



LEADING
THE WAY,

SO EVERY KID CAN

2015 Annual Report



Franciscan
Children's

So every kid can.

Dear Friends,

The past year at Franciscan Children's has been transformative. Recognizing the need to better understand who we are and where we're headed as an organization, we reflected internally on who we are as individuals, as a corporation and as a community. This work helped us capture our essence in words, images and sounds that tell not only our story, but also those of the children and families we serve. We made the important decision to update the statements at the heart of who we are - our vision, our mission and our values. We also made the decision to move forward, while honoring our past, by embracing a new name, Franciscan Children's. This change reflects that we are more than just a hospital, with a breadth of services that are not offered elsewhere.



We created a strategic plan that outlines our organizational objectives required to meet the needs of the community we serve, and to help guide our board and leadership team as we move forward in this challenging healthcare environment. This plan provides the framework necessary to meet the needs of even more children with chronic and complex healthcare needs with state-of-the-art programs, facilities and technology.

We've worked to strengthen our relationships with key state officials and thought leaders, expanded our treatment and research programs, recruited new members to our Board of Directors and leadership team and developed stronger financial controls to better position Franciscan Children's for the future.

In all that we do, whether it is providing comprehensive physical therapy and rehabilitation, mental health care or individualized educational services, we recognize the trust our patients, students and their families place in us.

I hope this Annual Report gives you more insight into who we are and the strides we're making for the children who need us most. Come for a tour, make a donation, attend an event or follow us on social media. However you choose to stay connected, I feel confident that you will be inspired to get involved, **so every kid can.**

Sincerely,

John D. Nash, FACHE
President & CEO



Franciscan Children's helps kids with complex medical, mental health and educational needs that require the specialized services only we can provide. We believe that every child deserves the chance to reach their fullest potential and live their best life. Delivering on our mission is possible thanks to you.





SO EVERY KID CAN

GO

For most 2½-year-olds, sniffles are just a normal part of growing up. But for Christian Caruso, a virus became a nightmare for him and his family. Severe swelling and lesions on his spinal cord landed him in the Pediatric Intensive Care Unit (PICU), paralyzed and intubated for weeks.

“When Christian came to us he couldn’t breathe, eat or talk. He had to have a tube inserted into his throat,” explains Dr. David Leslie, Attending Physician in the Inpatient Medical Rehabilitation Program.

Under the leadership of Dr. Jane O’Brien, our Chief Medical Officer, we provided physical, occupational, speech and swallow therapies every day. Along with the support of our Child Life and Child Psychology teams, Christian made progress both physically and emotionally.

“He fought for every inch of his recovery,” said Christian’s father, Paul Caruso. When Christian was discharged after 14 months, he was able to stand, walk and move his hands and right arm. He was completely off the ventilator and had regained his ability to speak.

“It really makes us value our time home together. Our family under one roof—I don’t think we’ll ever take that for granted.”

– Paul Caruso, Christian’s father



Medical care

- General Pediatrics
- Inpatient Medical Rehabilitation
- Pediatric Dentistry
- Inpatient Pulmonary Rehabilitation
- Surgical Services
- Outpatient Therapeutic Services & Specialty Clinics
- Hyman Novack Medical Day Care

SO EVERY KID CAN COPE

Kate and her husband adopted a baby boy and a baby girl with open arms, knowing they had been exposed to drugs in utero. Although the children developed and functioned as typical infants and toddlers, emotional and behavioral difficulties emerged once they reached preschool.

Their daughter struggled in school and was diagnosed with nonverbal learning disabilities, severe anxiety disorder and depression. At the same time, Kate also had to grapple with her son's mental health issues. He was in and out of schools, unable to learn, and was prone to lash out physically when frustrated or angry.

The two children were admitted more than 20 times to the Inpatient Mental Health Program at Franciscan Children's. While readmissions are sometimes viewed as a failure on the part of the provider, Kate sees it differently. "In our case, readmissions simply reflected the complexity of mental

health challenges and the importance of having services available in the moment. Every admission provided immediate stabilization, without which neither of my kids would have survived."

While her children's mental health issues are ongoing, Kate is hopeful for their future. "I'm deeply grateful for the team at Franciscan for helping us so profoundly. They helped us navigate the system, and have given my children hope for success."

"Until we found Franciscan, we felt tortured by the uncertainty of every day. With the help of exceptional nursing, mental health professionals and psychiatric care, we felt hopeful again for our children's future and the well-being of our family."

- Kate, mother



Mental health care

- Inpatient Mental Health Program in partnership with McLean Hospital
- Community Based Acute Treatment (CBAT)
- Outpatient Treatment and Assessment
- The Children's Wellness Initiative





SO EVERY KID CAN SHINE

Devin has weakness in his muscles, and has had choreoathetosis since infancy. When he tries to point, gesture or reach for an item, involuntary movements are triggered in his hands, arms, trunk, legs and even face.

Still, he greets every day with a smile. Since 2002, Devin has attended the Kennedy Day School at Franciscan Children's, where a team of teachers, nurses, specialists and therapists discovered the tools he needed to become actively engaged and interactive.

Devin can now use a walker and a power wheelchair he controls with his head movements. He learned how to talk using a sophisticated, portable computer speech system, and uses technology to help him be more independent. "Technology has opened up communication opportunities for Devin, but the motivation to work hard, that's all him," says Devin's speech-language pathologist, Keslie Stricker.

Devin is also learning how to manage money and navigate safely in the community. He was among a group of Kennedy Day School students highlighted by WHDH Channel 7 as a "Class Act."

He's not afraid to dream big. Whether it's to get better at math, use his gait trainer more independently or one day build his own police station, Devin approaches every task head-on, even when it seems nearly impossible.

"I'm very impressed with all the work they do with Devin. Without Franciscan, he wouldn't be who he is today. Knowing that your child can come to a place where they will do everything they can to help him, it shows that they really do care on a personal level."

- Sonia Rivera, Devin's mother



Education

Kennedy Day School (Ages 3-22)

- Private special education school for children with significant needs

Franciscan Family Child Care

- Child care center serving children of employees and families from the local community

A PATIENT'S RECOVERY INSPIRES YEARS OF SUPPORT

While on a school ski trip, 14-year old Nick Prefontaine was approaching a jump on his snowboard. He caught an edge, lost his balance, and that's the last thing he remembers.

After three weeks in a coma, he was stable enough to come to Franciscan Children's. Working with our inpatient rehabilitation team, he had to relearn how to walk, talk, swallow and read. Fourteen years later, Nick is a thriving 28-year-old who feels incredibly thankful to be able to enjoy the activities he loves.

"I am forever grateful to Franciscan Children's for giving me the opportunity to get my life back—to function like nothing ever happened to me," says Nick. "I think that is Franciscan's goal for every patient who comes through their door."

Since his recovery, Nick and his family have generously opened their hearts to establish The Prefontaine Fund, and have donated their time and energy to host numerous fundraising events such as the Prefontaine Golf Tournament and the Great Bay Corvette Club Car Show.

To date, the fund has raised over \$180,000 for building renovations, larger wheelchairs, a new state-of-the-art physical and occupational therapy room known as Nick's Room, a new solarium, and innovative technology such as a Rifton Transfer and Mobility device (TRAM).

Nick's passion to help Franciscan goes well beyond financial support. He was an active member of our Family Advisory Council, where he worked to improve understanding and communication between our staff and the families we serve. He's also helping us spread the word about the life changing work we do at Franciscan Children's.

"Franciscan Children's helped make me the person I am today—someone who strives for greatness, refuses to give up and believes anything is possible, regardless of the obstacles in my way. If the fund helps even one child feel that same way, then I have done what I set out to do."

- Nick Prefontaine, former patient





DONATING TIME AND ENERGY TO MAKE A DIFFERENCE

Making a personal commitment by volunteering

Volunteers are important members of the Franciscan Children's community. Each year we welcome amazing individuals, teams and organizations who generously dedicate their time and energy to our mission. Their contributions are essential in helping us provide the best possible care and education to our children and their families.

One of our most steadfast supporters is Ken Martin, who has attended our events and program openings and made valuable introductions to members of the community, including WinterWyman CEO Bob Boudreau.

Ken and Bob, along with employees from WinterWyman, create wheelchair art with students in our Kennedy Day School. They also do arts and crafts with kids on our medical units and actively participate in the Inpatient Mental Health Unit Wicked Wednesday pizza parties.



“Having friends of Franciscan like Ken and Bob come to visit helps normalize the day. It sends a message to the kids that the world cares about them.”

– Brian Duffy, Franciscan Children's, Inpatient Mental Health Program Nurse Manager

Corporate partnerships that make progress possible

At Franciscan Children's, every dollar makes a difference. Whether it's \$25 for new toys or \$100,000 to renovate a patient care area, each gift makes an impact on the life of a child. We've been fortunate to work with numerous partners throughout our community, none more consistently generous than New Balance.

New Balance and the New Balance Foundation have helped our kids walk, jump, run, dance, swim and more. With their support and sponsorships, we have received almost \$2 million in donations.

New Balance has also been a major contributor to the Children's Wellness Initiative (CWI), a school-based mental health program that combines outreach, education and prevention to help children and families receive the social and emotional help they need.

“The dedication of everyone at New Balance makes it possible for our kids to work toward independence, develop meaningful skills and feel like they belong.”

– John D. Nash, Franciscan Children's, President and CEO

THANK YOU

to our donors

Everyone associated with Franciscan Children's shares an unwavering commitment to ensuring that every child has a chance to live their best life and reach their fullest potential. Thank you for being one of those people. Your gifts of time, talent and treasure go a long way in helping us accomplish our important mission. Together, we can make sure that every child who comes through our doors receives the compassionate, quality care he or she needs to thrive, **so every kid can.**

Donations of **\$50,000-\$100,000+**

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LEADING THE FIELD IN RESEARCH FOR CHILDREN WITH SPECIAL NEEDS

Today, as many as 1 in 25 children suffers from complex medical issues, and the number is growing 5% annually. Jay G. Berry, MD, MPH, pediatrician and hospitalist, is at the forefront of Franciscan Children's efforts to understand the needs of this increasing vulnerable population. Dr. Berry joined the Franciscan Children's Research Center in October 2014. His National Institutes of Health-funded research and expertise have been invaluable in Franciscan's efforts to evaluate and expand services and provide the highest-quality post-acute care for children.

The study results, published online in the *Journal of American Medical Association (JAMA) Pediatrics* in February 2016, indicated that the use of post-acute care is infrequent, even for children with multiple chronic conditions, and varies significantly by race, by ethnicity and across states. As a follow-up to this national study, Franciscan is assessing specific diagnostic conditions, the influence of post-acute care on hospital readmissions and geographic differences in care.



“It’s great to know that through this novel research, we can make an impact on this underserved and often forgotten population. I’m extremely proud to be part of an organization that places such a strong emphasis on that research.”

- Dr. James Mandell, Franciscan Children's,
Chairman of the Board



IMPROVING PATIENT OUTCOMES THROUGH RESEARCH

The Centers for Disease Control and Prevention (CDC) estimates that 13-20% of U.S. children experience a mental health disorder every year and that an estimated \$247 billion is spent annually on the treatment of these disorders. As the second-leading cause of death in 2010 among adolescents aged 12-17, suicide rates continue to increase. The impact of mental health disorders on these children, their families and their communities is tremendous.

The Mental Health Research Program at Franciscan Children's, launched in 2015 to help address this critical problem, is already providing valuable information to our patients and their families. The ability to predict which patients are at greatest risk will enable us to deliver the extra care they need to hopefully break the negative cycle of self-harm.

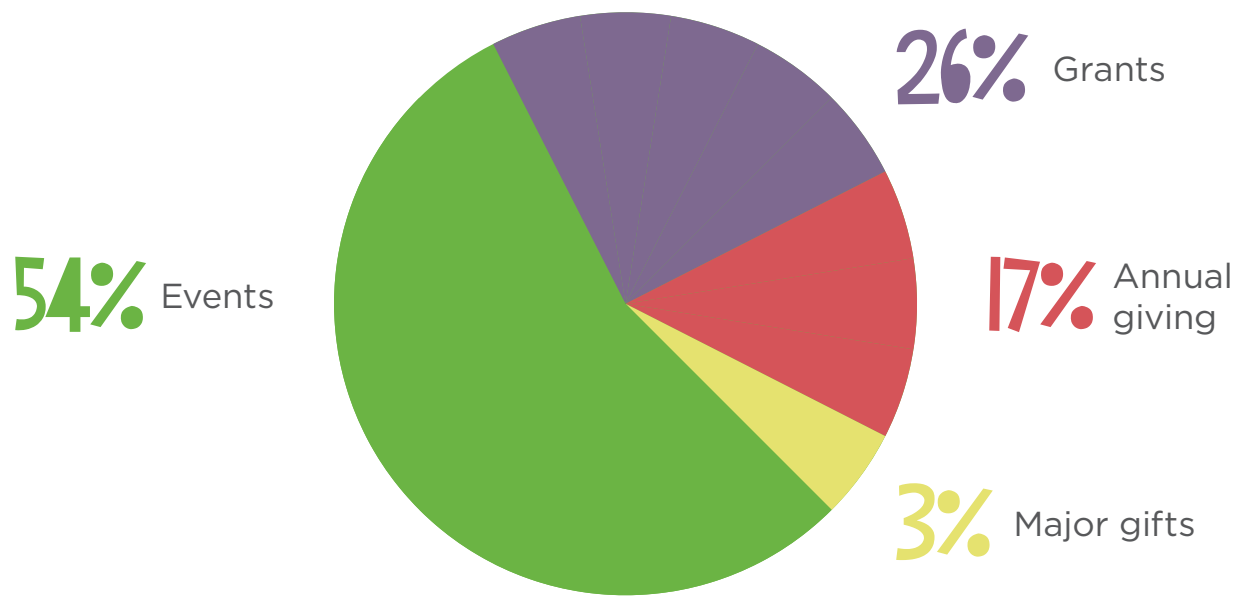
It is important to understand what happens to our patients after they leave our care. We designed a research program to monitor outcomes after patients' discharge from Franciscan Children's acute inpatient and residential mental health programs. This is the only follow-up study of its kind across the region, and Franciscan is taking the lead. The results are currently being analyzed for publication and will greatly inform care and discharge practices.

Members of Franciscan Children's Mental Health Research Team are collaborating with colleagues at Harvard Medical School, Boston College and McLean Hospital to identify and evaluate clinical aspects of care critical to patients. The Mental Health Research Program was fully grant-supported this year thanks to the generosity of the Rockland Trust Foundation, the Blue Cross Blue Shield Foundation and a capacity-building grant from the Massachusetts Department of Health and Human Services.

“These children and teenagers come to us after a traumatic event or an emotional crisis, and it's our job to prepare them to transition back into the world. The mental health research being conducted at Franciscan Children's is instrumental to our goal of providing them with the tools they need to cope with the stresses around them once they've been discharged.”

- Dr. Ralph Buonopane, Franciscan Children's, Director of Inpatient Mental Health Program

Grand total of donor revenue
\$1,980,377





CONSOLIDATED FINANCIAL SUMMARY

Fiscal years ending September 30, 2015 and 2014
in thousands

Statement of Operations	2015	2014
Revenues and Other Support		
Patient Service Revenue, net	\$ 52,194	\$ 51,389
Other Program Revenue	6,462	6,745
Fundraising, Grants and Gifts	1,980	2,019
Gifts Whose Use is Restricted	(689)	(1,402)
Total Revenue and Other Support	\$ 59,947	\$ 58,751
Expenses		
Salaries, Wages and Employee Benefits	\$ 36,783	\$ 35,992
Supplies and Other Expenses	19,656	18,897
Depreciation and Interest Expense	3,045	3,061
Total Expenses	59,484	57,950
Income from Operations	463	801
Non-Operating Income (Expense)	(1,421)	1,960
Increase in Unrestricted Net Assets	\$ (958)	\$ 2,761

Balance Sheet

Assets		
Cash and Cash Equivalents	\$ 4,638	\$ 6,133
Accounts Receivable, net	10,542	8,493
Other Current Assets	538	806
Property and Other, net	27,095	26,904
Total Assets	\$ 42,813	\$ 42,336
Liabilities and Net Assets		
Total Current Liabilities	\$ 9,933	9,766
Long-Term Debt and Obligations	12,831	11,514
Net Assets	20,049	21,056
Total Liabilities and Net Assets	\$ 42,813	\$ 42,336



FACTS & FIGURES

2,653 surgeries performed

12,013 children served

34,834 outpatient visits

12,555 student days

7,342 pediatric dental visits

28,014 patient days



**Franciscan
Children's**

So every kid can.