Children’s Healthcare of Atlanta

Corporate Social Responsibility Report
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Letter from our CEO

Children’s Healthcare of Atlanta is not only dedicated to making kids better today and healthier tomorrow, but also committed to operating in a socially responsible and ethical manner.

We are more than a healthcare system. We are a world-class center of community. And our commitment to excellence goes far beyond the care we provide within our walls. We hold ourselves accountable to five key areas: Community Benefit, Environmental Sustainability, Diversity, Compliance and Health and Well-Being.

In 2018, we managed more than 1 million patient visits and treated more than 430,000 unique patients from all 159 counties in Georgia. We provided $229.5 million in community benefit, of which $120.7 million was the cost of caring for children whose caregivers could not pay. This care ranged from treating broken bones to providing lifesaving cancer therapies. We are committed to providing the same high-quality care to all of our patients.

Children’s will continue to grow in the years ahead, especially as we break ground on our North Druid Hills hospital campus. This report is a comprehensive look at the great things Children’s does to serve our community in a socially responsible way, now and for years to come.

Sincerely,

Donna Hyland

“Children’s Healthcare of Atlanta is not only dedicated to making kids better today and healthier tomorrow, but also committed to operating in a socially responsible and ethical manner.”

- Donna Hyland
Who We Are

At its core, Children’s is a pediatric healthcare system. However, to our employees, patients and their families, it’s so much more. Anyone who walks through our doors knows that Children’s is a special place. We are focused on creating an organization that takes care of our extraordinary employees by inspiring and supporting them through benefits, recognition and development opportunities that make it easier for them to do the work they love.

Our Mission | To make kids better today and healthier tomorrow

Our Vision | Best Care ... Healthier Kids

Our Values | Care about People
Passionate about Kids
Dedicated to Better

Living our Values

NICU Nurse Makes Costumes for Patients’ First Halloween

For the fourth year in a row, Tara Fankhauser, Scottish Rite NICU nurse—who is also a mom of three—spent months crocheting costumes for her patients.

Using each baby’s unique personality for inspiration, she starts knitting in the spring and keeps going right up to Halloween, never repeating the same costume twice. This year’s festive crew included Dumbo, Rocky Balboa, a tiny Tinkerbell and more. Each costume took anywhere from a couple of hours, to a full day to finish.
System Overview

Children’s is one of the largest pediatric clinical care providers in the country, managing more than one million patient visits annually at three hospitals, Marcus Autism Center, the Center for Advanced Pediatrics and 20 neighborhood locations. Consistently ranked among the top children’s hospitals by U.S. News & World Report, Children’s Healthcare of Atlanta has impacted the lives of kids in Georgia, across the United States and around the world for more than 100 years thanks to generous support from the community.
Research and Teaching

Research and teaching are the cornerstones of our commitment to enhance the lives of kids. Children’s is a leader and innovator in the field of pediatric research and aims to find new breakthroughs, treatments and cures. We are committed to advancing pediatric medicine, ensuring swifter recoveries and providing new solutions to perplexing medical conditions because we believe every child deserves the chance at a healthier future.

Together with Emory University, Georgia Institute of Technology, and Morehouse School of Medicine, Children’s seeks answers to the most challenging childhood medical conditions, develops treatments and cures, and passes them on to the next generation of physicians, researchers and teachers.

Maximizing our research capabilities and creating dedicated space for our important work – with room to grow – is top of mind as we plan our transformative North Druid Hills campus and hospital, set to open in 2025.

By the Numbers

- Children’s and Emory University received $45.8 million in funding from the National Institutes of Health (NIH) and $72.8 million in total extramural funding during the 2019 fiscal year.
- More than 380 physicians hold titles at both Children’s and Emory.
- In 2019, Children’s and Emory researchers engaged in more than 1,500 active clinical research studies with 3,700+ patients participating in clinical research.
- More than 730 residents and fellows were trained in the 2018-2019 academic year in 42 specialties.
- Children’s delivered 1,302 hours of continuing medical education (CME) credit through 213 educational activities with 21,621 participants, including 11,252 physicians.
Our Approach to Corporate Social Responsibility

As one of the largest pediatric clinical care providers in the country and the only freestanding public healthcare system in Georgia, we know we have a responsibility to set an example for other organizations and hospitals – both locally in the Southeast. Across our hospitals and in our community, we touch millions of lives each year in Georgia and beyond.

Our Commitments
We’re holding ourselves accountable to five key areas: Community Benefit, Environmental Sustainability, Diversity, Compliance and Health and Well-Being.

We’ve been caring for kids for more than 100 years, and Children’s will serve families in Georgia in a transformational way for decades to come. To ensure longevity and success of our mission to make kids better today and healthier tomorrow, we strive for constant progress and forward momentum in these areas.
Our goal: Invest in our community
Georgia is counting on Children’s to make a difference in the lives of the kids we serve and to strengthen our communities. In 2018, we provided $229.5 million benefitting the community. Some areas include:

**Specialty pediatric services**
$17.5 million
Our hospitals are unique, going well beyond traditional medicine to create healing environments specially designed for kids. In 2018, Children’s provided millions in special services, such as child life specialists, chaplains, therapy dogs, music therapy, family libraries, clowns, play areas and hospital-based classrooms that are important components to the care and healing of kids and their families.

**Lifesaving research**
$45.5 million
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 2018, Children’s provided millions for lifesaving research in pediatric diseases, had more than 5,800 patients participating in clinical trials and recruited nine new investigators from across the U.S.

**Physician training programs**
$10.8 million
As the primary pediatric teaching site for Emory University School of Medicine and Morehouse School of Medicine, we are training more than 255 full-time equivalent residents and fellows to be the next generation of caregivers. In 2018, Children’s provided millions to train pediatric physicians. There is a growing shortage of pediatric physicians and by training more in Georgia, more will stay in Georgia to practice and care for our growing needs.
Our goal: Helping those who need it most
Children’s also provides benefit aimed at helping families who can’t afford care. Some of these areas include:

Unreimbursed clinical care
$120.7 million
We treat kids from all 159 counties in Georgia. While the delivery of unreimbursed care is one way we meet our community’s needs, we also offer extensive programs and subsidized health services to augment care and improve the health of Georgia’s children. Patients who received unreimbursed care include the uninsured and children covered by Medicaid, for whom we are reimbursed less than what it costs to provide care. In 2018, approximately 59 percent of our unique patients were on Medicaid/PeachCare for Kids or unable to cover the cost of their care.

Subsidized services
$28.3 million
In an effort to provide quality care to children of all ages in Georgia, we provided millions of dollars 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, and Marcus Autism Center. Without Children’s, these services would be unavailable in the community, the community’s capacity to provide such services would be below the community’s need, or they would become the responsibility of the government or another tax-exempt organization.
Care for the Environment

Our goal: Set the standard for going green among Georgia hospitals

Because Children’s strives to be good stewards of the environment around us, teams have been working on sustainability initiatives related to employee health and wellness, utilities and resource conservation, quality of life improvements, ecological restoration, building lifecycle and materials recycling and sustainability education throughout the design and construction process of our new facilities at North Druid Hills.

For example, our Support buildings construction team has recycled 97.1 percent of the total construction waste generated, meaning that only 2.9 percent was sent to a landfill. The diverted waste totals 5,198.2 tons, which would fill 578 garbage trucks. Landfilling waste costs roughly $50 per ton so, in addition to helping the environment, Children’s is also working hard to be good stewards of our dollars.

We believe kids get better faster when they have access to nature, green space, sunlight and healing views. We’re working hard to preserve those precious resources for kids today and for decades to come. Environmental responsibility and stewardship is a priority as we continue construction at the North Druid Hills campus and contemplate construction at other locations within the System.

How we’re caring for the environment
• Pursuing LEED certifications for all of our new buildings on our North Druid Hills campus.
• Working to improve our Energy Star score by 66% by adding 20 acres for greenspace and miles of walking trails on and around the campus.
• Installing electric car charging stations at our main locations to support families and employees who drive fuel efficient vehicles.
• Prioritizing initiatives like “Clean Up Days” for employees to donate office equipment and supplies and recycle responsibly.
• Using less paper with the help of technology enhancements for employees, including the latest software, document scanning and storage, and a new employee mobile app to stay collaborative and connected.
Recognizing the healing power of nature

The design of our new hospital at North Druid Hills and careful placement of planned and future structures will take advantage of the size of our campus, Atlanta’s plentiful sunlight, and our location in the Georgia piedmont, where a mix of forest and greenspaces are the natural state of the environment. Tall patient towers minimize our footprint and maximize healing views that we know improve outcomes, while also leaving greenspaces available for our patient families to access as much as possible.

Research has shown that access to nature and views results in increased pain tolerance, reduced stress, lower blood pressure, and decreased pain. Research also shows that patients experience a positive change within five minutes of viewing natural settings.

We will continue to innovate and take full advantage of the latest advances in technology and sustainability to build for our future. We are designing our campus to be healthy inside and out for our environment and our people – the Children’s community of physicians and staff that care for kids.

Awards:
- Children’s at Hughes Spalding received LEED Gold certification, making it the first hospital in Georgia to earn this distinction.
- Our Center for Advanced Pediatrics, the first building to open on our North Druid Hills campus, earned LEED Gold certification.
- The Support Center, which opened in late 2019 on the North Druid Hills campus, is on track to earn LEED Silver Certification.
- Atlanta Business Chronicle named Children’s the winner for the New Market Innovation category for its 2011 LEED Showcase Awards for our sustainability initiatives.
- Children’s was named one of the top 30 most environmentally responsible hospitals in the world.
At Children’s, we seek to create leading employee experiences. Our hard work in that endeavor has been affirmed by our appearance – alongside other nationwide industry leaders – on top workplace lists, including:

- FORTUNE Magazine’s “100 Best Companies to Work For” for 14 years
- Working Mother’s “100 Best Companies Hall of Fame” for 15 years
- People’s “Companies that Care”
- NAFE Top Nonprofit Companies for Women

“At Children’s, caring about people is one of our core values because we know that people are our strength. Diversity ensures a solid foundation for our success, growth, collaboration and creativity.”

- Linda Matzigkeit, Chief Administrative Officer
Our goal: To create an environment of mutual respect that values and promotes the greatness within each individual and leverage the collective strength of the organization.

We are continuously working toward employing a workforce that is a reflection of the families we serve. Children’s is built upon appreciating and valuing the differences and similarities that exist in the collective mix of employees, the patients and families we serve – in 2018, from all 159 counties in Georgia – and the communities around us.

To create this culture, we promote and demonstrate these beliefs through our practices, programs, polices, training and communication. We strive to create an environment where people feel valued for their professional and their personal contributions, and where the mix of these contributions is unlimited. We deliver the same high level of service and respect to each of our patients and their families. And by enhancing the lives of all the people touched by our organization, we enhance the lives of the children we serve.

### Children’s Workforce by the Numbers

- **11,500 employees**
- **82% of our employees are female, and we have representation at all levels of the organization**
- **62% of our senior leaders are women, including our Chief Executive Officer Donna Hyland as well as our Chief Administrative Officer, Chief Financial Officer, Chief Nursing and Hospital Operations Officer and Chief Information Officer.**
- **Nearly 68% of our Leaders are employees of color and/or female**
- **460 veterans on staff and four enlisted employees**
**Unique approaches**

- Children’s participates in Project SEARCH, a program that places students and adults with cognitive and physical disabilities in healthcare jobs. We currently have 20 employees from this program and have become the program’s second-largest employer in Georgia.
- With our summer internship program, we open the door to Children’s to a broad range of talent backgrounds and seek out new talent in the next generation. Children’s has also been named a top workplace for millennials.
- Children’s partners with DiversityNursing.com to ensure that we are recruiting nurses and allied health professionals that are reflective of the racial demographics of the U.S. nursing workforce.
- Each year our recruitment team likes to explore new channels to connect with our audience. Over the past year we’ve established partnerships with vendors to support our diversity efforts and engage military veterans exiting the service. We also put a tool in place to enable virtual hiring events and recently engaged a service offering text messaging. These tools provide new and creative ways to connect and communicate with candidates and new hires.
- We offer an official Mentoring Program and a nine-month Nurse Residency Program that’s designed to bridge the gap between academic education and professional practice, often a gap for first-generation professionals.
- We also offer My Nursing Career Path to give nurses a career path based on their personal objectives along with educational assistance to further their education.

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**Spotlight on MomForce**

The MomForce program, launched by Children’s in 2013, equips participants with valuable connections and experience to re-enter the workforce on a permanent basis. Participants in the MomForce program receive both meaningful and resume-building project-based work in non-clinical areas, mentorship from working parents, orientation to Children’s and opportunities to refresh their skills. Children’s has now offered the program for six years with more than 75 participants – 23 of which were later hired at Children’s. Sonali Rao was a participant in the Spring 2018 cohort and now works as a HR Project Manager.
Marty’s Story

Marty Dworkin is one of more than 400 Children’s employees who proudly served our country and now serves our kids. As part of our effort to recruit Veterans, we opened a door for his interest in technology, after he served in the U.S. Navy as an interior communications electrician. Today, he uses similar skills as one of four Media Services Technicians at Children’s.

“In the military you learn to help others and work together as a group,” said Marty. “I’ve stayed at Children’s for the past 20 years because I am a part of something that helps people’s lives, especially our children’s lives because they are our future.” His coworkers celebrate him year-round and especially as part of Children’s Salute Our Veterans event, which includes a special breakfast for veterans and a flag raising ceremony to honor the men and women who have served and sacrificed for our country.
Our goal: Compliance First - Maintain the highest level of business and community ethics
We are committed as an organization to always do the right thing. In addition, our Compliance Program has been developed in accordance with applicable laws and with guidance from state and federal authorities when available.

How we uphold Compliance First:
• Children’s Healthcare of Atlanta has a comprehensive Compliance Program, which is overseen by our Board of Trustees through the Audit and Compliance Committee.
• The Compliance Program focuses on the prevention of fraud and abuses, promotes full compliance with all legal duties, helps to assure ethical conduct, and provides guidance to all employees and agents of Children’s.
• Our annual compliance training fosters a shared ownership and accountability by employees in all that we do, and drives a commitment to ethics and integrity.
• Standards of Conduct, along with Children’s policies and procedures, provide our employees and Professional Staff direction and guidance in their relationships with patients, physicians, employees, payors, government agencies, and other parties.
How we Do the Right Thing

- Employees, providers, volunteers, contractors, vendors, community members and patients and their families have the opportunity to report compliance concerns 24 hours a day, 7 days a week by phone or online.
- Our organization ensures our statement of non-discrimination is posted throughout our facilities and is available on choa.org.
- Children’s protects the privacy and security of the personal and health information of our patients and families. Our Notice of Privacy Practices, that guides use and disclosure of health information, is provided to patients and families, posted throughout our facilities and available on choa.org.
- Children’s Board members, Physicians and employees are expected to avoid conflicts or the appearance of conflicts between their private interests and those of the organization, and to exercise good faith and fair dealing in all transactions that involve our responsibilities to the organization.
- We are committed to corporate and financial transparency with our stakeholders, including the patients and families we serve.
- Children’s supported HB321, which requires nonprofit hospitals to publicly post financial documents on its website, and was recognized as a leader in implementation and compliance with this law.
- Children’s posts standard hospital charges on choa.org and updates annually in accordance with federal regulations.

“At Children’s, doing the right thing is everyone’s responsibility. We count on employees to keep an eye out for behaviors or business practices that might compromise our system or the care that we provide.”

- Ellen Light, Chief Compliance Officer

Mission-Aligned Investing
While the Children’s Investment Committee recognizes that it has an obligation to maximize returns to our system, we also believe our Long-Term Investment Portfolio should be conscious to avoid investing directly in any company or business that is antithetical to our values. Our management decisions are guided by our mission to Make Kids Better Today and Healthier Tomorrow.
Standards of Conduct

1. **Our commitment to our patients and their families**: We are a safe, respectful and caring environment for patients and families, and we follow all applicable laws when providing care.

2. **Our commitment to our employees**: We treat every employee equitably and with mutual respect, regardless of status or position.

3. **Our commitment to ethical physician relations**: We maintain honest and ethical relationships with physicians, complying with all federal and state laws governing such relationships.

4. **Our commitment to an ethical relationship with other parties**: We do the right thing when working with other hospitals, vendors and outside parties.

5. **Our commitment to our competitors**: We conduct ourselves ethically at all times, only participating in fair business practices.

6. **Our commitment to government relationships**: We follow all laws relating to government relations and political activities.

7. **Our commitment to payors**: We bill government and private insurance payors accurately and ethically, following all appropriate laws and regulations.

8. **Our commitment to the protection of property**: We protect the property entrusted to us, including our funds and any proprietary information, against loss, theft or misuse.

9. **Our commitment to avoid conflicts of interest**: We will be free of influence from personal considerations when representing our interactions with others.

10. **Our commitment to prohibit retaliation, report compliance concerns and our responsibility to our professional staff**: We encourage employees to report concerns without fear of retaliation.
Our goal: Support the mental, physical and emotional health and well-being of our employees and community.

It takes strength to take care of kids. Children’s makes staff wellness a priority through our Strong4Life program, an employee health initiative dedicated to providing resources for reach nutrition, health and wellness goals. We know that having happy, healthy and satisfied employees means better patient care.

In addition to focusing on our own health, Children’s is proud of our movement to tackle the childhood obesity crisis in Georgia, where nearly 1 million kids are overweight or obese. In 2019, we committed millions of dollars to fight childhood obesity and support wellness, all to keep kids from getting sick.

Our new campus will be a catalyst for health and wellness for our patients, families, physicians, staff and our community. We want to be part of Atlanta’s future not only by healing Georgia’s kids, but also by creating a pediatric healthcare destination that inspires a healthy, connected community.
Unique approaches
In addition, Strong4Life starts with our employees and how we keep them well so they can better take care of our kids.

• Nearly 200 employees, including Children’s physicians, attend the annual Strong4Life Yoga Retreat, which provides opportunities to recharge, reconnect and break a sweat. It provides caretakers time to care for themselves.

• Children’s also cares about the mental well-being of employees. We work with Espyr, a professional and confidential counseling service, to help employees and their families with assessment, referral and short-term counseling 24 hours a day, seven days a week.

• Employee Health Clinics at Children’s change the way our employees experience healthcare—making it easier and more convenient to get needed care.

• Children’s offers multiple resiliency resources, ranging from resiliency training classes and peer support to a dedicated employee facility dog and dedicated monthly rounds.

• To make it easier for employees to prioritize fitness, Children’s offers a Strong4Life fitness center at the North Druid Hills Support Building and at our hospitals.

• To ensure new moms have quiet, private and dedicated space for themselves, Children’s offers convenient mother’s rooms at each of our campuses.

“We’re fortunate that Children’s continues to champion our well-being with programs like the Yoga Retreat. I’m grateful for the time I spend not only recharging my mind and body, but also connecting with my colleagues. It is a refreshing reminder of how important it is for us to check in with ourselves and take good care of our minds and bodies.”

-Lucky Jain, M.D., Chief Academic Officer
Here for our physicians

- Children’s has a team dedicated to Physician Wellness. The “Wellness Buddy” mentorship program matches new physicians with physicians who have been at Children’s for at least five years. The intent is to connect new physicians to the mental, physical, and emotional wellness program offerings at Children’s.
- Whenever possible, our clinical leaders encourage physicians to take the stairs for rounds or take them outside to get fresh air and sunshine. We make healthy snacks available for physicians in breakrooms to improve wellness habits.

Here for the community

- Focusing on the Childhood Obesity crisis has been critical, and we’ve led efforts to move Georgia down the ranking of most-obese states from 49 to 32.
- In 2018, our Strong4Life effort also reached and served more than 400,000 Georgia children and worked with 416 schools. We have trained more than 3,300 healthcare providers across the state since launching the program in 2011.
- Focusing on four pillars of prevention—Childhood Obesity, Behavioral and Mental Health, Injury & Illness and Child Protection—Strong4Life, our primary prevention arm, is making a difference in schools, in provider offices, at community events and at home.