#### AKRON CHILDREN'S HOSPITAL

### REQUEST FOR PROPOSAL FOR LOBBYING AND GOVERNMENT CONSULTING SERVICES

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### REQUEST FOR PROPOSAL FOR LOBBYING AND GOVERNMENT CONSULTING SERVICES FOR AKRON CHILDREN'S HOSPITAL

#### I. GENERAL INFORMATION.

A. Request for Proposal. This Request for Proposal (RFP) is to contract for lobbying and government consulting services for the Children's Hospital Medical Center of Akron d/b/a Akron Children's Hospital and its subsidiaries ("ACH"). ACH is seeking proposals from individuals and consulting firms with extensive experience serving as a key advisor, policy expert, and lobbyist for hospitals and health care systems on both the state and federal levels. ACH reserves the right to offer a contract to one or more individuals or consulting firms hereunder.

B. *Who May Respond*. Individuals or consulting firms with extensive experience working with the Ohio General Assembly, Ohio Administrative Agencies, Members of Congress, and Federal Administrative Agencies and are registered legislative agents in good standing with Ohio's Joint Legislative Ethics Commission at the time of submission.

#### C. Instructions on Proposal Submission.

- 1. Closing Submission Date. Proposals must be submitted via email-togovrelations@akronchildrens.org no later than Monday, December 16, 2024. It is the responsibility of the Proposer to ensure that the proposal is received by ACH by the deadline. Late proposals will not be considered.
- 2. Inquiries. Inquiries concerning this RFP should be sent via email-to-govrelations@akronchildrens.org no later than Monday, December 2, 2024.
- 3. Proposal Expenses. All expenses incurred in the preparation of a proposal and/or travel to interview will be the responsibility of the Proposer and will not be reimbursed by ACH.
- 4. Right to Accept or Reject. ACH reserves the right to accept or reject any and all proposals received in response to the RFP.
- 5. Notification of Awards. Selection decision(s) will be made no later than **Monday, January 20, 2025.**

#### II. DESCRIPTION OF ENTITY

A. Children's Hospital Medical Center of Akron (d/b/a Akron Children's Hospital). ACH is an independent, nonprofit pediatric health care system that has been caring for children in northeast Ohio since 1890. With two hospital campuses in Akron and Boardman, six regional health centers and more than 50 primary and specialty care locations throughout Ohio, we are making it easier for today's busy families to find the high-quality care they need. We also operate neonatal and pediatric units in the hospitals of our regional health care partners. In 2023, our health care system provided nearly 1.4 million patient encounters. ACH employs more than 7,000 employees, including physicians, certified nurse practitioners, and physician assistants. Learn more about our hospital at ACH.

B. Akron Children's Health Collaborative. Akron Children's Health Collaborative (ACHC) is a wholly owned subsidiary and accountable care organization of ACH. ACHC is a partnership between area pediatric health care providers who work together to offer high quality care at a lower cost by contracting directly with Medicaid managed care organizations and commercial payors. Learn more at ACHC.

C. Akron Children's Hospital Foundation. Akron Children's Hospital Foundation is a wholly owned subsidiary that develops funding for ACH's clinical and research initiatives.

D. *Akron Physician Wellness Initiative*. Akron Physician Wellness Initiative is a 50% owned subsidiary of ACH (the other 50% is owned by Summa Health) established to support wellness initiatives of ACH's and Summa Health's physicians and allied practitioners. Learn more at <u>APWI</u>.

E. GAMUT Quality Improvement Collaborative, LLC. GAMUT Quality Improvement Collaborative, LLC is a 60% owned, for-profit subsidiary of ACH (the other 40% is owned by its other two members, Michael Bigham, MD, ACH's Chief Quality Officer, and Hamilton Schwartz, MD, an employee of Cincinnati Children's Hospital) established to facilitate collaboration among medical transport programs to improve quality of care through data analytics. Learn more at GAMUT.

F. Child Dimensions Insurance Company (CDIC). CDIC is a wholly owned subsidiary that provides professional and general liability coverage to ACH. CDIC is a Vermont Domestic Profit Corporation.

Attached for your review and consideration are the following:

- ACH 2024 Strategic Priorities (ATTACHMENT A)
- ACH 2023 Annual Report (ATTACHMENT B)
- ACH 2024 Facts and Stats (ATTACHMENT C)

#### III. STATEMENT OF WORK

ACH seeks a strong lobbying firm and/or lobbyist with existing relationships in the federal and state legislature, sound knowledge of budgetary issues, policies, and experience building new relationships on behalf of institutional clients. Lobbying firm and/or lobbyist services focus

would be 70% focus on state legislature and 30% on federal legislature. We also seek individuals and/or teams that have experience working with health care/hospital policy and can promote the goals and mission of ACH.

The firm(s) selected must be able to demonstrate their ability to meet the following requirements:

#### Strategy

- Assist ACH in the development of relationships and landscape of the federal and state legislature, influencers, policies, and future issues of interest related to our mission.
- Propose a strategic advocacy and political engagement plan designed to achieve legislative goals.
- Communicate the goals, aspirations, and work of ACH to key influencers in the legislative policymaking space.
- Assist in the identification and solicitation of various sources of state and federal funding (i.e. grants, federal earmarks, capital appropriations) for ACH's development infrastructure improvements.
- Work collaboratively with ACH to identify new potential philanthropic and corporate donors.

#### **Tracking and Reporting**

- Identify, track, and report on federal and state legislation and legislative proposals that may have an impact on ACH.
- Report the activities at minimum bi-weekly via written reports and/or meetings.
- Track priorities and meetings of ACH's staff.
- Organize federal and state lobby registration, compliance, and reporting.
- Draft legislation and amendments.
- Speak at requested board and committee meetings.

#### Advocacy

- Support ACH by being the day-to-day contact for legislators, other lobbyists, and interest groups.
- Work to advance ACH's legislative agenda by lobbying members of the legislature, their staff, and other federal and state government officials.

#### **Relationship Building**

- Organize and arrange meetings with key elected State of Ohio officials to provide briefings on various ongoing ACH development plans.
- Create a robust plan of introductory meetings with key legislators, regulatory agencies, and related policy organizations that are consistent with the mission and scope of ACH.
- Assist in positioning ACH in the legislative ecosystem as an authentic advocate and leader on all matters related pediatric health care.
- Other services that may be required from time to time that are aligned with the Scope of Work set forth below.

#### **Scope of Work**

ACH's use of lobbying and government consulting services is primarily focused on the major subject areas cited below (although not exhaustive):

- Relationship building between ACH and elected/public officials and staff
- Ohio State Operating and Capital Budgets
- JLEC Reporting
- Strategy and Annual Planning
- Overall health care law and compliance
- Tax-exempt and Charitable organizations
- Health policy
- Medicaid/CHIP
  - o Children's Hospital's Graduate Medical Education (CHGME)
  - o 340B Drug Discount Program
- Population Health

### IV. WHAT WE EXPECT FROM OUR LOBBYIST(S) AND/OR GOVERNMENT CONSULTANT

ACH is seeking a lobbyist and health care consult that will work proactively and collaborative to develop and execute advocacy strategies to benefit ACH. This necessitates an understanding of our business model and our strategic priorities. We are also seeking an entity that supports our goals of fiscal responsibility and is willing to negotiate price based on volume of work.

Additional characteristics that we value and require are as follows:

- High quality, timely, responsive, and consistent government relations advice and strategic direction.
- High ethical standards.
- Exceptional understanding of legislative and regulatory processes.
- Strong verbal and written communications skills.

#### V. PROPOSAL CONTENTS

The Proposer shall, at a minimum, include the following information:

A. *Consulting and Lobbying experience*. The Proposer should describe its experiences related to the scope of services listed above. Proposer must be familiar not only with federal laws applicable to ACH, but Ohio state laws as well. Please provide a list of health care clients to whom you provide the same or similar services.

B. Organization, Size, Structure, and Areas of Practice. The Proposer should describe its organization, size, structure, areas of practice and geographic coverage.

C. *Price*. The Proposer's pricing should include the following information:

1. Monthly retainer fees;

- 2. Charges for expenses, if any, such as legal research, long-distance telephone calls, electronic storage fees, copies, delivery fees and faxes;
- 3. Information on any alternate fee arrangements utilized in connection with the performance of a specific service;
- 4. If Proposer is willing to provide a volume-based rate/discount;
- 5. Whether Proposer would be able, upon reasonable ACH request, to provide an advance estimate of expense or a budget on any given matter;
- 6. Whether Proposers who are currently providing representation for ACH would be willing to adjust its rates on current matters on the effective date of a contract pursuant to this RFP;
- 6. Proposers should also include a retainer amount that would be charged to advise ACH on routine matters that could be handled over the telephone or otherwise without extensive research or other work.
- 7. Notwithstanding, during the proposal review process ACH reserves the right to negotiate with the Proposer on the structure of the billing and/or retainer fee.
- D. Commitment to Diversity, Equity, and Inclusion (DEI). DEI is part of the fabric at ACH with respect to health equity and workforce diversity and inclusion. We believe that a commitment to an inclusive and diverse team strengthens our innovation, performance, and engagement. Proposers should either be working toward or able to demonstrate how their firms (or as individuals) are aligned with these same values.
- E. *References*. The Proposer must provide at least three (3) client references with similar operations to ACH and comparable scope of services. Each reference should include the business name, address, phone number and name and email of a person that ACH may contact regarding the firm's work for that client.

#### IV. PROPOSAL EVALUATION

A. Submission of Proposals. Responses to this request should be sent via email-to-govrelations@akronchildrens.org with complete proposal and all attachments in PDF format by Monday, December 16, 2024.

- B. Evaluation Procedure and Criteria. ACH's Chief Government Relations and Business Development Officer and staff will review and evaluate proposals that are completely responsive to the requirements of submission ("Eligible Submissions").
- C. Eligible submissions will be ranked based on all the proposal contents listed above.
- 1. Approach to scope of work;

- 2. Level of experience of the individual(s) identified to work on this matter;
- 3. Experience with similar clients and consulting matters;
- 4. Costs and Fee Arrangement opportunities.
- 5. Any significant accomplishments you have achieved for current or previous clients similarly situated with ACH.
- D. Required Format for Proposals.
- 1. Page Limit: 12, including cover page (see below)
- 2. Font Size: 12
- 3. Spacing: Double-spaced
- 4. Margins 1" all sides
- 5. Cover letter addressed to:

Akron Children's Hospital, 1 Perkins Square, Akron, OH 44308 ATTN: ACH Government Relations Team

- 6. Qualifications/Biographies section should be included and labeled as 'ATTACHMENT A' and is not included in the page limit.
- 7. Do not use material in proposals dependent on color distinctions, animated electronics, etc.
- 8. Proposals may include additional information other than those required by this RFP, including marketing materials. However, marketing materials should only be submitted to supplement required materials.
- 9. All proposals must follow the required format. Failure to follow the required format may result in disqualification of a proposal.
- 10. A list of any subcontractors that Proposer may use in the furtherance of providing services to ACH, along with verification that Proposer has an appropriate agreement in place with the subcontractor that protects the confidentiality of Proposer's clients and its data.

#### VI. COMMUNICATION DURING BID AND EVALUATION PERIODS

During the period from your organization's receipt of this Request for Proposals through the time one or more contracts are awarded, Proposers shall not contact any ACH employee for additional information about this RFP except in writing as set forth above in Section I(C)(2). This does not preclude outside consultants representing ACH on current matters from communicating with us directly. However, such communication should be strictly limited to the active matter.

Please note that submissions of questions for response do not in any way enhance or guarantee the chances of receiving a contract through this proposal. ACH is not required to respond to any query submitted, but if ACH does reply, we may make your query (albeit anonymous) and ACH's answer available to all Proposers.

#### VII. MISCELLANEOUS

- A. Stability of Proposed Prices. Any price offerings from Proposers must be valid for a period of 90 days from the due date of the proposals.
- B. Amendment or Cancellation of the RFP. ACH reserves the right to cancel, amend, modify or otherwise change this RFP at any time if it deems it to be in the best interests of ACH.
- C. *Proposal Modifications*. No additions or changes to any proposal will be allowed after the proposal due date unless such modification is specifically requested by ACH. ACH, at its option, may seek Proposer retraction and clarification of any discrepancy or contradiction found during its review of proposals.
- D. Proposers must be prepared to provide any evidence of experience, performance, ability and/or financial surety that ACH deems necessary or appropriate to fully establish the performance capabilities represented in their proposals.
- E. Proposers must be able to confirm their ability to demonstrate the services they would provide to ACH.
- F. ACH reserves the right to correct inaccurate awards. This includes revoking the awarding of a contract to a Proposer and subsequently awarding the contract to a different Proposer. Such action shall not constitute a breach of contract on the part of ACH because the contract with the initial Proposer will be deemed voided as if no contract were ever in place.
- G. All proposals shall become the property of ACH and will not be returned.
- H. *This RFP is not a contract and, alone, shall not be interpreted as such*. Rather, this RFP serves only as the instrument through which proposals are solicited. ACH will pursue negotiations with the strongest proposal(s). ACH may decide at any time to start the RFP process again.
- L. The selection process associated with this RFP is not intended, nor should it be interpreted, as the development of an exclusive relationship between successful Proposers and ACH.

### Our Strategic Plan



#### **Our Mission**

To improve the health of children, teenagers and young adults through excellence in patient care, education, research, advocacy and community partnerships.

#### **Our Vision**

Akron Children's will be the most trusted, inclusive and accessible pediatric health system in the communities we serve.

#### **Our Promises**

- To treat every child as we would our own.
- To treat others as they would like to be treated.
- 3. To turn no child away.





#### **Our True North Goals**

The True North Goals represent Akron Children's long-term areas of focus to advance the Mission and achieve the Vision. These Goals define how Akron Children's will create value for stakeholders, including our workforce and the patients and families we are privileged to serve.

- 1. Build an inspiring, purpose-driven culture that enables people to find meaning in their work, prioritizes employee well-being and embraces diversity, equity and inclusion.
- 2. Be highly accessible and convenient for patients and referring providers.
- 3. Be the high-quality, low-cost pediatric population health provider in Ohio.
- 4. Grow and collaborate with strategic partners to be the pediatric provider of choice in the communities we serve.
- 5. Raise the academic profile of Akron Children's through excellence in clinical training programs and translational research.

#### **2024 Strategic Priorities**

The Strategic Priorities will be updated annually and represent short-term initiatives designed to further the True North Goals.



#### Quality & Safety



#### Access & Patient Experience



#### Research & Academics

- Increase care standardization and care coordination by implementing quality improvement methodologies, technology and evidence-based practices.
- Achieve national recognition in key quality, patient safety and clinical outcome metrics.
- Mature our clinical partnerships with Cincinnati Children's to increase the number of complex patients who can be safely and effectively treated at Akron Children's.
- Leverage innovation, technology and team-based care models to provide best-in-class patient access across the continuum of physical and behavioral health care.
- Reenergize our patient experience program with a focus on being consistently exceptional and empowering our team to quickly identify and resolve patient service concerns.
- Align the research institute with our clinical services to increase publications, grant funding and national presentations as well as expanding the number of clinical trials to improve the health of our patients with challenging medical problems.
- Improve existing, and develop new, high-quality training programs that serve as recruitment pipelines for pediatric professionals.



#### Workforce Engagement & Well-Being



#### Diversity, Equity & Inclusion



- Keep our team safe, mentally healthy and resilient.
- Improve our ability to recruit and retain top talent by addressing gaps in our compensation and benefit programs and implementing career development pathways.
- Create an organizational culture where <u>everyone</u> feels welcome, safe and valued.
- Eliminate health disparities, inequities and biases across our clinical services, workforce and administrative processes.



#### Growth & Financial Performance

- Serve more patients and families in eastern Ohio by expanding in new markets, including Cleveland and Marietta/Belpre.
- Advance our population health and Medicaid risk strategy to achieve a critical mass of pediatric, covered lives and improve our care management capabilities.
- Achieve our financial and philanthropic targets to support year one of the 5-Year Master Facility Plan.



### 2023 Report to the Community





#### Dear Friends,

We're excited to share this year's Report to the Community with you. Akron Children's has made much progress in the last year on many of our key initiatives as we strive to be the leader in providing high-quality, affordable pediatric health care close to the homes of the families we serve.

Helping kids grow up safe and healthy goes beyond the provision of excellent clinical care and requires teamwork, partnerships and true community engagement. Akron Children's is addressing health in many ways, from looking into food insecurity and lack of transportation for our patient families to conducting groundbreaking research in autism and palliative care.

In the next few pages, you will learn more about those efforts as well as several other significant achievements:

- We opened two new standalone behavioral health centers, and we developed innovative programs to bring more professionals into this high-demand field.
- Our providers introduced groundbreaking new treatments, such as gene therapy for spinal muscular atrophy and the use of cardioneuroablation for patients with pacemakers.
- We have built upon our inclusive culture where all feel welcome and safe, and where disparities in health care are eliminated, which continues to frame much of our work. We are seeing progress, but also know we are just starting on our journey to ensure healthy outcomes for all the children and their families throughout our region.

Thank you for your support of Akron Children's. Whether you are a donor, board member, employee or patient family member, your commitment and support make a difference. We are excited to accelerate our efforts to improve child health in the coming year.

Christopher A. Gessner

Kristopher a. Lessner

President and CEO Akron Children's

Virginia C. Addicott

Vy Call

Chair

Akron Children's Board of Directors

### Our mission to create healthier futures for children

At Akron Children's, we are steadfast in our commitment to improve children's health and well-being across the communities we serve. One of the most important ways we demonstrate this impact is through our community benefit programs, services and additional investments of time and resources. Many of the stories you'll find in this report highlight efforts that align at varying levels with the Internal Revenue Service's community benefit guidelines for nonprofit hospitals. These examples showcase the ways we're responding to community needs, both directly and through collaborations that build a stronger network of support for children and families.

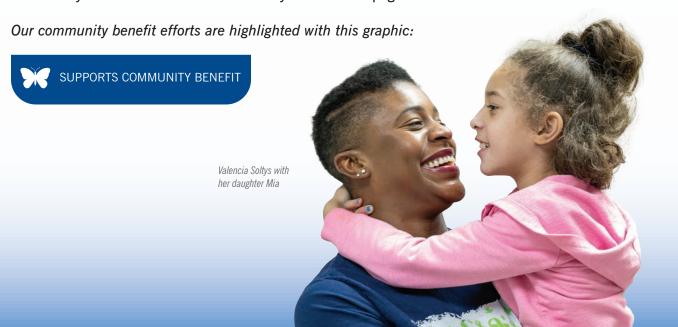
"While the community benefit dollars we capture and report annually must meet very specific criteria from the IRS, Akron Children's goes above and beyond these requirements in how we collect and report data," said Bernett L. Williams, MPA, CDP, chief diversity, equity and inclusion officer and vice president for community initiatives. "Our investment in community benefit is significant: over the last decade we've captured an increase of more than \$100 million in incurred expenses."



Bernett L. Williams, MPA, CDP, chief diversity, equity and inclusion officer and vice president for community initiatives

It is important to emphasize that our high-quality care, education, innovation and advocacy would be nowhere near as robust without the generosity of our numerous individual and corporate donors, as well as government and foundation grantors. Collectively, these contributions are helping to improve the lives of all children and families in the communities we serve. Thank you for working alongside us in fulfilling our community mission.

A summary of our investment in community benefit is on page 17.











Maricela Daza (center) relies on the Food Farmacy to help feed her family.

#### REMOVING BARRIERS TO CARE

### Nourishing lives and building futures

Our Food Farmacy goes beyond providing food to patient families in need. It is also building a healthier community where every family thrives. Food is provided by the Akron-Canton Regional Foodbank through an Ohio Department of Medicaid grant. Fresh produce grown and harvested from our Education and Wellness Garden is also distributed during the growing season.

"The Food Farmacy is a shining example of how health care institutions can go beyond treating illnesses to address social determinants of health. By nourishing families and fostering community, we are building a healthier future for all," said Courtney Hudson, community outreach and education manager.

Domingo Daza is under the care of numerous specialists at Akron Children's for complex medical conditions, ranging from autism to serious burns that cover 33% of his body. His mother Maricela is thankful for this care, as well as the Food Farmacy, which provides a valuable safety net.

"It depends on the month, but sometimes we do struggle with having enough money for food," Maricela said through an interpreter. "We are extremely grateful for the food pantry and being able to get food right after Domingo's appointments."

"What we have seen at Akron Children's is a program that actually helps families let their kids grow up healthier," said U.S. Secretary of Health and Human Services Xavier Becerra who visited Akron Children's in July 2023. "Anytime you can prevent obesity, anytime you can prevent diabetes and hypertension, you are going to create a healthier America."

Thanks to a generous \$50,000 donation from attorney Daniel L. Rossi and family, we provided nutritious and delicious food to over 1,900 families facing food insecurity in the Youngstown area.

At left, Occupational Therapist Kristin Zink assists Asher Knapp in the Education and Wellness Garden.



**FOOD FARMACY** 

One Year

of Impact

13,224

INDIVIDUALS SERVED

CHILDREN (0-17) SERVED

97,913

POUNDS OF FOOD

254

POUNDS OF FRESH PRODUCE FROM OUR EDUCATION AND WELLNESS GARDEN

### Community Legal Aid expands access to service

Threatened with eviction over a false claim that she owed her landlord thousands of dollars, Angel Nuven called Zully Nieves-Ramos in tears. Zully is a social worker at Akron Children's who coordinates care for Angel's 7-year-old son Gabriel Hagenbaugh.

"I don't know where we would be without Zully," Angel said. "She calmed me down and reassured me that we would fight through this."

Zully referred Angel to Community Legal Aid for help. For more than 10 years, Akron Children's has partnered with Community Legal Aid through Medical-Legal Partnerships. Grant funding to Community Legal Aid recently expanded access to services, helping more families address legal issues affecting the health and well-being of their children.

The case was dismissed, but Angel and her family left the home due to black mold and a pest infestation. Zully found them temporary housing in a shelter as she helped Angel and her husband find a new home to raise their son.



Chris Hagenbaugh, Angel Nuyen and their son Gabriel Hagenbaugh

### Roundtrip helps Mohammad's care move forward



Fatema and Mohammad Alhammoud

Roundtrip, a new ride-ordering service, is helping to eliminate a major barrier that prevents our patients from receiving care lack of transportation. The rides are free thanks to a gift from Ronald McDonald House Charities.

Through Roundtrip, Mohammad Alhammoud is receiving timely, essential care for numerous medical issues including quadriplegic cerebral palsy and epilepsy. He is under the care of several specialties at Akron Children's, ranging from orthopedics and neurology to surgery and physical therapy.

"Everyone has been so helpful and kind. They haven't spared any effort to help," said his mother Fatema, through an interpreter.

Staying on track with his care means Mohammad will finally get a much-needed wheelchair, so his father will no longer have to carry him. Fatema said that in just four months, her son has received more love and care at Akron Children's than during his first 12 years living in Turkey.



### Life-saving treatment is rewriting history

Breakthrough treatment for Spinal Muscular Atrophy (SMA) is yielding remarkable results for the first patients at Akron Children's to receive this life-changing gene therapy.

SMA causes the muscles to weaken and waste away. Typically, babies born with this disease do not survive beyond the age of 2, but these children are not only surviving, they are thriving. Without this new treatment, known as Zolgensma®, these children would have had a much different path.

"We are literally watching history being rewritten. These are days we hardly dared to dream of. I feel so privileged to be part of it all."

- Kathryn Mosher, MD, pediatric physiatrist

Marshall Bowling was one of the children who received this life-saving treatment. Diagnosed through his newborn screening, Marshall received gene therapy at one month. Today he is a happy and healthy toddler who continues to flourish.

"He babbles like crazy and just learned how to shake his head, 'No,'" said his mother Eve Freeman. "He loves to bounce and loves to smile."



Marshall Bowling

### Cutting-edge procedure offers promise of life without a pacemaker



Gabe and Drew Wherley

Pediatric cardiologist John Clark, MD, recognized the potential of a procedure called cardioneuroablation (CNA) in treating patients with pacemakers. This includes identical twins Gabe and Drew Wherley who have had pacemakers since they were 6 years old.

CNA was initially discovered in the 1990s to treat irregular heart rhythms and it has evolved to treat patients like the Wherleys whose heartbeats are too slow. Dr. Clark added his own expertise, performing most CNA procedures without fluoroscopy to eliminate patients' exposure to radiation.

With the hope of eventually removing their pacemakers, Dr. Clark performed CNA on Gabe and Drew within a week of each other last year. While they still have their pacemakers for now, the plan is to first turn the pacemakers off, and if all goes well, remove them next year.

"The pacemaker is a remarkable device that is very helpful, but it's still a device that the body is dependent upon. To be able to rid patients of that is a wonderful possibility."

- John Clark, MD, pediatric cardiologist

### New spine OR is ahead of the curve



Mady Sirlouis with Todd Ritzman, MD, surgeon in chief, chair of orthopedics

Gymnast Mady Sirlouis is once again soaring through the air in a perfect back handspring. The 11-year-old has made a full return to cheerleading and gymnastics following scoliosis surgery at Akron Children's. Because she is so flexible, still growing and her curvature did not respond to bracing, she was the ideal candidate for vertebral body tethering. This type of surgery doesn't fuse the spine or cause loss of movement.

Mady had the surgery in Akron Children's new \$3.5 million OR dedicated to pediatric spine surgery, which features the nView s1 navigation system. We were the second children's hospital in the country and the first in the Midwest to use this system, providing our pediatric spine surgeons with 3D images of the spine in real time during surgery.

"The spine surgery navigation system in our new dedicated pediatric spine OR is brand-new technology that uses ultra-low-dose radiation to generate 3D images and artificial intelligence to help guide implants into the correct location. It is the standard of care for scoliosis surgery at Akron Children's," said Lorena Floccari, MD, a pediatric orthopedic surgeon and director of spine research.

Akron Children's spine surgery outcome data is among the best in the country for patient length of stay, also outperforming the national benchmark for factors such as complication rates and hospital readmissions.

#### Spine Surgery Outcomes for Idiopathic Scoliosis With No Known Cause

#### **COMPLICATION RATES**

Akron Children's ranked in the top quartile, outperforming the national benchmark for complication rates as follows:

Surgical Site Infections	7% outperformance
Blood Transfusions	12% outperformance
All Other Complications	5% outperformance

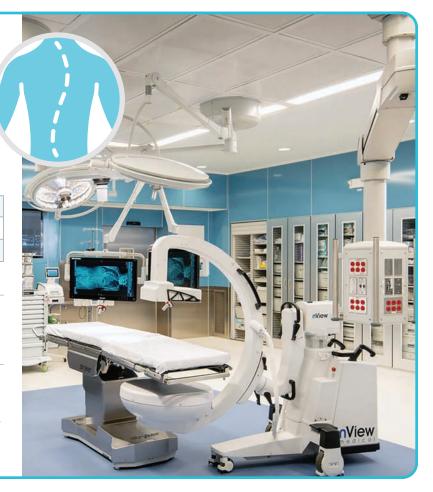
#### **MEDIAN LENGTH OF STAY**

AKRON CHILDREN'S 2 DAYS COHORT HOSPITALS MEDIAN 3 DAYS

#### **INTENSIVE CARE UNIT TRANSFERS**

AKRON CHILDREN'S 0
COHORT HOSPITALS MEDIAN 23.3%

Source: American College of Surgeons National Surgical Quality Improvement Program Pediatric, 2024. ACS NSQIP® Pediatric Semiannual Report January 30, 2024, Chicago: American College of Surgeons.





### Creating a pipeline for behavioral health specialists

To meet the demand for pediatric behavioral health services, we've implemented several strategies to grow our team. We expanded our pediatric psychiatry fellowship from four to six fellows. We collaborated with nursing to create our first APRN fellowship in pediatric psychiatry and behavioral health. We also created a behavioral health track for the hospital's Career Launch program. Graduate students in mental health services receive financial assistance and a paid internship, in exchange for a two-year commitment to work at Akron Children's after graduation.

#### **BEHAVIORAL HEALTH** WORKFORCE DEVELOPMENT

**8** APP FELLOWSHIP **GRADUATES IN 3 COHORTS** 

**5** PSYCHOLOGISTS ADDED IN 2023

**5** CAREER LAUNCH GRADUATES AND 6 NEW INTERNS



### Behavioral health services keep children close to home





Mansfield Behavioral Health Center

Canton Behavioral Health Center

As we continue to prioritize pediatric mental and behavioral health, our newest outpatient behavioral health centers in Canton and Mansfield are now open. These facilities bring services closer to home for children and teens.

We also continue to integrate mental health therapists into our Akron Children's Pediatrics practices and offer telehealth services to make it easier for families to access care. This is helping to reduce the stigma of behavioral health care, while ensuring more children and teens receive timely support.

A grateful mother shared, "Being able to call in and get seen right away was amazing. It was convenient, literally 6 minutes down the road. My child then started treatment right away and did not have to wait for months. Without this care, we would've ended up at the hospital, and she probably would've stayed."

#### **Emergency care for children in crisis**

Our Psychiatric Intake Response Center in the Akron Children's Emergency Department offers 24/7 support for children and teens in crisis who may be at risk for harming themselves or others. Our mental health therapists now provide virtual risk assessments to pediatric patients at Wooster Community Hospital. These therapists recommend the appropriate level of care, including direct admission to our hospital when necessary.

"As demand has increased both in our region and nationally. it is critical to tackle problems like anxiety and depression and to provide immediate help for children in a behavioral health crisis. Through prevention, screening and early intervention, we can better manage symptoms before they escalate to requiring inpatient care."

 Eva Szigethy, MD, director of pediatric psychiatry and behavioral health and the Lois C. Orr Endowed Chair in Pediatric Psychiatry

#### **BEHAVIORAL HEALTH** AT AKRON CHILDREN'S



#### **TELEHEALTH** AT AKRON CHILDREN'S

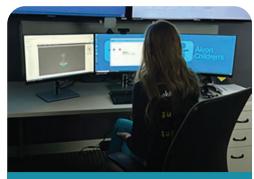


# SUPPORTS COMMUNITY BENEFIT

### Akron Children's pilots virtual nursing

Akron Children's has completed a virtual nursing pilot and is now implementing this model of care in five acute care units. Experienced nurses support our bedside nurses virtually through two-way communication using audio and video technology. This is enhancing the delivery of high-quality, family-centered care, giving our bedside nurses more time to spend with their patients. Virtual nursing also supports greater patient safety and enhanced patient family education, while providing our patients with an excellent hospital experience.





"The future of nursing is at the bedside and in the virtual world. This is another step toward our digital transformation, and we're excited to pioneer this model of care in pediatrics."

Christine Young, DNP, MBA, RN, NEA-BC, chief nursing officer and Grace Wakulchik **Endowed Chair for Nursing** 

#### Trauma-informed care helps children heal

INPATIENT ADMISSIONS

Through School Health Services, we're giving school staff the tools to help students who have experienced traumatic events, ranging from childhood abuse and neglect to the death of a loved one. If these emotions are not addressed, they can have negative long-term effects, impacting a student's behavior and ability to learn. It's not just about experiencing a traumatic event, it's about experiencing those stressors alone, and not having a trusted adult to turn to for help.

To help expand these efforts, Akron Children's partnered with Covelli Enterprises and their area Panera Bread locations to launch the Chip in for Children's Mental Health Campaign. Proceeds have funded an additional position to support this important work in Mahoning Valley schools.



Teresa Fletcher, MSN, APRN-CNP with student Amari Hollaman

"We need to ensure a safe and welcoming school community for all students." The more a student attends school regularly, builds connections with positive adults, and feels they belong, the more they will learn and thrive."

- Melissa McClain, community outreach coordinator for School Health Services



### Prestigious NIH grants awarded for autism and palliative care research





Daniel Grossoehme, clinical researcher

Grants from the National Institutes of Health (NIH) are supporting innovative research at Akron Children's.

Ronald Seese, MD, PhD, a developmental neurologist at Akron Children's and an associate professor of pediatrics at Northeast Ohio Medical University, was awarded a five-year, \$1.95 million grant through the NIH's High-Risk, High-Reward Research program. Recognized as one of our nation's leading young physician-scientists, he aspires to better understand the brain basis of autism spectrum disorder and improve the diagnosis and treatment for children worldwide.

"Dr. Seese's research aligns beautifully with our goal of improving child health through discovery. As a dedicated, compassionate child neurologist, he is inspired by his patients to seek deeper understanding into the origins of autism and autistic behaviors, that may one day

lead to novel treatments. This award also underscores the power of our collaboration with NEOMED, one of our regional academic partners," said Michael Forbes, MD, chief academic officer.

An additional three-year, \$1.3 million grant from the NIH and National Institute of Nursing Research aims to better define the practices of high-quality pediatric palliative care, particularly by seeking the voices of the patients at the center of that care. Most of the current standards for home-based pediatric hospice and palliative care are rooted in adult services, so there is an urgent need to better understand the experiences of children, teens and young adults. This includes medically-underserved populations to reduce health disparities.

Akron Children's is participating in this study with Nationwide Children's Hospital, Cincinnati Children's Hospital, Texas Children's Hospital in Houston and Rady Children's Hospital in San Diego. Daniel Grossoehme, a senior scientist in our Rebecca D. Considine Research Institute, is the principal investigator.

"Our mission is to ensure that children of all ages with life-threatening conditions receive the highest quality care possible, wherever they are. To honor this commitment means to hear directly from those we serve, to design and sustain care paradigms that allow them to live their best lives," said Sarah Friebert, MD, pediatric palliative care physician and endowed chair in the Haslinger Family Pediatric Palliative Care Center.



Resident physician Jaron Maggard, DO, with Harlie Murphy, RN, in the Akron

#### **Pediatric residency program** celebrates 75 years

Our pediatric residency program has continued to grow, now offering training to 24 residents each year, along with residents from 29 other institutions. With a first-time pass rate on the board exam that exceeds the national average, our program provides opportunities in quality improvement and research. Our residents also participate in a community medicine rotation that introduces them to resources for children and families. As they develop a deeper understanding of the social determinants of health affecting children, we empower them to become advocates for all children.



### Improving disparities in well-child health



Sladjana Courson, DO, examines Jermel McKinnie Jr.

As we work to improve health equity, one area where we are making an impact is the disparity in well-child care for Black children ages 0-15 months.

"During this time, there are six recommended wellness visits, but only about 60% of Black families complete those six visits, compared to 76% of white families," said Andrea Sims, MD, MPH, a pediatrician and health equity coordinator at Akron Children's.

"To identity the reasons behind this disparity, we began surveying parents. This has shown us that although they recognize the importance of these well-child visits, they place less importance if their child is not scheduled for any vaccines - knowing they can catch up at another visit," said Jennifer Ross, Ed.D., director of diversity, equity and inclusion. "Issues such as scheduling multiple visits when there are other children create a barrier for parents who may not have flexibility in their work schedules. If all children could be scheduled in the same visit, this would save time."

Measures that have already been implemented to address the disparity include scheduling the next appointment before patient families leave their pediatrician's office and designating time for walk-in visits at our Akron East pediatrics office.

"We understand that patient families have competing priorities, especially if they have more than one child. As we look for other ways to make an impact, we are exploring mobile medicine, where we bring services to families in their communities, as well as a health passport to make it easier for parents to manage their child's health care," said Dr. Sims. "Education is also key in helping families understand the importance of following the recommended vaccination schedule."

<b>Primary Care Visits</b>	587,541
Specialty Care Visits	371,991
Other Outpatient Visits	265,250
Observation Visits	10,940
Surgeries	20,399
Children's Home Care Visits	3,033
Emergency Room Visits	99,045
Urgent Care Visits	41,509

2,955

**Delivering family-centered care to our patients** 

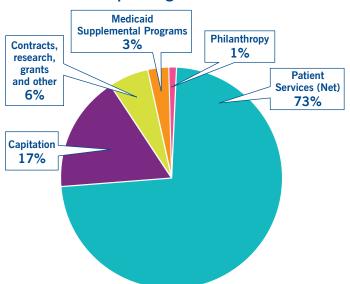


**Total Transports** 

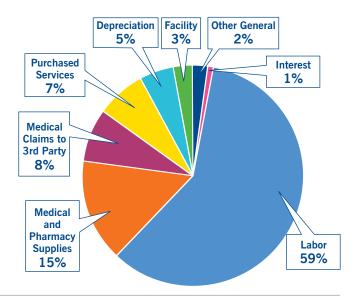


#### 2023 Operation Revenues increased 3.9% to \$1,402.5 million

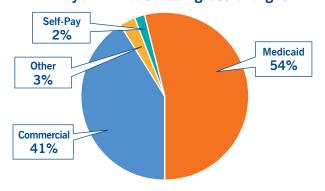
#### **Operating Revenue**



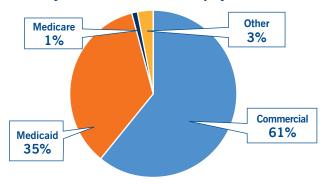
#### **Operating Expenses**



Payor mix based on gross charges

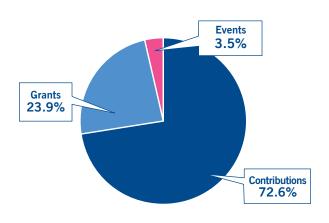


#### Payor mix based on net payments



Our investment in the children we serve would not be possible without the tremendous support of our donors. We are grateful for this generous support that helps us fulfill our mission of building a stronger, healthier future for all children.

#### Akron Children's Foundation Total Raised in 2023: \$36.5 million



#### **Achieving Excellence**

#### **Nursing Excellence:**

Magnet Hospital Recognition by the American Nurse Credentialing Center

#### **Patient Care:**

- U.S. News Best Children's Hospitals for Endocrinology (46th)
- Newsweek's World's Best Specialized Hospitals -- Pediatrics
- National Accreditation from the Commission on Cancer of the American College of Surgeons
- · Gold Level ELSO Award for Excellence in Life Support
- Level 1 Pediatric Trauma Center, Committee on Trauma of the American College of Surgeons
- Level 1 Children's Surgery Center, Children's Surgery Verification Quality Improvement Program of the American College of Surgeons



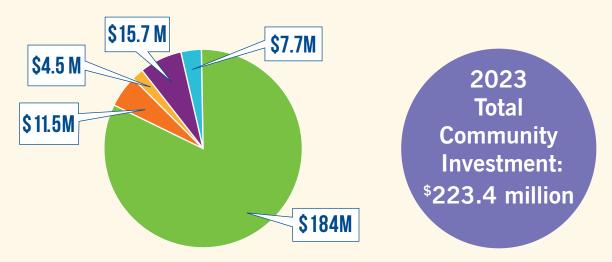




#### Community Benefit Financials

Community benefits are programs, services and activities that we carry out for the purpose of improving our community's health and well-being. The Internal Revenue Service oversees community benefit reporting of not-for-profit hospitals. To be included in community benefit reporting, activities must incur a cost to the hospital, address an identified community need and meet at least one of four objectives:

- Improve health care access
- **Enhance community health**
- Advance medical or health knowledge
- Reduce the burden on government and community-based agencies



#### **Unreimbursed Medicaid & Uncompensated Care**

The unreimbursed portion of services for Medicaid patients and financial assistance for families who are unable to pay for all or part of medical expenses

#### Subsidized Health Services

Clinical services that are delivered despite financial loss because they address community needs

#### Research, Advocacy & Community Partnerships

- Non-proprietary research supported by internal or eligible grant funds
- Advocacy for community health improvement and safety
- Financial and in-kind contributions to community organizations with missions that align with our own

#### **Health Professional Education**

- Education and training, clinical rotations, and internships for students in programs associated with a health care credential
- Continuing education for practitioners in the community

#### Community Health Improvement Services & Community Benefit Operations

- Community health education, outreach programs and supports that do not generate revenue
- Advocacy for community health improvement
- Staffing, administrative supports and other resources to operate and sustain community benefit programs

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Founder and Chief Investment Officer Oelschlager Investments

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Chief Financial Officer and Treasurer Akron Children's

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Secretary Vice President, Associate General Counsel, Litigation and Risk Signet Jewelers

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#### **Kyle Shelton**

Assistant Secretary Associate General Counsel, Legal Risk Management and Compliance Akron Children's

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Retired CEO Akron Children's

#### Grace A. Wakulchik

Retired CEO Akron Children's

#### AKRON CHILDREN'S FOUNDATION BOARD OF DIRECTORS

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#### Alexa Sweeney Blackann

Lake to River Region Interim CEO Jobs Ohio Network

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The MPB Charitable Foundation

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Chief Innovation Officer GOJO Industries

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Owner and Retired President J.W. Didado Electric, Inc. Owner **Briarwood Construction** 

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Manager of Ecommerce Simplay3

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Trustee

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Connect with us.











# 2024 Facts & Stats



### High-Quality Pediatric Care

## Akron Children's

#### **About Akron Children's**

Akron Children's is an independent, nonprofit pediatric health care system that has been caring for children since 1890. With two hospital campuses, seven regional health centers and more than 50 primary and specialty care locations throughout Ohio, we are the only health care system in our region fully dedicated to pediatric care.

With our vast network of Akron Children's Pediatrics offices, we offer convenient access to expert pediatric primary care for patients from infancy through young adulthood. From our School-Based Health Care to our Quick Care Online virtual visits and Akron Children's Anywhere app, we make it easy for today's busy families to find the high-quality care they need. In 2023, our health care system provided nearly 1.4 million patient encounters and employed more than 7,000 employees. Learn more at **akronchildrens.org**.

All data in this edition is current as of Dec. 31, 2023, unless otherwise noted.

### Achieving Excellence

#### **Nursing Excellence:**

 Magnet Hospital Recognition by the American Nurse Credentialing Center

#### **Patient Care:**

- U.S. News Best Children's Hospitals for Endocrinology (46th)
- Newsweek's World's Best Specialized Hospitals -- Pediatrics
- National Accreditation from the Commission on Cancer of the American College of Surgeons Gold Level ELSO Award for Excellence in Life Support
- Level 1 Pediatric Trauma Center, Committee on Trauma of the American College of Surgeons
- Level 1 Children's Surgery Center, Children's Surgery Verification Quality Improvement Program of the American College of Surgeons









### Serving Patients from Near and Far

We treated 302,929 individual patients from Ohio and beyond.



Ohio: 85 counties

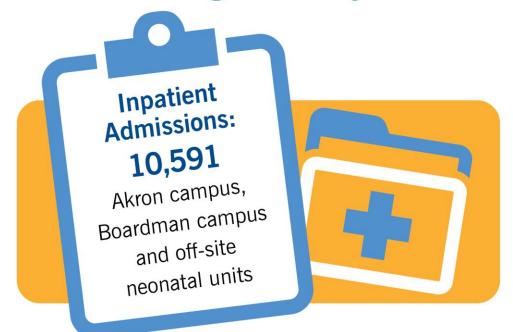
**United States:** 48 states,

Washington, D.C., Puerto Rico

Foreign Countries: Australia, Bahamas, Bermuda, Canada, China, Czech Republic, France, Germany, Great Britain, Israel, Italy, Korea, Portugal, Spain, Sweden, Switzerland, Ukraine, United Arab Emirates, Vanuatu, Venezuela



### Delivering family-centered care to our patients



Surgeries	20,399
<b>Children's Home Care Visits</b>	3,033
<b>School Health Visits</b>	721,464*

\*2022-23 school year

Emergency Room Visits Akron campus Boardman campus	<b>99,045</b> 60,817 38,228
Urgent Care Visits Boston Heights Mansfield Montrose Warren	<b>41,509</b> 6,767 11,263 12,809 10,670
<b>Observation Visits</b>	10,940
<b>Primary Care Visits</b>	587,541
<b>Specialty Care Visits</b>	371,991
<b>Other Outpatient Visits</b>	265,250
<b>Total Outpatient Visits:</b>	1,376,276

### Strategic Growth and Collaboration

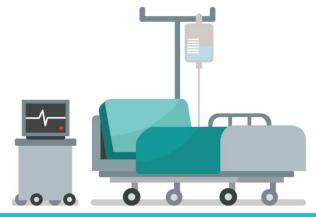
Committed to being the region's leading pediatric health care provider





### Registered Beds by Location Leased Beds by Location

Akron Campus Beds	281
General Care	119
Specialty	39
Neonatal Intensive Care	100
Pediatric Intensive Care	23
<b>Boardman Campus Beds</b>	42
General Care	24
Special Care Nursery	18



Aultman Hospital Neonatal Intensive Care	25
Cleveland Clinic Akron General Neonatal Intensive Care	17
Mercy Health-Lorain Special Care Nursery	6
St. Elizabeth Boardman Hospita Neonatal Intensive Care	l 25
St. Joseph Warren Hospital Special Care Nursery	6
Summa Akron City Hospital Neonatal Intensive Care	22
Wooster Community Hospital Special Care Nursery	5

### Bringing Expert Care to More Communities

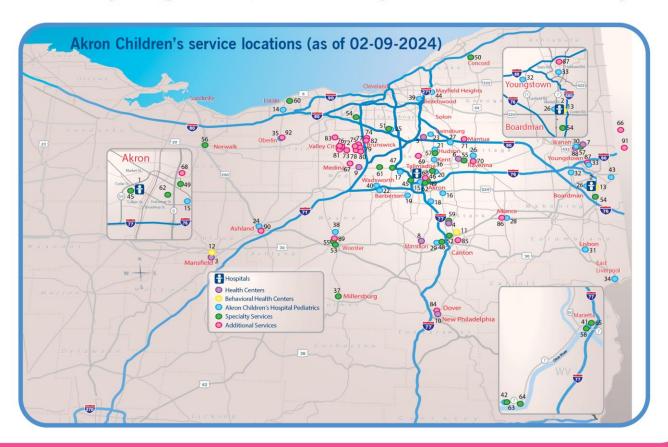
We're here for infants, children, teens and young adults, and we're just a short drive away.

Find our providers all around Ohio

– from Amherst to Belpre and

Mansfield to East Liverpool.





Pediatrician offices in 40 locations to care for kids close to home

Akron East, Alliance, Amherst, Ashland, Austintown,
Barberton, Beachwood, Belpre, Boardman, Boston Heights,
Brecksville, Campbell, East Liverpool, Ellet, Fairlawn,
Green, Hudson, Liberty, Lisbon, Locust Pediatrics,
Mansfield, Marietta, Massillon, Mayfield Heights, Medina,
Millersburg, New Philadelphia, North Canton, Oberlin,
Perry Twp., Portage, Stow, Streetsboro, Tallmadge,
Twinsburg, Wadsworth, Wadsworth North, Warren,
Warren Downtown and Wooster.





### Making a Difference for More Families

### New Behavioral Health Centers offer mental health services close to home

Our centers in Mansfield and Canton provide vital outpatient mental health services such as our partial hospitalization program, individual and family therapy and medication management.



**742**Unique Patients



**1,551** Visits



Mansfield Behavioral Health Center



Canton Behavioral Health Center

# Food Farmacy and Wellness Garden target food insecurity

The Food Farmacy pilot program was launched to help patient families combat food insecurity and improve their access to healthy food choices. Families who screen positive for food insecurity during their patient visits, and who meet income-eligibility requirements, are referred to the Food Farmacy pantry, with an emphasis on serving patients with chronic health conditions.



97,913
13,224
7,110
254

harvested from the Education and Wellness Garden

000

### People and Education

### Nurturing a highly competent, diverse and engaged workforce

Total Employees	7,084
Total Medical Staff	1,419
<b>Total Volunteers</b>	945
Total Volunteer Hours	78,097

#### **Training a New Generation of Providers**

Medical Students (3rd/4th year)	258
Residents	65
Fellows	27
Nursing Students	1,802
<b>Medical Laboratory Science Graduates</b>	15



### Helping Families Find Care Quickly and Easily

We continue to prioritize online scheduling at akronchildrens.org/appointments. And virtual visits and consults continue to provide patients and providers with more options for care.





50,445 Ambulatory Telehealth Visits



10,316 Quick Care Online Visits

63,393
Total
Virtual Visits
Completed



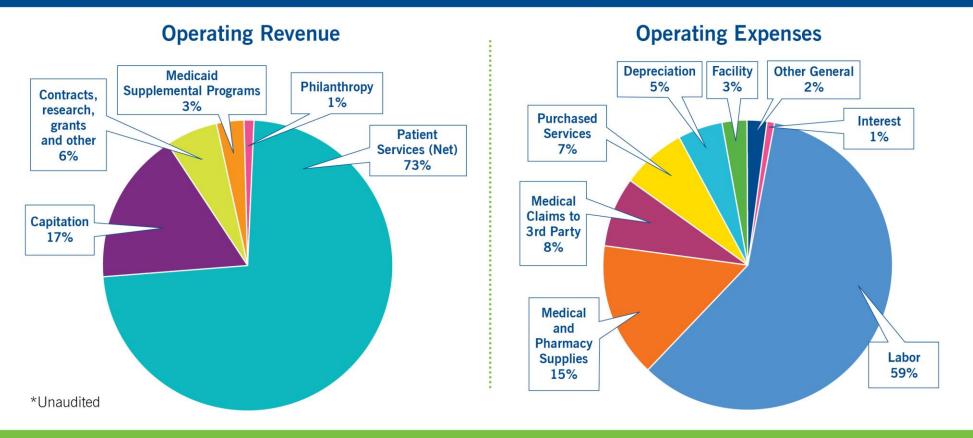
137 Inpatient Consults



2,495
Phone Visits

### Financial Strength

Calendar Year 2023 Operation Revenues increased 3.9% to \$1,402.5 Million



### Your Gift Makes a Difference

Akron Children's patients benefit directly from the generosity of individuals, corporations and foundations. Philanthropic support is critical to our mission of providing world-class care and turning no child away for any reason, including inability to pay. Thanks to our donors, we can provide many worthwhile programs that might otherwise go unfunded.

Scan code or go to **akronchildrens.org/giving** to make your gift today.

Total Raised in 2023 \$35.6 million

Learn more at akronchildrens.org/giving







### Our Mission

Akron Children's is dedicated to improving the health of children through outstanding quality patient care, education, advocacy, community service and research.

### **Our Vision**

Akron Children's is committed to remaining an independent, community-governed organization because we believe that this enables us to best achieve our mission and vision and preserve our unique culture. Akron Children's will be an innovative leader in improving child health and providing high-quality care.

### **Our Promises**

- 1. To treat every child as we would our own.
- 2. To treat others as they would like to be treated.
- 3. To turn no child away for any reason.

Connect with us.











