

From the Day-to-Day to 2018



Mitchell, a Children's patient and cancer survivor, displays his winning attitude on and off the court. Thanks to the Aflac Cancer Center, this 10-year-old is a healthy, multi-sport athlete and a tough competitor.

While the front lines of patient care are fast-paced and, often, stressful, nurses at Children's manage the day-to-day hustle with finesse. Some days, though, it's hard enough to find the time to eat a meal, let alone ask the question: What are the long-term plans of Children's?

It's the long-term plans for Children's, however, that transform the way the day-to-day looks and feels to all Children's employees. And as the roadmap for our goals, Vision 2018 will serve as the plan for the decade ahead. An important part of this plan is our new Vision: "To transform pediatric healthcare and be the leading voice for the health of Georgia's children."

"In the last decade, we've become a national leader in clinical delivery, able to care for more kids across the state," said Donna Hyland, CEO. "We've achieved a tremendous amount, but there are still too many sick and injured children. Addressing this issue is what Vision 2018 is all about."

The Big Picture

Vision 2018 will enhance clinical excellence by investing in research, teaching and wellness, while engaging our community and continuing to focus on people and managing finances. Achieving Vision 2018 will be no small feat; the plan will cost \$2.5 billion. Over the next 10 years, Vision 2018 will help Children's realize the cultivation of meaningful research partnerships, the construction of a new medical campus and other key investments in existing as well as emerging resources. Here's a snapshot of Vision 2018's key elements.

Clinical Excellence

At the heart of Vision 2018 is clinical excellence. In the next 10 years, all other components—research, teaching, wellness, community engagement, people and finance—will intertwine to elevate our standard of care and foster clinical excellence.

To reach that new standard, we identified three elements to accelerate our impact on children:

- Creating access to care
- Nurturing stronger collaboration with physicians
- Moving from distinct centers of excellence within service lines to becoming a pediatric center of excellence.

"Children's caregivers are among the best in the nation," said Joyce Ramsey-Coleman, Chief Nursing Executive. "Vision 2018 doesn't change the essence of who we are. It allows us to elevate and extend our commitment to excellence."

Research

Children's, already a leader in clinical delivery, is turning its attention towards building our research presence. To create an effective research infrastructure, we'll leverage existing community resources, partnering with Emory University School of Medicine, Georgia Tech, Morehouse School of Medicine, the Georgia Research Alliance and others.

Most efforts will involve connecting basic research with patient care to bring effective therapies to children more quickly, often called translational medicine. Research will cross service lines, targeting broader themes, like clinical outcomes

and experimental therapeutics. For example, a study might examine brain development in children who've had heart surgery or cancer treatment. The more we question and discover, the more we can improve on the care we are able to provide.

"Through research, we can offer patients the latest medical advances, sometimes years before they're available elsewhere," said James Fortenberry, M.D., System Medical Director, Clinical Research. "And we'll attract the type of physicians and staff who want to help create the future of medicine. Research benefits everyone involved."

Teaching

There's a growing shortage of pediatric physicians in Georgia. To ensure we're adequately staffed with top-tier physicians now and into the future, we will have to take the lead in training the pediatricians of tomorrow.

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“While the training of new physicians has always been part of what we do, Vision 2018’s focus on education will have a profound impact on the System,” commented Jay Berkelhamer, M.D., Chief Academic Officer. “Physicians tend to stay where they’re trained. Plus, by training the next generation, we not only ensure having the physicians we need, but centers around the country can benefit from our leadership and expertise.”

For more information on the value teaching brings to Children’s, see “Teaching for Tomorrow” on page 12.

Wellness

Ideally, children would never need hospitals. While that’s not realistic, Vision 2018 seeks ways to make children healthier through preventive care. “Children’s wants to be more than a hospital. We want to take our expertise on the road, advocating and providing for the health of children and families across Georgia,” said Seema Csukas, M.D., PhD., Director, Child Health Promotion.

Child Health Promotion is expanding its wellness efforts to grow programs available to children under 6 years

of age. “Our goal is to help develop good habits and prevent future problems,” she said.

By taking a proactive role in the community and helping to teach healthy habits, Children’s hopes to see a decline in the diseases or injuries that education and information can prevent. Targets include accidental injuries, childhood obesity, asthma and abuse/neglect. Understanding and addressing such issues will contribute to the delivery of care and help positively transform pediatric healthcare.

“By collaborating with others, we’ll form the strong bonds needed to positively affect the well-being of Georgia’s children,” said Dr. Csukas. “And we’ll become an even stronger state asset.”

Community Engagement

Vision 2018 is a transformative plan for pediatric healthcare. But for us to achieve our goals, we will need to engage our community as well as our local, state and federal governments to guarantee patient access to care and offer financial support.

“If we’re to become a premiere civic asset, we also need to become the charity of choice,” said Gene Hayes, President, Foundation. “Raising awareness and engaging the community are critical to Vision 2018’s success.”

The Children’s Foundation will focus on:

- Raising statewide awareness of Children’s as a not-for-profit organization and Georgia’s top pediatric healthcare provider
- Establishing relationships that support our efforts
- Expanding fundraising efforts

Another component of community engagement is government relations. “Nearly every aspect of our operations—number and type of beds, services, technology, most of our reimbursements—is regulated by the government,” said David Tatum, Vice President, Chief Public Policy Officer, Government Relations. “It’s vitally important to Vision 2018 that we’re positioned with government policymakers as leaders in pediatric healthcare.”

Government Relations will focus on: support for statewide wellness programs, reimbursement for Medicaid and



Recognition Coordinator Karla Mavity teaches her daughter, Megan, about shopping for healthy food. Encouraging healthy habits in Georgia’s children is an important part of Vision 2018.



Tina Wilson, Child Life Specialist, Children's at Hughes Spalding, participates in the fun and games during a community event sponsored by Children's. Community outreach is also an integral component of Vision 2018.

PeachCare patients (who are the majority of our patients) and funding for trauma services. "Without government backing, some children won't have access to the care they deserve," Tatum said. "And that is not a part of our plan."

To provide coordinated oversight of all aspects of community engagement, Children's has hired Ron Frieson as our new Senior Vice President of External Affairs. Frieson's responsibilities will include building community and government relationships, supporting efforts to advocate for the welfare of children across the state and pushing for a more rational approach to Managed Medicaid.

People

Our employees are not only what makes Children's such a special place, but their commitment to excellence is the only way we'll accomplish Vision 2018. Fostering an environment that recognizes and cultivates excellence in people will continue to be a top priority for Children's.

We know that the way we select, develop and retain our people is the key to achieving whatever vision we set out to accomplish. After all, our people are responsible for our success thus far, and as we move forward, people will make the achievement of Vision 2018 possible.

"Going forward, you'll continue to see even more investment in our people—more education, training,

technologies, research opportunities and wellness options," Linda Matzigkeit, Senior Vice President of Human Resources, said. "We want to identify and provide the resources people need to be at their very best, both personally and professionally."

Financial Responsibility

At the heart of every venture Children's takes on is the understanding that we must demonstrate financial responsibility—not only for our benefit but for the sake of our patients and our community. In the past, we have proven our ability to be excellent stewards of our finances, as is evident in our AA bond rating, and in the next decade, we will balance our goals with our fiscal responsibility. We will also need plenty of help. Vision 2018 will not be possible without the support of our community and the development efforts of the Foundation.

The Calls To Action

Vision 2018 charts the course for our 10-year journey. And each employee can help lead the way:

- Take care of yourself. Set an example for our patients and families by participating in employee wellness activities.
- Strengthen clinical excellence. Explore how you and your department can accelerate our impact on children.
- Promote a "culture of inquiry." Ask questions, give careful consideration to the answers, be open to change, be willing to learn something new and unexpected.
- Cultivate those in training. Share knowledge, offer guidance, learn from each other.
- Nurture discovery. Help identify patients for clinical trials, and participate in new research protocols.

And along the way, keep this in mind: In 2018, Children's will be one of American's preeminent children's hospitals, staffed by the best and brightest. Our medical discoveries will save lives and offer hope. And families across the state (and nation) will be grateful for the improved health of their children.