



**Children's**<sup>SM</sup>  
Healthcare of Atlanta

20  
22







SOCIAL +  
ENVIRONMENTAL  
RESPONSIBILITY  
REPORT



**Caring for All of Georgia's Kids**

# Table of Contents

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	A Message from Our CEO .....	3
	Who We Are .....	5
	Our Community Impact .....	8
	Diversity and Inclusion .....	25
	Environmental Sustainability .....	31
	Health and Wellness .....	34





# A Message from Our CEO





# A Message from Our CEO

At Children’s Healthcare of Atlanta, we acknowledge that we see children and their families at some of the most vulnerable moments in their lives. From that point forward, we focus relentlessly on one thing: how to make them better today and healthier tomorrow.

In recent years, our world has changed dramatically. Geographic, racial and income-driven health disparities remain in our communities, requiring us to consider carefully how to best deliver care to patients across the state. This year also has been marked by historic highs in patient volumes and wait times, with an increased number of patients suffering from respiratory illnesses at unexpected times of the year.

Additionally, kids and teens are grappling with urgent behavioral and mental health needs. More kids than ever are battling combinations of physical, behavioral and mental health challenges, requiring us to respond with new and increasingly holistic approaches to care.

Our employees across the System have worked together to provide the best care for children and to support each other. I have witnessed so many inspiring examples of how our teams are collaborating and putting each other first — from clinicians pitching in and picking up shifts for each other, to colleagues simply showing each other kindness in stressful moments. This teamwork is how we will continue to provide the kind of compassionate care that we are known for.

The impact of these efforts in 2022 was staggering:

- We’ve served patients from every county in Georgia, representing more than **1,158,600** total visits.
- Our Emergency Departments and Urgent Care Centers handled unprecedented volumes, including more than **249,000** Emergency Department visits and **176,000** Urgent Care visits.
- We managed over **65,000** visits related to behavioral and mental health.

It’s a tribute to our team that they continue to deliver nationally recognized care despite staffing shortages. Additionally, we are preparing for the biggest milestone in our System’s history: the opening of the much-anticipated Arthur M. Blank Hospital. In 2022, the exterior of the building was largely completed, but months of work lie ahead before we officially open our doors in fall 2024.

Children’s offers extensive programs and subsidized health services to enhance care and improve the health of all of Georgia’s children. For families who cannot cover the costs of care for their kids, we provided \$153 million in unreimbursed clinical care to more than **200,000** kids. We also invest in research, teaching and prevention for a total investment of \$299 million in 2021 alone.

On the pages ahead, we will share how our team has responded to the challenges of 2022 while continuing to innovate at all levels of our organization. I’ve personally seen the talent and professionalism of our teams in action when visiting the facilities across our System this past year. As we close the books on 2022 and look forward, I couldn’t be more proud of this organization or more optimistic about our current and future efforts to do everything possible to make anything possible for kids.



Sincerely,

Donna Hyland  
CEO, Children’s Healthcare of Atlanta

A Message from Our CEO

Who We Are

Our Community Impact

Diversity and Inclusion

Environmental Sustainability

Health and Wellness



# Who We Are







# Who We Are

## A trusted leader in pediatric care

Our legacy of life-changing, life-saving services for kids continues through more than **60** pediatric specialties and programs, acclaimed healthcare professionals and leading research.

Children’s is one of the largest pediatric clinical care providers in the country, spanning three hospitals, the Marcus Autism Center and the Center for Advanced Pediatrics. We are consistently ranked as one of the top children’s hospitals in the country by U.S. News and World Report and remain a leading healthcare provider for kids in the Southeast.

Each year, we manage more than one million patient visits, serving families from all **159** counties in Georgia and every income level, providing **100%** charity care for eligible families. We have more than **12,700** committed employees, driven by the call to provide exceptional care. In turn, Children’s invests in programs and development to help our team continue succeeding in the work they love.

**Mission** To make kids better today and healthier tomorrow.

**Vision** A unified pediatric system that does everything possible to make anything possible for kids.

**Values**  
Care about People  
Passionate about Kids  
Dedicated to Better  
Committed to Self



A Message from Our CEO

Who We Are

Our Community Impact

Diversity and Inclusion

Environmental Sustainability

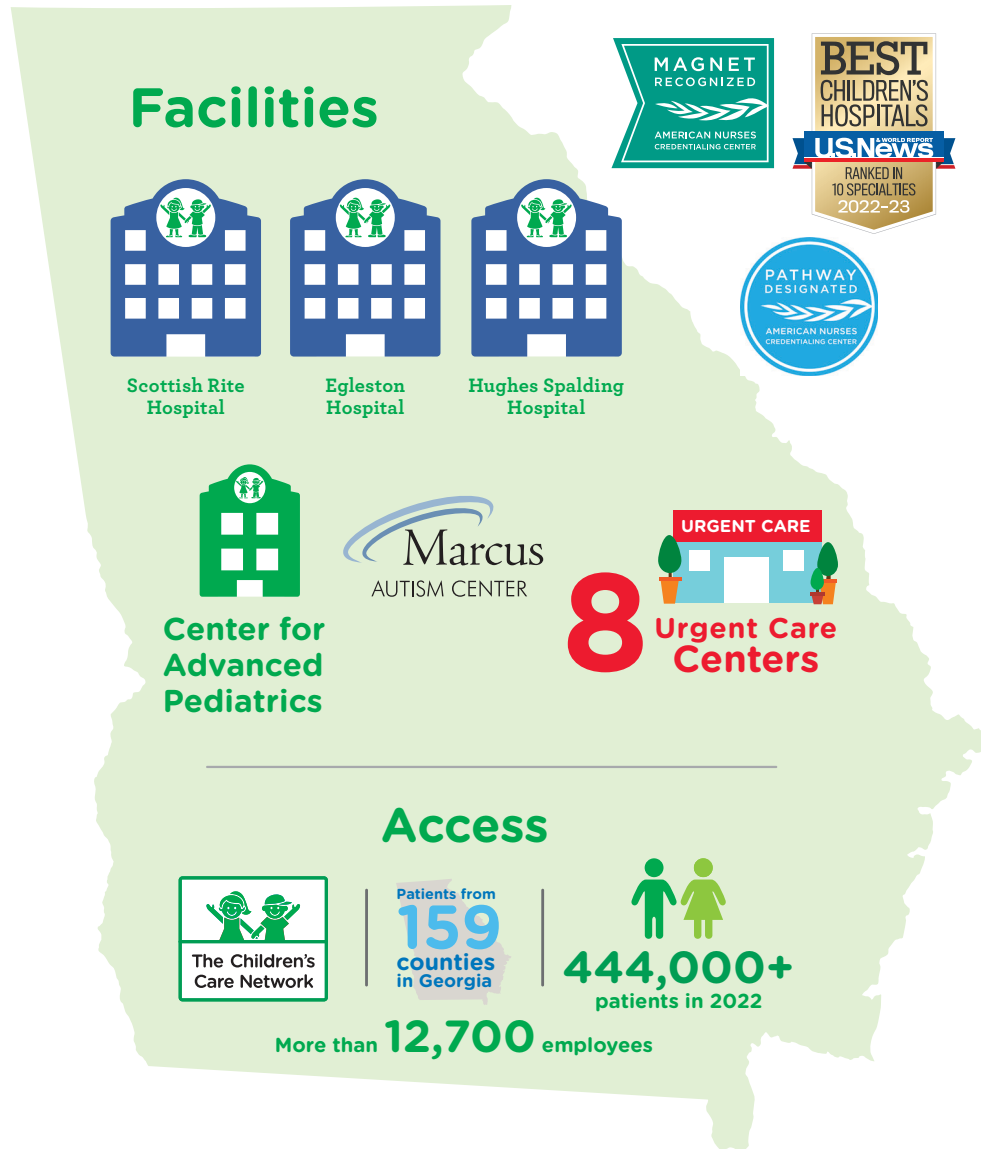
Health and Wellness





# Who We Are

## System Overview



## Recognition

- Home to 180 of Atlanta's Top Doctors (named by Atlanta Magazine)
- 100 Best Companies for Working Parents (Seramount)



## 2022-23 Rankings

- Aflac Cancer and Blood Disorders Center–No. 7
- Gastroenterology–No. 7
- Nephrology–No. 9
- Urology–No. 10
- Orthopedics–No. 11
- Neurology–No. 11
- Pulmonology–No. 16
- Cardiology and Heart Center–No. 18

## STRONG<sup>4</sup>LIFE™

813,000+ kids served in 2022

60+ specialties with access to 2,300 physicians

2,089 patients enrolled in clinical research

## Research & Teaching



A Message from Our CEO

Who We Are

Our Community Impact

Diversity and Inclusion

Environmental Sustainability

Health and Wellness

# Our Community Impact







# Our Community Impact

## Our Commitment to the Community

As a leading clinical care provider, we have a responsibility to uphold principles that advance health inside and outside our walls. That means leveraging our influence, cultivated over more than 100 years, to continuously improve outcomes for those we serve, building stronger communities and leading the way in our field.

## Our Responsibility to Serve All Kids

Children's provides a safe, respectful and caring environment for **all kids**. We treat our patients with dignity, respect, compassion and courtesy, and without regard to race, color, national origin, religion, gender or disability. We make accommodations for individuals seeking services with special communication needs, including impaired sight, hearing and limited English proficiency.



A Message from Our CEO

Who We Are

**Our Community Impact**

Diversity and Inclusion

Environmental Sustainability

Health and Wellness



# Our Community Impact

## Providing Affordable Care to More Kids

While Georgia's population grows at a rapid pace, at Children's we're taking the necessary steps to protect our commitment to serve every kid who needs us.

Nearly **60%** of our patients in 2021 were on Medicaid, PeachCare for Kids or unable to cover the cost of their care. In fact, we have the highest Medicaid payor mix of any hospital system in Georgia. We're proud that the careful financial management by our leadership and staff helps us rise to this challenge in remarkable ways. In 2022, to allow more patients and their families to qualify for free or discounted care, Children's made several updates to our Financial Assistance Policy, including:

- Expanded income eligibility; increased from 340% of Federal Poverty Guidelines to **600%** of Federal Poverty Guidelines.
- Families with incomes up to **400%** of the Federal Poverty Guidelines to receive a **100%** discount with a sliding discount scale for families up to **600%** of the Federal Poverty Guidelines.

As the only freestanding pediatric healthcare system in Georgia, it's critical that we provide a financial safety net for Georgia's kids, while we also work diligently to educate and advocate for family wellness across the state.



A Message from Our CEO

Who We Are

**Our Community Impact**

Diversity and Inclusion

Environmental Sustainability

Health and Wellness





# Our Community Impact

In 2021, Children’s Healthcare of Atlanta provided **\$299 million** to the community through benefits to our patients and their families. The services and programs offered can be broken down into six areas:



**\$153 million**

## Unreimbursed clinical care

While the delivery of unreimbursed care is one way that we meet our community’s needs, we also offer extensive programs and subsidized health services to augment care. In 2021, approximately 58% of our unique patients or 200,000 kids were on Medicaid, PeachCare for Kids or unable to cover the cost of their care.



**\$15.4 million**

## Specialty pediatric services

Our healthcare system goes well beyond traditional medicine to create healing environments specially designed for kids. In 2021, Children’s provided \$5.4 million in special pediatric services, including child life specialists, chaplains, facility dogs, music therapy, family libraries, play areas and hospital-based classrooms that are important components to the care and healing of kids and their families.



**\$75.5 million**

## Lifesaving research

We collaborate with Emory University School of Medicine, Georgia Institute of Technology and other academic institutions to advance pediatric medicine and pursue answers to perplexing medical conditions. In 2021, Children’s managed 391 active clinical trials and more than 3,200 patients enrolled in clinical research. Throughout 2021, Children’s provided \$75.5 million for lifesaving research in pediatric diseases and tracked more than 3,715 visit hours in the Children’s Pediatric Research Unit.



**\$11.5 million**

## Physician training programs

As the primary pediatric teaching site for Emory University School of Medicine and Morehouse School of Medicine, we provided \$11.5 million to train the next generation of caregivers, which included 534 residents and 205 fellows during the 2021-2022 academic year. There is a growing shortage of pediatric physicians and by training more in Georgia, more will stay in the state to practice and care for our growing needs.



**\$8.8 million**

## Wellness programs

Since Strong4Life was created in 2011 to fight childhood obesity, we’ve expanded our mission for child advocacy to include injury and illness prevention, child protection and preventative behavioral and mental health programs. We committed \$8.6 million to support children’s wellness in Georgia. In 2021, we reached and served 654,511 Georgia children and worked with 687 schools and early care centers. We have trained more than 4,000 healthcare providers across the state since launching Strong4Life.



**\$34.8 million**

## Subsidized services

In an effort to ensure quality care for children of all ages in Georgia, we provided \$34.8 million in subsidized health services despite a financial loss to our organization. These services include, among others, the Trauma Program, Stephanie V. Blank Center for Safe and Healthy Children, Center for Cleft and Craniofacial Disorders, Marcus Autism Center and our clinical behavioral and mental health programs. Without Children’s, these services would be unavailable in the community, or they likely would become the responsibility of the government or another tax-exempt organization.

A Message from Our CEO

Who We Are

Our Community Impact

Diversity and Inclusion

Environmental Sustainability

Health and Wellness

The life-changing care provided at Children’s is not limited to an exam room. In 2021, we committed \$200,000 in cash and in-kind donations to the community. These represent contributions, supplies and compensation paid to our employees away from normal job duties at Children’s. This included time spent volunteering as camp counselors, logistics staff and medical providers at Camp Twin Lakes, which offers overnight summer camps for children facing serious illnesses, challenges and disabilities.



# Our Community Impact

## Expanding and Improving for the Future

Children’s is building a campus that is transformative for the state, community and for every one of our patients. The Center for Advanced Pediatrics, which opened in 2018, serves some of the most medically complex patients with chronic illnesses in our System.

Construction on Arthur M. Blank Hospital began in February 2020. In May 2022, construction crews completed the highest point of the building’s structure. Located at the northeastern corner of North Druid Hills and I-85, the hospital is slated to open in fall 2024.

Children’s has embarked on this monumental project to address the expanding needs of kids in our state – more children every day need more of our expertise. It is designed to create a healing environment with on-site resources for families and to accommodate tomorrow’s innovations, therapies and technologies.

The 19-story hospital will house two patient wings with larger rooms for family comfort, additional operating rooms, dedicated space for clinical research, advanced diagnostic equipment and a special care unit within the Emergency Department for patients with potentially highly infectious diseases.

Arthur M. Blank Hospital will provide **446** licensed beds, of which **70%** will be dedicated to critical care and specialty services, therefore expanding our ability to care for the kids who need us most. It will also welcome **600** fellows and residents, with access to innovative technological enhancements for research and training. The entire campus will incorporate **20** acres of green space and walking trains that patients, families and employees can enjoy.



A Message from Our CEO

Who We Are

**Our Community Impact**

Diversity and Inclusion

Environmental Sustainability

Health and Wellness





# Our Community Impact

## Our Community Health Priorities

Children’s conducted its [2022 Community Health Needs Assessment \(CHNA\)](#) to identify and prioritize pediatric community health needs through input from a broad range of remarkable community members across the state who are passionate about the interests of children and adolescents. The assessment helps Children’s better understand the needs of the pediatric healthcare community, informs our programs and subsidized services and influences our strategic planning efforts. Through a wide range of input, the 2022 CHNA needs, in priority order, are as follows:

1. Behavioral and Mental Health
2. Chronic Disease Prevention and Management
3. Adolescent Health Issues
4. Childhood Obesity
5. Infectious Disease Prevention and Management
6. Community Outreach
7. Injury Prevention
8. Primary Care / Medical Home
9. Health Literacy
10. Oral Health Services

The Children’s community health needs implementation strategy is focused on leveraging existing programs, services and resources, when possible. Children’s will continue to update our strategy and initiatives to meet the needs of the community.

No organization alone can address all the community health needs. In addition to fostering collaborations, Children’s will take a supportive role in other pediatric community health need efforts in the greater metropolitan Atlanta region and throughout Georgia.



A Message from Our CEO

Who We Are

**Our Community Impact**

Diversity and Inclusion

Environmental Sustainability

Health and Wellness



# Our Community Impact

## Enabling Access for Georgia's Kids

Children's serves kids from a wide geographic area with an array of medical conditions.

Our freestanding hospitals and strategically located programs help treat kids with complex childhood illnesses and provide access to **2,300** pediatric physicians across more than **60** specialties.

Children's intentionally reaches kids in underserved areas with programs that meet their needs. For example, we have located specific programs for asthma, adolescent medicine, diabetes and sickle cell disease at Hughes Spalding in downtown Atlanta.

While most kids only need primary care, typically **1 in 5** children requires hospitalization or specialty care. We sustain strong relationships with

hospitals and pediatricians across Georgia who refer their patients to us when specialized care is required. In 2022, Children's cared for patients from all **159** counties in Georgia, including **32,463** kids from rural counties for a total of **78,828** patient visits. There are 22 Children's Cardiology clinics throughout Georgia. In 2022, Children's Cardiology saw **56,333** individual patients, including **8,866** from rural counties.

To make those referrals seamless, we've invested in a robust transportation network of ambulances and helicopters that answered **3,900** calls, including **625** flights reaching patients from **70** counties over the last year.



A Message from Our CEO

Who We Are

**Our Community Impact**

Diversity and Inclusion

Environmental Sustainability

Health and Wellness





# Our Community Impact

Conversely, we support local care across Georgia with programs designed to reach clinicians and practice providers where they are, through programs such as:

- **Project ECHO:** Virtual clinics that teach advanced clinicians how to provide excellent behavioral health care to patients in their communities.
- **Telemedicine:** It's easier than ever to provide remote care to patients via audio and video technology. Last year, our physicians facilitated more than 11,300 telemedicine consults with patients in every corner of Georgia, meaning less disruption and expense for families.
- **Physician-to-physician advice service:** Children's offers a physician-to-physician advice service that is available across the state.



**The Children's Care Network (TCCN)** is Georgia's only comprehensive pediatric clinically integrated network. It is a collaboration with independent providers to improve patient outcomes at a community level. Independent pediatricians face a range of challenges in today's healthcare environment, causing fragmentation of care. TCCN was created through a partnership of community physicians — both primary care and specialists — and Children's to strengthen pediatrics in Georgia and ensure better health outcomes for patients. At the core of TCCN is a commitment to the belief that children should receive the highest level of care from pediatricians and pediatric hospitals. Preserving the quality of care provided to our patients and families is the driving force behind the creation of this network. Physicians and practices also benefit from a collaborative system that offers group purchasing power, cost savings and technical resources.



A Message from Our CEO

Who We Are

**Our Community Impact**

Diversity and Inclusion

Environmental Sustainability

Health and Wellness



## Advocating for Georgia's Kids

Children's has a long history of advocating for children's health in the community by providing education for families, providers, schools and other key stakeholders while raising community awareness about issues impacting the health of our children. Strong4Life is Children's child advocacy and prevention arm, backed by Children's doctors, nurses, therapists, dietitians and other wellness experts. Strong4Life helps parents and caregivers raise safe, healthy, resilient kids. The initiative focuses on obesity prevention, behavioral and mental health, injury and illness prevention, and child protection.

From parent-facing resources on Strong4Life.com to training programs for schools, clinicians, early care centers and youth-facing organizations, Strong4Life is one of the many ways Children's delivers on its mission to make kids better today and healthier tomorrow.

Strong4Life offers training opportunities for key influencers in the lives of children — school and early care staff, healthcare providers and community staff. This includes event support in local communities, the Strong4Life Clinic and a summer camp focused on helping kids 8 to 12 build healthy habits.

In 2022, Strong4Life's programs reached **813,000** kids, collaborated with more than **825** schools and trained more than **400** healthcare providers across the state.

- **Early care and education centers programs** offer trainings for early care professionals on various pediatric topics, such as Building Intentional Play into the Day, Raising Healthy Eaters, Building Resilience in Early Care, safe sleep and Nurse Navigation. Early care and education programs reached 491 early care professionals in 140 centers providing care to over **8,400** children. Of the early care centers trained:

- 20% or 35 centers were Head Start and/or Early Head Start.
- 7% have children participating in the Child and Adult Care Food Program (CACFP).

- **School programs** offer educators resources and trainings on nutrition, school health, wellness and resilience for students, as well as resources to boost educator and staff wellness. In 2022, Strong4Life worked with 677 schools, reaching over **320,000** children. Of those schools, 60% were Title I schools, where 40% or more of the students are identified as low-income.
- **Provider programs** offer five trainings for primary care pediatricians and other providers on the Foundations of Motivational Interviewing, Raising Healthy Eaters and Building Resilience. In 2022, Strong4Life provider programs reached an estimated **167,000** children through 400 clinicians.



A Message from Our CEO

Who We Are

Our Community Impact

Diversity and Inclusion

Environmental Sustainability

Health and Wellness





# Our Community Impact

A Message from Our CEO

Who We Are

**Our Community Impact**

Diversity and Inclusion

Environmental Sustainability

Health and Wellness

## Our reach through community-based programs

Strong4Life leverages existing relationships with community programs to reach more families. Whether it's hosting a table at a Boys & Girls Club event, training Soccer in the Streets coaches on building resilience, or motivating families to get moving at Strong4Life's annual Superhero Sprint 5K, Strong4Life is working with the community to help families raise safe, healthy, resilient kids.

The Children's Healthcare of Atlanta **Nurse Navigation** program is a community-based model that integrates early childhood education with child health services. It aims to help families, caregivers and children overcome healthcare system barriers, achieve disease self-management and establish a medical home.

The Nurse Navigation program is currently located in Atlanta's Westside neighborhood at two YMCA early care and learning centers and Sheltering Arms Educare in Mechanicsville. The centers served are in under-resourced areas where children experience higher rates of health and learning disparities than children living in other Atlanta neighborhoods. Some of the disparities affecting this population include high rates of infant mortality, low birth weight, late or no prenatal care, diabetes, asthma and malnutrition. Through the program, Strong4Life aims to reduce the health and developmental disparities children in these communities experience.

Children's works with the **YMCA of Metro Atlanta Water Safety Program** to help equip children with the tools they need to be confident in and around water. For the fourth year, Strong4Life promoted its annual water safety campaign, creating awareness around one thing every caregiver needs to remember about children and water: Arm's Reach, Eye's Reach. In collaboration with the YMCA of Metro Atlanta, Strong4Life provided 410 swim lessons to kids, hosted land-based safety around water classes for 2,104 children and began family lessons and CPR training.

Strong4Life proudly works with **Soccer in the Streets**, a sports-based youth development program that empowers underserved youth through training, character development, mentoring, and employability programs. Strong4Life works with the coaching staff to provide training and resources to better support children.



## Saving lives through Project S.A.V.E.

Designed to prevent sudden cardiac arrest in kids across the state, this program brings automated external defibrillator (AED) and cardiopulmonary resuscitation (CPR) training to every county in Georgia. Project S.A.V.E. hosted 470 CPR/AED trainings last year, certifying a total of 6,374 participants and helping to protect **71,157** kids in Georgia. In 2022, Project S.A.V.E. saved **13** lives.



## Extending Our Reach

Additional Children’s services extend our reach across Georgia:

**Mercy Care Atlanta:** Children’s helps provide on-site pediatric primary care at the Mercy Care Chamblee clinic.

**Columbus Sickle Cell Disease Clinic:** Located across from Piedmont Columbus Regional’s Midtown campus, the Aflac Cancer and Blood Disorders Center of Children’s Healthcare of Atlanta opened the outpatient facility in 2019 to better serve more than 150 patient families in the Columbus area.

**Children’s Cardiology:** There are 22 Children’s cardiology clinics throughout Georgia to care for kids born with congenital heart defects.

**Stephanie V. Blank Center for Safe and Healthy Children:** Focused exclusively on child protection and advocacy, The Center for Safe and Healthy Children promotes the protection and well-being of kids while offering kid-friendly medical and forensic evaluations in cases of child abuse. Operating from two locations in metro Atlanta, the Center offers a multi-disciplinary approach to child protection, coordinating with National and Georgia law enforcement, Georgia Child Protective Services, community abuse and neglect professionals and the legal system. In 2022, the Center served 1,667 unique patients.

## Children’s making its mark around the globe



Children’s launched our first International Neurotrauma Nurse Fellowship program in September of 2022, welcoming its first fellow, Nadya Castillo from Cali, Colombia. During her two weeks at Children’s, Nadya was exposed to concussion patient care, surgical procedures and neuro-intensive care clinical management. This program, which places a special emphasis on lower and middle-income countries, is the brainchild of Andrew Reisner, MD, who was appointed Chair of the Neurotraumatology Committee of the World Federation of Neurosurgical Societies (WFNS) in 2021.



Passionate about caring for kids, Dr. Gonzalez co-founded a charitable health organization that provides medical treatment, free of charge, in underserved communities throughout the world. In August, a team of more than 20 other volunteer physicians, dentists, dermatologists, ophthalmologists, pharmacists and nurses conducted their fourth clinic in Gualey, one of the poorest communities in southern Dominican Republic.



Moved by the war in Ukraine, Surgery team members and staff collected boxes of Neurotrauma and NICU supplies, surgical equipment and sanitary products that were distributed to key locations.

A Message from Our CEO

Who We Are

**Our Community Impact**

Diversity and Inclusion

Environmental Sustainability

Health and Wellness





## A Focus on Rural Health

Children’s is actively working with local partners to address the current and future needs for families in Georgia’s 120 rural counties. In addition to the services mentioned above, we’re also:

- Working with **Mercer University School of Medicine** and the **Georgia Rural Health Innovation Center** to launch a major initiative focused on improving access to pediatric healthcare in rural Georgia. In 2022, Children’s established a dedicated and long-term sustainable fund of \$200 million to support pediatric rural healthcare. Children’s has committed to funding 10 full-tuition scholarships in 2023 through a program at Mercer University School of Medicine for medical students specializing in pediatrics who commit to serving in rural Georgia for at least 4 years after residency. In addition, this initiative will include pilot programs with rural hospitals and providers. To help rural hospitals better prepare and treat pediatric patients in emergency departments, this initiative will assist rural hospitals enrolled in the pilot program to be considered “Kid Ready.”
- Providing resources to **rural school health professionals**, collaborating with the Georgia Department of Education, the Georgia Association of School Nurses, the Georgia Department of Public Health and the Centers for Disease Control and Prevention. Our regional school nurse coordinator provided training, education and technical assistance and communication on clinical pediatric topics that reached 332 school health professionals, from 82 rural counties.
- Leading **Safe Kids Georgia**, advocating to keep kids safe at home, on the road and at play through coalitions serving 28 rural counties.
- Providing **Child Advocacy** programs with training and resources to schools, early care centers and community organizations located in rural counties. In 2022, Child Advocacy programs reached 102 rural counties.
- Offering school consultation, training and support from the **Marcus Autism Center** to 35 rural counties, providing Board Certified Behavioral Analysts to assist with behavioral health-related disorders in their students.



A Message from Our CEO

Who We Are

**Our Community Impact**

Diversity and Inclusion

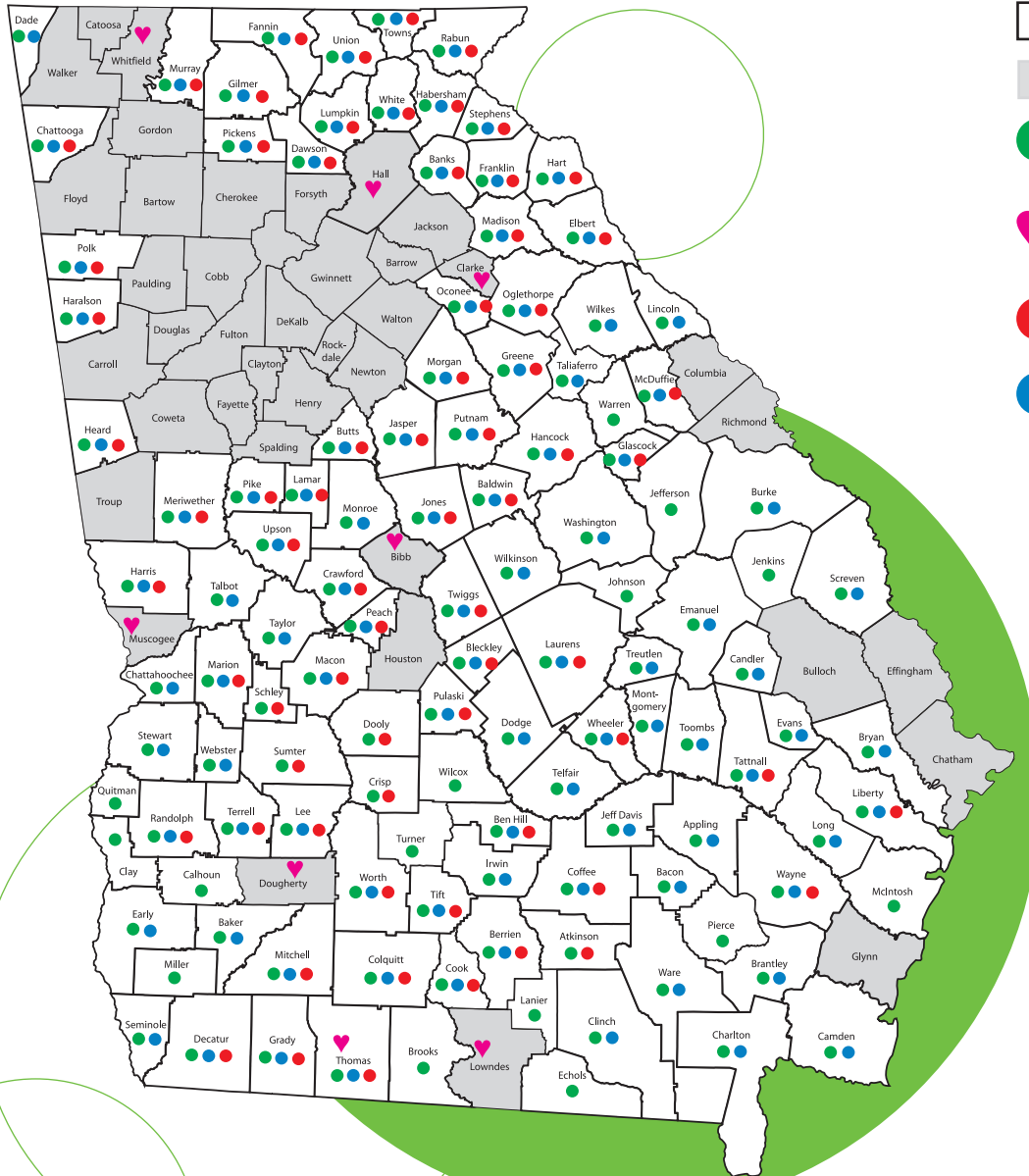
Environmental Sustainability

Health and Wellness



# Our Community Impact

## Our reach in rural Georgia



- All 120 rural counties
- Non-rural counties
- Kids from rural Georgia receiving clinical care from Children's
- ♥ Children's locations outside Metro Atlanta
- Home counties of rural patients transported
- Rural counties served by Children's prevention programs

A Message from Our CEO

Who We Are

Our Community Impact

Diversity and Inclusion

Environmental Sustainability

Health and Wellness

Data from 2021.

Rural counties in Georgia are defined by the State Office of Rural Health, a division of the Georgia Department of Community Health, as those with total populations of less than 50,000 people.





## Advancing Research to Improve Care

Part of our commitment to protecting the future for Georgia’s kids includes the support of break-through research to improve treatments and outcomes. We are fortunate to have world-class researchers working within our walls to forge a world of difference for kids everywhere. The unique collaboration that ties together a nationally-recognized research institution in Emory University, an innovative engineering school in Georgia Institute of Technology and the pediatric expertise of Children’s allowed us to be selected as the only pediatric testing site for the National Institutes of Health (NIH) Rapid Acceleration of Diagnostics (RADx) program during the COVID-19 pandemic.

Our primary academic partner, the Emory University School of Medicine Department of Pediatrics, earned **No. 1** ranking in 2022 NIH funding for pediatrics departments. In addition to \$77 million in NIH grant funding that led to this ranking, 2,281 publications in 1,024 journals helped support groundbreaking efforts to develop new treatments and cures. The total extramural funding for the department in 2022 was \$111 million.



### Some of our research and innovation accomplishments in 2022 include:

- Successfully recruiting **7** new investigators, toward our objective of recruiting 30 world-class child health researchers in 5 years.
- Enrolling **2,089** patients in clinical studies.
- Offering **344** active clinical trials to patients through the Aflac Cancer and Blood Disorders Center. **107** patients profiled through Aflac’s Precision Medicine Program, which operates through a clinical trial, had at least one impactful finding for their clinical care.
- Serving as a testing site for a global clinical trial of Paxlovid, the COVID-19 pill aimed at preventing hospital admission in positive patients.
- Demonstrating that kids as young as 4 years old can self-swab for PCR-based lab tests for COVID-19 tests, a break-through from our RADx team that will help ease the burden of testing in schools.
- Finding that targeted therapy for children with high-risk Hodgkin lymphoma (HL) significantly reduces relapse rates, based on a large multicenter clinical trial of nearly **600** patients conducted through the Children’s Oncology Group (COG) and led by pediatric oncologists at Children’s, Winship Cancer Institute of Emory University and Roswell Park Comprehensive Cancer Center. As a result of this trial, the targeted therapy received FDA approval for use in any child over age 2 with high-risk Hodgkin lymphoma.
- Using 3D printing technology for craniofacial reconstruction, in a collaboration with Georgia Tech engineers.

A Message from Our CEO

Who We Are

**Our Community Impact**

Diversity and Inclusion

Environmental Sustainability

Health and Wellness



# Our Community Impact

## Addressing the Behavioral and Mental Health Crisis

The number of kids visiting our emergency departments for behavioral or emotional crises has doubled since 2015. In 2022, Children’s saw more than **4,000** kids in crisis. The median age of these patients is 14 years old. We recently announced major developments to address the surge of pediatric and adolescent mental health cases in our communities.

### Innovating behavioral and mental healthcare

In August 2022, we named John Constantino, MD as the first Chief of Behavioral and Mental Health for our System. Dr. Constantino’s vision for the future is dedicated to creating and innovating an equitable, inclusive and evidence-based behavioral and mental health program for Children’s and the kids of Georgia.

Areas of Focus

Innovate Behavioral and Mental Healthcare

Transform Access

Pioneer Prevention

The ultimate goal for our Behavioral and Mental Health Program is to ensure kids have access to a full continuum of care to mitigate risk and support mind, brain, and behavioral development throughout childhood.

### Our Commitment

Children’s is committed to helping Georgia become a national leader in behavioral and mental health and has created an endowment with a current balance greater than **\$550 million**, one of the largest investments in child mental health by a healthcare system in U.S. history.



A Message from Our CEO

Who We Are

Our Community Impact

Diversity and Inclusion

Environmental Sustainability

Health and Wellness







# Our Community Impact

## Transforming access

In October 2022, the Zalik Foundation announced the donation of 10 acres, including two buildings near the North Druid Hills campus, to create the Children’s Healthcare of Atlanta Zalik Behavioral and Mental Health Center. The Center will provide a balance of prevention and outpatient treatment services, as well as program space for training, research and for co-location and interaction with personnel engaged in child mental health care throughout the community.

The [Zalik Center](#) will seek to strengthen community partnerships, reduce fragmentation of necessary mental health services to children, and advance a statewide ecosystem for the support and protection of healthy mind and brain development of children throughout Georgia. Children’s plans to open the Zalik Center in 2023.

## Pioneering prevention

Children’s is establishing a robust program for preventive intervention. Our Strong4Life “[Raising Resilience](#)” campaign and other prevention efforts aim to improve child health and wellness before a crisis even happens through awareness, prevention and education efforts in the community.

### Campaign goals



Decrease stigma by providing the training and resources needed for providers and schools to engage in conversations around mental health.



Increase the number of kids and families reached with resilience-building strategies to help reduce anxiety and depression.



*Future home of the Children’s Healthcare of Atlanta Zalik Behavioral and Mental Health Center*

## Marcus Autism Center Crisis Prevention Program

We also offer comprehensive services and evidence-based treatments for children with neuro-divergent conditions through [Marcus Autism Center](#). The Marcus Autism Center Crisis Prevention Program provides high-quality crisis management training designed to safely prevent, manage and de-escalate crisis situations involving or brought about by children and adolescents. The Program was developed by a team of licensed psychologists, physical therapists, behavior and mental health experts and behavior analysts.

It is currently being used in preschool and K-12 classroom settings, residential care facilities, psychiatric care facilities, therapeutic and ABA clinics, emergency departments, inpatient and outpatient medical settings, group homes and crisis stabilization units. To date, the system is used in 16 different states and three different countries, directly or indirectly having trained more than **6,000** users.

In addition, the program has been successfully adapted for adult populations and individuals with various behavior and mental health support needs.

A Message from Our CEO

Who We Are

**Our Community Impact**

Diversity and Inclusion

Environmental Sustainability

Health and Wellness



## Raising Resilience campaign motivates by example

Children and teens are dealing with more stress than ever before, and research continues to show the significant impact that stress has on their emotional wellness.

To complement programmatic work, we launched one of our most comprehensive and impactful community campaigns ever: #RaisingResilience. The campaign features real stories that serve to destigmatize struggles with behavioral and mental health and to provide caregivers with tools to teach kids how to cope with challenges and manage stress.

One of the most popular stories of resilience came from Atlanta Braves pitcher Tyler Matzek, who struggled with performance anxiety and developed the yips — the sudden inability to perform certain skills. After seeking professional help, he learned to cope with his anxiety and to verbalize his emotions to work through life’s challenges.



Children’s employee Andy Irwin also shared his story and the steps he took to become more resilient. His life-long struggle with anxiety and perfectionism contributed to depression and thoughts of suicide. Thankfully, Andy opened up to family and friends, who provided support as he took the courageous steps to get help.

The campaign includes a number of community activations, such as the Resilience Through Reading program through the DeKalb County Library, Resilience through Art and Resilience Through Partnerships, teaming up with Atlanta YMCAs, Boys and Girls Clubs, Soccer in the Streets and other non-profits.





# Diversity and Inclusion





# Diversity and Inclusion

Children’s dedicated Diversity and Inclusion Council works with leadership to identify initiatives, programs and communications that promote greater inclusivity. By creating space for diverse perspectives and experiences from all, we help ensure that kids, families, employees, physicians and leadership feel supported and seen.

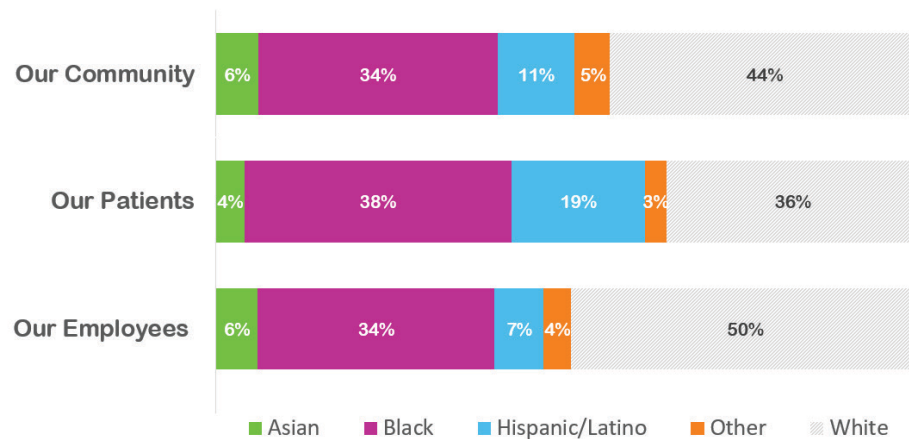
## Our Statement on Diversity

Children’s welcomes and appreciates everyone, regardless of gender or gender identity, age, race, ethnicity, national origin, socioeconomic status, sexual orientation, political affiliation, religion, health status or family composition. Our goal is to be a place where people feel valued for their professional and personal contributions, and to be a model for standing against discrimination, and standing for diversity and inclusion. We demonstrate our commitment to diversity in our employment policies and practices, training programs, benefits, recruitment and in how we communicate — because we firmly believe everyone deserves the right to be seen, heard and respected in an organization free of discrimination. We will deliver the same high level of service and respect to each of our patients and their families throughout our communities. We will enhance the lives of the children we serve by ensuring that every child and every family feels welcomed, valued and understood in our trusted and caring environment.

## Our Diverse Workforce

- More than **12,700** employees
- **50%** White
- **34%** Black or African American
- **7%** Hispanic or Latino
- **6%** Asian
- **83%** of our employees are female, and women have representation at all levels of the organization.
- **5 of 10 Executive Team** members at Children’s are women. **3 of 10** are from racial/ethnic minorities.
- **396** veterans on staff and **15** enlisted employees.

Our patients and employees reflect the community we serve.



A Message from Our CEO

Who We Are

Our Community Impact

Diversity and Inclusion

Environmental Sustainability

Health and Wellness





## Building Belonging

### Introducing four new Employee Resource Groups

Children’s proactively facilitates an inclusive workplace that creates a sense of belonging for all. The Children’s Inclusion Network is made up of voluntary employee-led Employee Resource Groups (ERGs), including four groups formed in fall 2021 and launched in 2022:

- Asian American and Pacific Islander Connect (AAPI Connect)
- Black Employees and Allies Connecting Our Networks (BEACON)
- LGBTQ+ Proud
- Working Moms Unite

More than **700** employees and physicians have joined one or more of the inaugural ERGs, either as members who identify with the group(s) or as allies to show their support.



### Fostering educational dialogue

Hundreds of Children’s staff found inspiration, shared experiences and new ideas through *The D&I Dialogue*, a discussion series for Children’s employees about advancing diversity and inclusion. The series kicked off with Children’s Board of Trustees member Ernest L. Greer, Co-President at Greenburg Traurig LLP. The leader and community champion was the first to lead these critical discussions that provide understanding and insight to help our workforce thrive. Other speakers included Matt Westmoreland (Atlanta City Council Member), Malik Brown (City of Atlanta’s Director of LGBTQ Affairs), Bea Perez (Coca-Cola’s Senior Vice President and Chief Communications, Sustainability and Strategic Partnerships Officer), and brothers Kyle and Brent Pease (co-founders of The Kyle Pease Foundation).

Additionally, the internal *Faces of Children’s* article series profiles Children’s employees and celebrates the diversity within our halls, and the *D&I Digest* newsletter goes out to staff on a monthly basis. As Children’s works to provide more ways for our employees to connect and learn from each other, we also invited employees to join conversations on intersectionality, belonging, unconscious bias and allyship through *Inclusiv*, a computer-based engagement platform.

A Message from Our CEO

Who We Are

Our Community Impact

Diversity and Inclusion

Environmental Sustainability

Health and Wellness



## Building a Representative Workforce

To ensure diverse hiring pipelines, we partner with community organizations like Project Search, DiversityNursing.com, Goodwill Career Services, the Community Assistance Center, military and veteran organizations, international staffing agencies and schools with diverse enrollees, including top historically black colleges and universities (HBCUs).

Through referrals and events, including multiple in-person and virtual career fairs, we have been able to offer employment to individuals who have traditionally faced barriers to better and higher employment.

These efforts underscore our continued commitment to diversity, an awareness of areas for improvement, and a growing, dedicated staff focused on increasing representation.



## Communication for Our Diverse Population

To provide the best possible care for all kids and families, Children’s adapts and responds to the various barriers kids face in accessing care. To accommodate families who speak different languages, Children’s utilizes translation services on site, or through phone and video to ensure that our patients and their families understand diagnoses and treatments. By offering communications in more than 30 languages, representing every continent, we help ensure our patients and their families can make the most informed medical decisions, while also helping them feel welcome in our facilities.

A Message from Our CEO

Who We Are

Our Community Impact

Diversity and Inclusion

Environmental Sustainability

Health and Wellness





### Juneteenth Movie Night

Led by the Black Employees & Allies Connecting Our Networks (BEACON) employee resource group, more than 200 Children’s employees attended a Juneteenth movie night to reflect on the importance of the holiday. It included a special viewing of the film “42”: a biographical adaptation of Jackie Robinson’s life.



### Pride Parade

More than 500 Children’s employees and families walked in 2022 Pride Parade. As one of the largest corporate groups to participate in this year’s event, the Children’s Team proudly walked the parade route with a giant rainbow banner and a Children’s Transport Truck leading the way.



### Diwali Celebration

Hosted by the Diversity and Inclusion council and AAPI Connect employee resource group, the Diwali events featured cultural festivities, fun and fare to celebrate the special holiday. More than 320 employees attended events across multiple locations.



### Salute to Our Veterans Breakfast

We honored nearly 450 military veterans and active duty servicemen and women during the veterans breakfast that has become a meaningful tradition each year for many across our System.



## Celebrating the ability in all of us

During Disability Awareness Month, the *Faces of Children's* series featured Melissa Burnett, Senior Research Coordinator, Cardiac Research at Egleston, to highlight the role of people living with disabilities in our organization. Melissa joined Children's in 2018, but was already familiar with Egleston, where she'd undergone 14 surgeries during her childhood and youth to treat complications from arthrocalasia Ehlers-Danlos syndrome (aEDS). When her condition flares up, or when she's recovering from surgery, simple tasks — like opening a door — can be very difficult. That's why she passionately advocates for accessibility for both patients and employees as a member of the Diversity and Inclusion Council.

The December *D&I Dialogue* featured Kyle Pease and his brother, Brent, co-founders of [The Kyle Pease Foundation](#). Diagnosed with Spastic Quadriplegic Cerebral Palsy as a child, Kyle began competing with his brother as a push-assist team, and together they have completed more than 75 races since 2010. The conversation emphasized advancing inclusion of those with disabilities through sports. As a former volunteer at Children's, Kyle has a close connection to our Values and how we work together to fulfill our Mission.



## Paving the Way

Our physicians are leading the way on having conversations about minority representation and equity.

- Dr. Chris A. Rees, Division of Pediatric Emergency Medicine at Emory University and Emergency Department Attending Physician at Children's, spoke on the [HCP Live Podcast](#) about how addressing issues of representation could improve upon disparities in health care.
- Drs. Naadira Upshaw and Justin Williams were awarded a grant from the Society of Pediatric Psychology for their work titled "Development of the Minority Tax Questionnaire."
- At the annual American Academy of Pediatrics (AAP) Conference, Dr. Khaliah A. Johnson, Division Chief, Palliative Care, spoke on equity efforts in pediatric palliative care and minority health inclusion.

A Message from Our CEO

Who We Are

Our Community Impact

Diversity and Inclusion

Environmental Sustainability

Health and Wellness



# Environmental Sustainability







Creating a brighter future for Georgia’s kids also means caring for the planet they will inherit. Our teams are incorporating a variety of practices and programs to help us continuously improve our environmental stewardship. These efforts include tactical plans to reduce our environmental footprint as well as innovations that focus on conservation. .

## Certifications and memberships

- In 2010, Hughes Spalding was the first hospital in Georgia to earn LEED Gold Certification.
- Our Center for Advanced Pediatrics, the first building to open on our North Druid Hills campus, earned LEED Gold certified since 2019.
- The Support Center, which opened in late 2019 on the North Druid Hills campus, earned LEED Silver Certification in June 2021.
- Arthur M. Blank Hospital on the North Druid Hills campus is on track to earn LEED Certification upon opening in fall 2024.



## Reducing our Environmental Footprint

New developments around the System in 2022 include:

- The Center for Advanced Pediatrics completed a one-time purchase of renewable energy credits (2 years at 70% of expected energy use) as part of its LEED Gold Certification.
- We currently have a total of 28 electric car charging stations across our various locations. Arthur M. Blank Hospital will have 43 dual charging stations to serve 86 designated spots.
- We are adding electric and alternative fuel vehicles to the Children’s fleet. Currently most of our courier vehicles are hybrid, and we are planning for all courier vehicles to be hybrid or electric by 2025.
- Providing shuttle bus and MARTA services across our campuses, connecting to transit hubs.
- The use of low-carbon-content concrete in our new hospital, which is expected to reduce greenhouse gas emissions by 5-10% over traditional concrete.

The Common Market Georgia’s partnership with Morrison Healthcare has been an incredible demonstration of the Farm to Hospital opportunity, proving that local food adds value to the mission of hospitals and hospital food service. Starting in 2016, The Common Market Georgia began distributing to Scottish Rite Hospital, which was served by Atlanta-based Morrison’s.

A Message from Our CEO

Who We Are

Our Community Impact

Diversity and Inclusion

Environmental Sustainability

Health and Wellness





## Promoting Conservation

The design and construction of our new facilities on the North Druid Hills campus present many opportunities for us to set a new standard for sustainability:

- We're adding **20** acres of greenspace and gardens that will include the planting of **1,200** new trees. These new trees and shrubs are native to Georgia and will require **50%** less water than non-native plants. Designed to help filter stormwater, reduce the urban heat island and increase biodiversity across our campus, our greenspace will produce a functional benefit to Atlanta as well as an emotional benefit for our patients and visitors.
- Inside the facility, we're emphasizing natural light, with **70%** of patient rooms featuring garden views. This will not only conserve energy, but also facilitate healing, leading to shorter stays.
- Stairwells are intentionally situated on the building's exterior, boasting views that will encourage use over elevators.
- Our existing facilities have centralized climate-controlled thermostats and have been retrofitted with LED lights to conserve energy.



## Building Responsibly

Architects and contractors working on our new campus continue to conserve resources as we construct our innovative building. We have:

- Diverted **85%** of the construction waste stream from landfills by recycling and reclaiming as much usable material as possible from previously existing campus buildings.
- Utilized low-emitting materials from ceilings to floors, and reduced usage of mercury, lead, cadmium and copper.



A Message from Our CEO

Who We Are

Our Community Impact

Diversity and Inclusion

**Environmental Sustainability**

Health and Wellness



# Health and Wellness







At Children's, we strive to create a safe, healthy and welcoming environment and we take a holistic approach to caring for our team.

## Promoting a Healthy Workforce through Employee Wellness

In many ways, working at Children's is a calling. But even those who feel called to this special work have endured an extra dose of stress over the last few years. Our promise — People First, Children Always — reminds us to constantly find ways to uplift our workforce, supporting their mental and physical well-being.

The following services, among others, are provided at no cost to our employees.

### Wellness programs and events

Aimed at promoting healthy lifestyles, wellness programs and events for employees include:

- Nutritional challenges and health series, including New Year's Nudge, Nutrition Nuggets and Sugar Swap Challenge.
- Yoga Week's fifth edition, which guided more than 400 participants toward making commitments to themselves and their wellness through daily inspiration emails, emotional wellness workshops and recorded yoga sessions.
- Participation in community sport events, including the KP Run Walk Roll and the Publix Atlanta Half With the Kyle Pease Foundation.
- Wellness Team Engagements to improve health and wellbeing while building camaraderie, through topics such as Meal Planning, Nutrition on the Go, Walking Challenges and Stretch Sessions.



A Message from Our CEO

Who We Are

Our Community Impact

Diversity and Inclusion

Environmental Sustainability

Health and Wellness



## Stress and resiliency

In an effort to reduce stress and increase resiliency, employees have access to:

- One-on-One Emotional Wellness Consults.
- Emotional Wellness Workshops on topics including Resiliency & Burnout, Self-Compassion, Adult Recess, Journaling, Stress and the Body.
- Resiliency Huddle to hold an emotionally supportive space in response to one or more challenges facing a unit or department.
- Resiliency Retreat, full-day retreats intended to create space for Children's employees to rest, recharge and reset.
- Schwartz Rounds, multidisciplinary forums for employees to practice vulnerability and honesty during conversations about what it really means to work in pediatric healthcare.
- An Employee Assistance Program (EAP) providing confidential counseling through challenging personal events, including six free face-to-face counseling or phone sessions per topic per year.
- Onsite behavioral health counselors for unlimited phone, video, or in person sessions through our Care Clinics, available at no cost to all employees.
- Free mental health counseling through our medical benefits plan, in-network or out-of-network.
- Licensed professionals available 24/7 by phone or video to discuss stress, anxiety, depression, and more. This service through Teladoc is available at no cost to employees enrolled in the POS medical plans.
- TakeCARE, a peer-to-peer support program intended to foster healing after events such as multiple patient deaths, intense traumatic events and other emotionally challenging events.

## Strong4Life Fitness Center

The Strong4Life Fitness Center supports employees wherever they are in their wellness journey, by offering:

- Fitness trainers and one-on-one consultations with a Strong4Life Wellness Coach to support employees' personal goals in person or virtually.
- Training series, like Women on Weights and Men on Weights, to promote safe and targeted fitness training events, such as the TriPossible training program for sprint triathlons.



A Message from Our CEO

Who We Are

Our Community Impact

Diversity and Inclusion

Environmental Sustainability

Health and Wellness





## A Focus on Physician Wellness

When our physicians take care of themselves, they're able to provide better care for our patients. Led by our Chief Physician Wellness Officer, Dr. Will Border, we are implementing programs to help prevent the threats of physician burnout and stress at every angle, all while fostering resilience and providing excellent patient care.

The Physician Wellness Program, advised by the Physician Wellness Leadership Committee, offers support that is categorized into five focus areas: social, physical, mental and emotional well-being, crisis management and addressing burnout. The Physician Wellness Leadership Committee includes 13 physicians, two executive team members and two support team members.

### Social well-being

We support our physician's social well-being with:

- Physician Well-Being Mentor program for new physicians joining Children's team.
- Physician socials to strengthen physician relationships.
- Access to the Concierge program where Children's Work Life team handles personal errands.

### Crisis management

We support our physicians in times of crisis by offering the following:

- You Matter Program to connect with peer support when an adverse or unanticipated event occurs.
- Physician Assistance Hotline for confidential access to mental health professionals for triage, assessment, referral, counseling and support.
- Group psychologist support.
- Schwartz Rounds, multidisciplinary forums that allow caregivers to discuss social and emotional issues that arise from patient care.

### Physical well-being

To support our physicians health and goals, they have access to:

- Training programs for races and events.
- Doctor Wellness Fairs.
- Children's Care Clinics, onsite health clinics meant to support employees while at work.
- Strong4Life's wellness coaches who are available to support physicians' wellness goals.

### Mental and emotional well-being

We aim to strengthen our physician's mental and emotional well-being through:

- Pebble in my Shoe initiative launched in 2022, which helps remove barriers and points of frustration that impact a physician's workday and well-being.
- Prioritized access to Strong4Life's yoga week and retreat.

### Burnout

The Children's Physician Wellness team works with every division to measure their unique burnout stressors, leading to a targeted approach to address burnout and support physician well-being.



A Message from Our CEO

Who We Are

Our Community Impact

Diversity and Inclusion

Environmental Sustainability

Health and Wellness

