparity in reporting to Stand Against Racism tracking.
- Identify opportunities to improve Partners For Kids Care Coordination in URM.
- Identify baseline data to measure language services processes and outcomes.
- Provide education, training, and support to Behavioral Health and non-Behavioral Health Nationwide Children's staff to ensure equitable care for patients and families.
- To achieve a 20% reduction in differential approaches and responses to patient specific Code Violet Activations by racial identity, ethnicity and language by December 31, 2021.
- **NICU:** Develop a program to address systemic racism in the NICU; formation of a Neonatal Network group.
- **Hem/Onc:** Create and sustain an inclusive culture that encourages, supports, and celebrates diversity in our patients, families, customers and team.

The Clinical, Equity & Quality Projects and Interventions team encompasses groups including inpatient and outpatient operations and Partners For Kids. This pillar team's goals are to:

- Improve health care delivery for all people, communities and populations
- Ensure that high quality and timely data on the factors behind social determinants of health and disparities are available
- Help drive all stakeholders to work together to systematically reduce inequities in care
- Ensure that clinical interventions are constantly evaluated for optimal efficacy across all population and patient groups

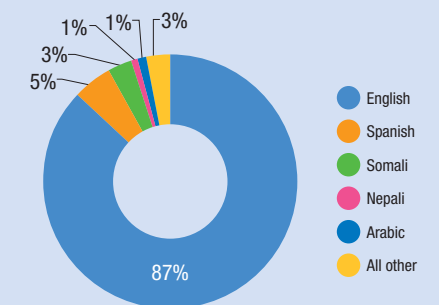
This team is looking at seven key areas:

- 1) Care through the lens of race, ethnicity and language;
- 2) NICU, Prematurity and Neonatal Abstinence Syndrome;
- 3) Language Services access;
- 4) Behavioral Health;
- 5) Code Violets ;
- 6) Care Coordination and Social Work;
- and 7) Hem/Onc.

LANGUAGE SERVICES: ONE BUSY TEAM

Did you know that 13% of the Nationwide Children's patient population's preferred language is not English?

NCH Patient Language Demographics



The Language Services teams provides qualified and competent interpretation and translations services so that Nationwide Children's clinical teams can effectively communicate with patients and families with limited English proficiency or who are deaf or hard of hearing. Working 24/7, the department supports over 100 languages spoken at Nationwide Children's.

SPOTLIGHT

Did you know? An area for us to improve care and advance health equity is our interpreter and translation services.

A key factor in delivering best outcomes for the children and families we serve is in their ability to understand and adhere to the treatment recommendations made by providers. Culturally responsive and competent communications allow patients and families to share their understanding of their health concerns, ask for clarification and develop a plan with their provider that will support them on their journey to wellness.

Providing language and communication access services matters, and it is why we are focused on increasing utilization and documentation of services for the many cultures we serve from 70% to 80% by the second quarter of 2022.



"I was born to a Panamanian mother and an American father. I became an interpreter in 2004 and it has been a great experience. Studies have shown that an effective communication through an interpreter leads to better health outcomes. Nationwide Children's Hospital supports this by providing an interpreter for everyone with limited English proficiency. My goal is to be an effective communicator in order to achieve the best possible health outcome for our patients."

Benjamin Trotter
Medical Interpreter and Supervisor, Language Services



Our staff are always learning to better serve our patients and their families.

FACULTY & TRAINING PROGRAMS

Providing Culturally Responsive and Equitable Care

AIMS

- Increase the number of URM residents recruited to Nationwide Children's to equal the demographic distribution of our patient population by July 1, 2022 and sustain henceforth.
- Include a minimum of 1–2 slides for each Grand Rounds presentation that address diversity, racism or health equity by July 2021 and sustain henceforth.
- Hold formal bimonthly DREAM Conversations among faculty and trainees to enhance dialogue on issues relating to diversity, racism, and equity in academic medicine.

This pillar focuses on physicians and trainees and the important role they play in providing equitable care for all.

It's important that patients and families see themselves reflected in our physicians who provide their care. When the hospital faculty and staff look like the communities we serve, the health care we provide becomes more culturally responsive and competent, thus promoting equitable care.

Since 2015, Nationwide Children's has had an initiative in place to increase the number of physicians and trainees from underrepresented

minority groups by working to recruit more diverse classes of pediatric residents. When the initiative began, just one resident in that year's cohort of 35 identified as part of an underrepresented minority group. Today, the racial demographics of resident cohorts match those of our patients, and have for two years and counting. Now, the hospital needs to replicate the strategies that were successfully used to recruit more diverse residents to improve diversity among other kinds of trainees.

Just recruiting more underrepresented minority physicians to Nationwide Children's isn't enough — there must be an environment where we

retain them. Ensuring a positive experience for all faculty and staff members empowers them in their work to impact the hospital's mission year after year.

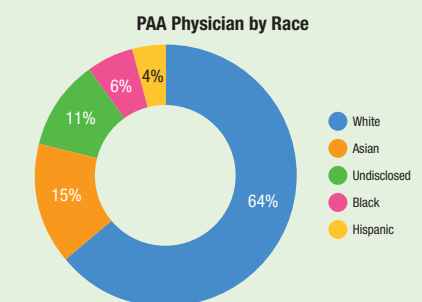
The Department of Pediatrics at Nationwide Children's has launched DREAM Conversations, a bimonthly panel discussion series about racism in medicine, microaggressions experienced by faculty and trainees.

Personal stories and experiences are powerful, and this forum allows faculty and trainees to share their experiences and find support and affirmation, while giving others the opportunity to listen, learn and grow. Attention to the experiences of these faculty members and trainees also allows the Department of Pediatrics to identify problems and strategize about solutions.

ENCOURAGING A DIVERSE RESIDENCY CLASS

Over the course of several years, our residents, fellows and faculty at Nationwide Children's Hospital have become more diverse. The intentional recruitment of a diverse workforce that mirrors our patient population is crucial to our success in addressing social determinants of health, quality and Patient safety, genomic medicine, behavioral health and population health.

As we train the next generation of talented physicians and researchers, striving for a diverse workforce is the right thing to do.



SPOTLIGHT

Did you know? A longstanding tradition in medicine is Grand Rounds, a series of high visibility lectures in which an institution invites presenters to review the latest research on a different disease or topic each week.

Since June 2020, the Abigail Wexner Research Institute at Nationwide Children's asked all Grand Rounds presentations to include slides to address related racism and health equity issues for each topic.

Additionally, at least four speakers a year are invited to address health equity topics for their entire presentation.



“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



SOCIAL JUSTICE

Committed Until Justice for All ... Just Is



- AIMS**
- Reduce visits for behavioral health concerns in incarcerated parents’ children ages 2–18 seen at Nationwide Children’s for a well child check with behavioral health concern from 50% to 25% by 2023.
 - Create a coordinated health care response for detained youth as measured by an increase in the number of youth, and youth of color, who receive provider-recommended health care during detention and at 3 months after release by 50% by the end of 2022 and sustain for one year.
 - Decrease the number of youth, and the disproportionality of youth of color, placed in Franklin County detention (both by 25%) by the end of 2023 and sustain for one year.

The work of the Social Justice pillar is focused on addressing the issue of incarceration in our society. The team looks at the children of incarcerated parents, children in the juvenile justice system, and how the hospital’s efforts can reduce healthcare visits of young people in the juvenile justice system.

We’re addressing this work in three spaces: improving outcomes for patients with incarcerated parents; juvenile health care and care coordination; and reviewing the juvenile justice system.

We recognize some of the children we serve are disproportionately adversely impacted by the criminal justice system, and we are committed to engaging in the work with internal and external partners to mitigate these impacts.

SPOTLIGHT

Did you know? Nationwide Children’s is working with a variety of local and national partners to benchmark and better understand and respond to the care coordination needs for youth in detention and those not adjudicated for felonies.

This matters because youth in detention or interacting with the system deserve the best health outcomes too. Care coordination will help maintain and promote wellness as our youth navigate the various systems they may encounter.



“As we stay focused on improving the services of all kids, we want to address the disproportion and inequity we see around social justice. This is a historically systemic issue. We must look at opportunities to make an impact on a year-by-year basis.”

Nick Jones
Director of Community Wellness



A STRONG FOUNDATION

Health equity and achieving *Best Outcomes* for all children of all backgrounds and identities regardless of ability to pay has always been central to the mission of Nationwide Children’s. Our actions today are on a broader scale, but the needs of families we address are the same.

Likewise, creating a diverse and inclusive workplace environment where *Everyone Matters* and each employee is celebrated, affirmed and knows they’re a valued member of our *One Team* has always been important to us and important to our work of achieving those Best Outcomes.

While there is still much work to be done, as we work to grow and improve every single day, our core values remain the same. The decades of work we’ve done to date serve as the foundation for our Stand Against Racism, Stand for Health Equity today.

1892 When a group of central Ohio women first established what would become Nationwide Children’s Hospital, it was done with the belief all children should have access to the best care regardless of their ability to pay. Today, Nationwide Children’s is still guided by its founding mission.

Please note: Nationwide Children’s Hospital has been called by different names over the years, but has achieved international recognition as “Nationwide Children’s.” For the purposes of this report, the hospital will be referred to as Nationwide Children’s throughout this timeline.

1900s From its earliest beginnings, the hospital established itself in an area in the community where children had the greatest need. Our location has remained unchanged since 1922.

1966 The hospital applied for a three-year, \$1.5 million federal grant to open three C&Y (Children & Youth) Clinics, primary care clinics that offer free and reduced cost services to families with low income throughout Columbus. The hospital used census tracts to define target areas where clinics should be located.

All target area children under 18 years of age in families with low income were eligible for treatment and primary care services free of charge.

1981 The C&Y Clinics, which now had four sites, celebrated their 15-year anniversary — by this time, Nationwide Children’s had delivered primary care to more than 37,000 additional children who faced barriers to care access.



The building that originally was home to Nationwide Children’s Hospital in 1894.

1982 The first Ronald McDonald House in Columbus opened in March 1982, partnering with Nationwide Children's to give family members a "home-away-from-home" while their child was being treated.



1984 The C&Y Clinics were renamed and became Community Pediatric Adolescent Services (CPAS). The hospital was awarded Ohio Department of Health funding for the new services.

1993 Nationwide Children's began offering the Resource Parents Program (later Early Start Program) to focus on improving health care for another underserved demographic facing health inequities: teen and young adult parents and their children.

1994 CPAS launched a new strategic plan to move or open clinics to address patient needs. The program was also expanded to include patients through age 22. By this point, CPAS had served 150,000 children over 27 years.

PARTNERS FOR KIDS®

Partners For Kids, now one of the country's oldest and largest Accountable Care Organizations (ACO) serving more than 400,000 children in south central, southeastern and west central Ohio, was launched at this time.

Partners For Kids works with providers and families to improve health through preventive care, care coordination, quality improvement and other initiatives.

With the support of executive leadership, Nationwide Children's also developed a multicultural advisory committee at this time and began training faculty and staff about diversity twice a year, focusing on diverse populations, identities and cultures as they became more represented in our patient populations.

1995 Nationwide Children's created its Stecker International Program to connect international scholars with the hospital. Today, 75 scholars from 30 countries have visited for three months to learn about research and care at Nationwide Children's, while sharing their own knowledge and experiences.

1997 Nationwide Children's received an Ohio Department of Health grant for an innovative new initiative: two school-based clinics. Nationwide Children's also administered a new School-Based Asthma Therapy (SBAT) Program and counseling services.

1998 CPAS grew to seven locations. The program was renamed again and became Nationwide Children's Physician Care Centers.

Nationwide Children's partnered with Red Roof Inn to provide complimentary rooms to families whose children were receiving hospital care when they could not be accommodated at the Ronald McDonald House.

The first off-campus urgent care opened.

Children's began conceptualizing a revolutionary idea to further expand access: a traveling, mobile care clinic.

1999 Nationwide Children's and OhioHealth announced a special relationship to operate Nationwide Children's Neonatal Special and Intensive Care units at OhioHealth Central Ohio hospitals (Doctors Hospital West, Grant Medical Center and Riverside Methodist Hospital) to help mothers and their children get more specialized care in the same location.

Nationwide Children's expanded its care hours at off-campus urgent care and *Close To Home*™ Centers to better fill gaps in care and better accommodate the working schedules of the families they served.

To improve health equity, Nationwide Children's decided it also needed to expand care to children outside Columbus. Specialty clinics in rural Ohio counties without pediatric hospitals were also opened at this time.



Ronald McDonald Mobile Care Center helps to further expand access to care.

2000 Nationwide Children's took the work a step further and opened its first Mobile Care Center. The 40-foot-long Mobile Care Center traveled to patients who either didn't get primary care or got it in the emergency department because they lacked insurance coverage, access to care and access to transportation.

Ronald McDonald House Charities supported opening a second Mobile Care Center to travel outside urban Columbus to further expand access to care southeast Ohio as well. This unit formed a partnership with southeast Ohio pediatric doctors and went to health departments and schools to reach kids in areas with less access to hospitals, clinics and care facilities.

2001 The hospital increased its number of sponsored heritage celebrations and Lunch and Learn events throughout the year to celebrate and honor its diverse employees in various ways, including through Black History Month, Asian/Pacific American Heritage Month, Hispanic Heritage Month, Martin Luther King Jr. Day, Christian, Jewish, Muslim, Hindu and Buddhist holy days and more.

The Linden Primary Care Center was reopened in the COTA Transit Center — a move designed to expand the center and make it closer than the previous Linden location.

2002 The Center for Child and Family Advocacy was founded to address patient/family advocacy issues, child protection and domestic violence — and to address a critical need affecting some of its patients.

Although Nationwide Children's had staff in Human Resources working on diversity and inclusion initiatives for years, the Diversity Council was formally established at this time to support and lead the hospital's efforts in creating a hospital environment that was inviting, welcoming and supportive of patients, parents, staff and physicians of diverse backgrounds.

2003 Diversity Council subcommittees, including an education committee, patient and family relations committee, recruitment and retention committee, policies and practices committee and more, were established.

Nationwide Children's also partnered with a management consulting firm to conduct a culture audit using a survey of employees. This audit led to a variety of changes in recruitment, hiring and employee development practices.

2004 The Diversity Steering Committee of senior administrators, which still exists today and oversees all of the Stand for Equity pillars and work streams, was established.

2005 A series of mandatory diversity trainings were implemented for hospital staff and management at this time, and diversity language was added to orientation materials. Organizational Development Team members participated in a training program to prepare to accurately and sensitively facilitate staff diversity and inclusion modules. Additionally, a variety of resources designed to help employees educate themselves and better understand their patients’ and families’ needs with respect to their racial and ethnic backgrounds, cultures and religious beliefs, were added to the hospital’s intranet site.

2006 Diversity and Inclusion Action Committees, each led by a different senior leadership member, including the Business to Business Committee, Education Committee, Service Expansion Committee, Communications Committee, Human Resources committee and Council Administration and Cultural Events Committee were established. These action committees laid a foundation for pillars that make up the Stand for Equity initiative today.

Diversity updates were added to the hospital’s website.

The hospital began publishing a new column in its employee communications to highlight hospital staff and their diverse identities in a series of profiles. The first column featured a woman who used adaptive technology to work while experiencing progressive vision loss.

Helping Hands brochures, 640 illustrated, easy-to-read pamphlets developed entirely by Nationwide Children’s professionals on a variety of pediatric health topics, were translated from English into over five additional languages after being reviewed and edited for cultural sensitivity and appropriateness. In addition to serving as a resource for patients and reinforcing physicians’ and nurses verbal instructions across language barriers, these brochures serve as a resource for interpreters as they assist patients with navigating care.

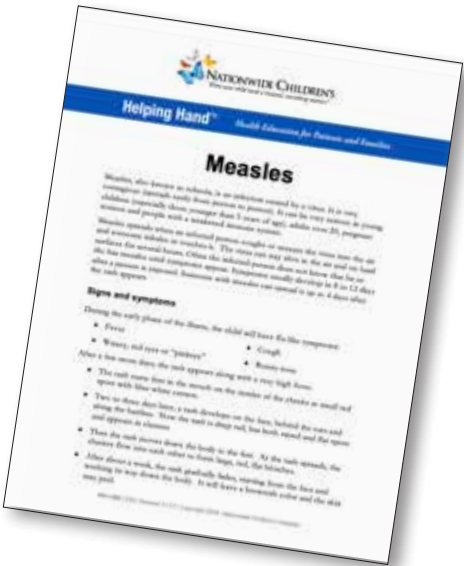
The hospital also began producing ads to raise awareness about its Primary Care Network, including *Close To Home*SM Centers, in an expanded number of languages and in a wider variety of newspapers and radio stations to better reach more populations.

Additionally, new signage that included Spanish and Somali translations was added to campus wayfinding.

Senior leadership underwent diversity training, leading to a new structure for the Diversity Council. Subcommittees were established, and each was chaired by a different senior leader and allocated resources.



Children play at the ribbon cutting of The Columbus Bluejackets Foundation Family Resource Center in 2006.



Helping Hands brochures make complex information more accessible to patients and their families.



Employee Resource Groups (ERGs) have been a part of Nationwide Children’s Hospital since 2007. Above, an ERG open house in 2019.

2007 A strategy for increasing workforce diversity in departments with low minority representation, as well as in administrative and managerial positions, was developed. Nationwide Children’s built a working relationship with multiple diversity recruiting firms and developed and implemented several mentoring programs and new cultural competency programs. Recruiters in Human Resources received new training to better find and appeal to diverse candidates.

The hospital developed the first Employee Resource Groups (ERGs), launched the Culturally Effective Pediatric Care Series for medical staff, which focused on the needs of a different patient population each quarter over the upcoming years, and established annual diversity goals around training, recruiting, purchasing and more. ERGs were formed to serve as a resource to both their members and the organization. They provided key insight to help recruit, retain, educate and develop our diverse workforce.

2008 A new Summer Education and Research in Clinical Healthcare (SEARCH) Internship program was developed for undergraduate students who were interested in exploring a career in scientific research and medicine, creating a new pipeline for diverse candidates interested in pursuing a doctoral or medical degree.

Studies showed that health outcomes were influenced by a “neighborhood effect,” and varied based on where a person lived. Kids’ zip codes, and the availability of health care, housing, education, employment, transportation and food supply within them, predicted their health outcomes, and children in poverty were still subject to higher rates of hunger, homelessness, violence and other challenges. In the South Side, nearly a third of families lived below the poverty line; 36% of residents were not in the labor force; 28% of residents had no high school diploma or GED; and many of the area’s schools were low-performing.

The hospital decided to take action and implement innovative, evidence-based solutions to improve the area’s overall health. It launched its Healthy Neighborhoods Healthy Families initiative to impact five key areas in Columbus’ South Side, including affordable housing, workforce development, education, health and wellness and safe and accessible neighborhoods.

In conjunction with the Nationwide Children’s Hospital expansion project, an expanded Ronald McDonald House was opened, making it one of the largest Ronald McDonald Houses in the world.



2009 Nationwide Children's came together with central Ohio's hospitals and physicians, the Columbus Public Health and related community organizations to begin a new initiative to reduce the incidence of preterm births in central Ohio, which disproportionately affected Black families: the Ohio Better Birth Outcomes (OBBO) initiative. OBBO aimed at improving the delivery of health services for low-income women and their families using quality improvement science to guide its work.

2010 Nationwide Children's began working with the American Medical Association Commission to End Health Care Disparities, which was established in partnership with the National Medical Association and the U.S. Department of Health and Human Services in 2004 to improve the overall health of Americans and eliminate racial and ethnic health care disparities.

Nationwide Children's also joined together with Mount Carmel Health System, OhioHealth and The Ohio State University Medical Center to form the Columbus Fetal Medicine Collaborative to provide optimal outcomes for high-risk expectant mothers and their babies with suspected fetal abnormalities.

To continue to study preterm births to better understand the racial health disparities associated with higher rates of infant deaths related to preterm births, Nationwide Children's and The Ohio State University Medical Center also partnered to form the Ohio Perinatal Research Network (OPRN).

2011 The Center for Child and Family Advocacy at Nationwide Children's (founded in 2002) and the Columbus Coalition Against Family Violence (founded in 1998) merged into one organization, becoming The Center for Family Safety and Healing, to better encompass the services offered to children and families in the community.

2013 A new Health Equity Department was developed to identify and eliminate health disparities within our patient population.

2014 An affirmative action assessment for the hospital was completed and workforce diversification strategies were significantly revised. The process by which applicants could self-identify their racial and ethnic identities was changed as well. Military and disability statuses were added, as well as improved racial identity options, and "unknown" was deleted as a race option. The hospital worked with those who had identified as "unknown" to better describe their identities. The hospital also created a workforce diversity and inclusion monthly dashboard to track diversity composition, promotions, interviews, hires and workforce development.

CelebrateOne, Greater Columbus' community-wide initiative to improve the health of babies, was launched in partnership with OBBO and Nationwide Children's. CelebrateOne created eight recommendations to reduce the community's alarming infant mortality rate by 40% and cut the racial health disparity gap in half by 2020.

The Research Institute Diversity Enrichment (RIDE) Committee was launched.

Employee satisfaction survey questions were revised to better capture engagement among employees of a variety of backgrounds and identities.

2016 The Residences at Career Gateway, a \$12 million low-income housing complex that features on-site career development training through Healthy Neighborhoods Healthy Families, opened to provide on-site career development training to those living in its 58 units of affordable, subsidized apartments and townhomes and others in the community.



The Residences at Career Gateway were opened in 2016.

2017 Nationwide Children's opened its first free-standing pediatric emergency department at Lewis Center *Close To Home*SM Center with Emergency Department, in partnership with OhioHealth.

By 2017, 90% of patients at *Close To Home*SM Centers were below the federal poverty level. The patients were 48% Black, 16% Latino/Hispanic, 7% Biracial/Multiracial, 6% Asian, 5.3% African and 1% Other, and 33% did not speak English as their primary language. Additionally, 21% of those served were "non-traditional families" — patients raised by grandparent(s), a single parent, another relative or in foster care.

The Primary Care Network expanded to 14 locations: providing community-based physician services for children (ages birth to 21) including physical exams, vision, hearing and general development checks and immunizations against childhood diseases. The hospital and these locations adopted a system-wide Social Determinants of Health screening process recorded in Epic to identify patient needs and connect families with health coaches, care coordination, legal aid, social work and social supports to address food insecurity, housing instability, utility concerns, transportation challenges and more.



HEALTHY NEIGHBORHOODS HEALTHY FAMILIES
AFFORDABLE HOUSING

2018 The innovative South Side Renaissance Fund provided essential financing to expand the development of affordable housing by Healthy Homes, the affordable housing arm of Healthy Neighborhoods Healthy Families, and to ensure the South Side thrives as a sustainable mixed income community.

2019 Nationwide Children's pledged to raise its minimum wage to \$15 per hour by the end of 2020. Nationwide Children's was the first central Ohio hospital to make this commitment as a result of discussions that took place among Columbus leaders and the community regarding the importance of a living wage for local residents. The new minimum wage directly affected approximately 1,800 employees who saw their pay increase to \$15 per hour, and another 2,000 employees in similar positions who already made \$15 per hour also received pay increases.

The hospital was awarded the 2019 Nuestra Familia Award by the Ohio Commission on Hispanic/Latino Affairs to recognize its outstanding support of Ohio's Latino and Hispanic community.



Nationwide Children’s Hospital staff attend a CAPable DisABILITY fair in 2019.

2020 Nationwide Children’s was named an LGBTQ Healthcare Equality Leader by the Human Rights Campaign Healthcare Equality Index, which evaluates the policies and practices at more than 1,700 health care facilities nationwide related to the equity and inclusion of their LGBTQ patients, visitors and employees. The hospital was named an Equality Leader for being one of nearly 30% of hospitals to achieve a perfect 100 score.

Nationwide Children’s was also named a BlackDoctor.org Top Hospital For Diversity.

Every employee earned a minimum of \$15 per hour, making Nationwide Children’s the first hospital in the region to achieve its equitable wage goal.

Nationwide Children’s services expand with Partners For Kids into the West Central Ohio region and Healthy Neighborhoods Healthy Families into the Linden community.

The Big Lots Behavioral Health Pavilion opened, with a focus on behavioral health marks a commitment by Nationwide Children’s to creating a future with fewer suicides, reduced homelessness and more — recognizing that there are racial disparities in these issues, too, and they disproportionately affect marginalized populations and those who face other health inequities.

Hearst Health and the Jefferson College of Population Health announced Nationwide Children’s as the winner of the \$100,000 national 2020 Hearst Health Prize for Excellence in Population Health. The hospital was awarded the prize for its impact on addressing health disparities in vulnerable populations and to further its Healthy Neighborhoods Healthy Families (HNHF) initiative. Through HNHF, more than \$50 million has been invested into the area, and more than 370 homes have been rehabbed, including full-gut renovations, new builds and grants to current residents through the Home Repair Program. Neighborhood vacancy rates fell from 25% to 6%. Children who are Medicaid-eligible experienced decreases in emergency department use and probability of inpatient admission. And in surveys, residents reported feeling safer and a stronger sense of community.

The Stand Against Racism, Stand For Health Equity initiative launched to expand our vision of diversity, inclusion and health equity for the patients, families and communities we serve, and for our faculty and staff.

NEXT STEPS — SAMPLE DASHBOARD

As the hospital’s commitment to diversity, equity and inclusion continues, measuring progress and sharing that progress with employees will be an ongoing priority. Through the use of a dashboard (see example below), the AIMS/goals of each of the pillars will be tracked quarterly and visually represented. Additionally, progress for specific initiatives within the pillars will be reported.

AIM	CURRENT AIM STATUS	2021				2022				RESOURCE NEEDS/ BARRIERS
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Decrease % of COIP ages 2–18 seen at NCH for WCC with BH problem from 50% to 25% by 2023	5%	Big Problems app (Sesame Street)	Girl Scouts Beyond Bars	Amachi B&G Club Mentoring Safe Baby Courts		CHW HUB project	Eliminate bail bonds	Home arrest as alternative	Early intervention for parents at risk	X, Y

Overall Status Legend: ● Completed ● In progress ● Not started

FOR STAFF, OUR INTRANET (ANCHOR) WILL BE UPDATED REGULARLY WITH BOTH PILLAR PROGRESS AND RESOURCES.

“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, patient



CONTINUING YOUR STAND AGAINST RACISM, AND STAND FOR HEALTH EQUITY JOURNEY

The diversity and inclusion page on [NationwideChildrens.org](https://www.nationwidechildrens.org) shares additional information for the families and community we serve. Employees may go to the Diversity and Inclusion Intranet (ANCHOR) page to learn more about our efforts, Employee Resource Groups and additional information to further your learning.

Rather than approaching this framework as a short-term project with a finish line or end date in sight, we must commit ourselves to an indefinite, ever-evolving evaluation of our institution and our work. These pillars are the foundation upon which we will continuously evaluate and improve going forward, and they themselves are built upon a strong foundation of decades of our diversity, health equity and inclusion efforts to date. While this intentional and coordinated framework marks an expanded executive commitment to this work at Nationwide Children’s, being champions for the health and well-being of all children, everywhere.

We will always continue to better ourselves to provide the best possible environment for our employees and best possible care for our patients and their families. At Nationwide Children’s Hospital, this is what we do and who we are — always has been and always will be.

Thank you for your continued commitment to our efforts to Stand Against Racism, Stand For Health Equity.

**SHARE YOUR STORY AND SUBMIT YOUR FEEDBACK
BY EMAILING [DIVERSITY@NATIONWIDECHILDRENS.ORG](mailto:diversity@nationwidechildrens.org).**



POINTS OF PRIDE



Nationwide Children’s Hospital named to Forbes’ 2021 America’s Best Employers for Diversity list. Of the national list of 500 top employers, Nationwide Children’s was ranked No. 169 and was one of only five children’s hospitals named to the list.



Leader status is awarded to health care facilities that attain a score of 100 in the Healthcare Equality Index (HEI) 2020, administered by the Human Rights Campaign (HRC). In addition to being a recognition for diversity and inclusion, the HEI index is a valuable tool and resource for health care facilities. The HEI is used by LGBTQ+ patients and their loved ones to find facilities that provide equitable and inclusive care.



Nationwide Children’s Hospital earned a spot as a BlackDoctor.org 2019–20 Top Hospital For Diversity. Each hospital on this distinguished list delivers quality care at the highest level, while promoting equity and inclusion in their operations, programs services and staffing.



For outstanding support of Ohio’s Latino and Hispanic community, Nationwide Children’s Hospital was awarded the 2019 Nuestra Familia Award by the Ohio Commission on Hispanic/Latino Affairs.



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When your child needs a hospital, everything matters.

Nationwide Children's Hospital
700 Children's Drive
Columbus, Ohio 43205-2696

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