

2017 ANNUAL REPORT



PASSION
PARTNERSHIP
POSSIBILITY



Franciscan
Children's

So every kid can.

LETTER FROM THE CEO

Dear Friends,

A disruption in health care is underway. Care and funding models are shifting so that providers who deliver the highest-quality, most cost-effective care will be the most valued players in the system. In this time of change, **Franciscan Children's has never been better positioned, nor has its role in the medical ecosystem in Boston ever been more important.** It is a remarkable time in history, and we're poised to not only continue our work, but also to expand our role in Massachusetts, fulfilling our mission to help children reach their fullest potential and live their best life.

During the past year, we have strengthened our position by fostering stronger and more mutually beneficial relationships with Boston's acute care hospitals; enhancing the strength of our clinical team, senior leadership, and Board of Directors; and expanding our research efforts in areas where we have a unique opportunity to turn data into valuable insights that impact care delivery, quality, and patient outcomes. In these areas, **we are growing our partnerships and strengthening our role in delivering excellent care and value to the children and families we serve.**

For us, partnerships take many forms and are key to our strategy. As a part of the medical ecosystem, **we partner with referring hospitals across the region that rely on us for medical and mental health care to complement the services they provide.** As the largest provider of pediatric mental health services in the region, we have established research partnerships focused on issues regarding child and adolescent mental health. We also embarked on a collaborative initiative with Berklee College of Music, The Boston Globe, and Boston Magazine to expand our reach and increase our visibility in the community.

Recognizing that we also needed to build strength from within, we welcomed three new members to our Board of Directors, including Dr. Michael Yogman, Wendoly Ortiz Langlois, and Andy Hoar, who each bring a unique perspective and expertise to this important role. We also made three new additions to our senior management team: Associate Chief Medical Officer Dr. Elisabeth Schainker, Medical Director of Ambulatory Care Services Dr. Paul Geltman, and Chief Development Officer Kimberley Lubin; each of whom is focused on implementing initiatives defined in our five-year strategic plan.

In response to the critical pediatric mental health crisis, we have expanded our research efforts. **We are conducting research studies to better understand the role of key factors such as emotion dysregulation, sleep disturbances, and decision-making as contributing factors to suicidal behavior in youth.** This work will benefit our own practice and, once published, will impact the care and treatment of children and adolescents around the world.



We have a unique opportunity to add value by furthering research on pediatric post-acute medical and rehabilitative care. **We are currently conducting a national survey of post-acute care facilities** and embedded pediatric units to assess capacity, current practice, and care outcomes. In addition, work is ongoing with our recently developed measures of severity and function for children with medical complexity and disability to help us better understand the service needs of children in post-acute care. Lastly, we continue to examine activity limitations in physical fitness programs for children with disabilities. Details of this work were cited in more than a dozen peer-reviewed medical and rehabilitation journal publications in 2016-2017.

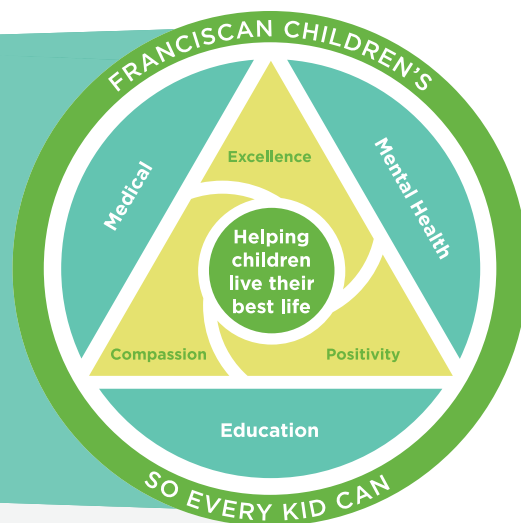
Together, we are making great progress. Our values of compassion, positivity, and excellence are the foundation of what we do to care for children and adolescents. **Their spirit motivates me every day, and I hope it will inspire you, too, as we work together to build a future, so every kid can.**

Sincerely,

John D. Nash, FACHE

BRINGING IT ALL TOGETHER

All the components of our brand are represented in this illustration. Together, they show what “living our brand inside and out” looks like. It is a distinct way of being that sets us apart from all others.





The healing POWER OF MUSIC

Our role as a supportive community partner extends beyond just our medical and mental health expertise. Every day at Franciscan Children's Kennedy Day School, teachers and staff collaborate to provide innovative and creative special education, therapeutic, and health care services to their students.

Kennedy Day School students require customized support beyond what can be offered in a traditional school setting. Students receive physical and occupational therapy as part of their school day, in addition to their classroom learning. Music therapy is a wonderful example of how our staff uses unique approaches to reach new milestones with each child.

As a treatment that is growing nationally, there are now 6,000 music therapists practicing in the United States and it is quickly becoming a routine part of care, helping young patients and students with issues ranging from anxiety and language development to cognitive and developmental behaviors.

A longtime partnership between Berklee College of Music and the Kennedy Day School at Franciscan Children's has benefited many students over the years. This year, we extended that collaboration to include

a special project with The Boston Globe in which music therapy students from Berklee College are introduced to students in the Kennedy Day School, and the Berklee students compose an original song inspired by their interactions. These exchanges were documented in powerful stories by The Boston Globe.

One story follows Kevin Nascimento, a 13-year-old Kennedy Day School student with complex medical and developmental conditions, who collaborated with Berklee College music therapy student Brandon Hassan. As their jam session began, Kevin eagerly tapped his feet and swayed his head to the melodies from Brandon's guitar. Kevin joined in on the action, plucking, shaking, and tapping whatever instrument was placed in front of him.

When Brandon strummed his guitar and sang an upbeat folk song about a boy who loves soccer and who loves to "shred the keys," Kevin beamed with pride as he realized the song was written especially for him and now considers himself famous.

Kevin and Brandon's story is featured on The Boston Globe's website, BostonGlobe.com, and truly showcases the importance of our music therapy program and the strides that kids like Kevin can make by taking part, **so every kid can INSPIRE.**

To learn more about Kevin and his love of music, visit FranciscanChildrens.org/Kevin.

When a GOOD NIGHT'S SLEEP is anything but

Billy, Grace, and countless other adolescents suffer from psychiatric problems that rob them of restorative sleep. Sleep plays an important role in helping us manage stress and emotions, and quality sleep is paramount for health and productivity. Research in both sleep science and adolescent psychiatry has identified a synergistic relationship between impairments in sleep and poor mental health, including increased risk for self-harm and suicide. Of the patients admitted to the McLean-Franciscan Child and Adolescent Inpatient Mental Health Program at Franciscan Children's, 77% report sleep disturbances prior to their hospitalization.

Unpleasant dreams repeatedly interrupt 15-year-old Billy's sleep, causing him to wake up each morning feeling disturbed. He describes a vicious cycle where his lack of sleep prevents him from being able to focus in school, causing stress, daily headaches, and a "snarky" attitude.

Grace is an 18-year-old with an anxiety disorder. Her nightly violent nightmares leave her "feeling awful in the morning." The fears that accompany her anxiety vividly come true in her dreams, preventing her from differentiating her dreams from reality. In

Grace's words, **"My dreams use everything I have against me."**

Research studies in adolescents have confirmed the associations between sleep disturbances and an increased risk of suicidal behaviors. In collaboration with our colleagues at Boston College, Franciscan Children's mental health research team is working to identify the specific sleep disturbances that our adolescent patients experience. These findings will be used to support funding requests to research symptom-specific interventions to improve outcomes for these kids by helping them get the good night's rest that we often take for granted, *so every kid can SLEEP.*

This sleep study is one of several ongoing mental health research projects at Franciscan Children's. We are also examining post-discharge outcomes to help decrease disruptive readmissions and, in collaboration with suicide experts from Harvard University, are studying why some adolescents can tolerate distress better than others.

IN THE UNITED STATES,

20%

OF CHILDREN HAVE A MENTAL
HEALTH DIAGNOSIS.

At Franciscan Children's, we believe that research is the cornerstone for identifying new interventions to improve outcomes for these kids.





Mae, a former patient, is now home and thriving following a lung transplant.

Partners in POSSIBILITIES

At Franciscan Children's, we help children and adolescents with complex medical, mental health, and educational needs. For children in our inpatient medical program, we serve as an intermediary step between their acute care hospital stay and transition to home. During a child's stay with us, the focus of care shifts to rehabilitation and family education to help ensure a successful transition to home. This approach benefits patients, families, and the health care system as a whole.

Boston Children's Hospital relies on us to provide inpatient rehabilitation services to many of its patients each year. Eamonn was born at Beverly Hospital at only 25 weeks and weighing 1 pound, 13 ounces. He was immediately rushed to the NICU at Boston Children's Hospital, where he spent the next five months of his life battling complication after complication, including a heart condition, respiratory distress, and an intestinal disease that required emergency surgery. Now at Franciscan Children's, Eamonn receives 24-hour respiratory care as our expert staff work to wean him off his ventilator and teach him how to breathe on his own.

Patients come to us from most of the acute care hospitals in the region. We work closely with area institutions and hospitals, such as Boston Medical Center and Tufts Floating Hospital for Children, to treat kids like Luke, whose aversion to wearing his sleep mask was preventing him from getting the lifesaving medical treatment he needed, and kids like Mae, who was born with a genetic lung disease and relied on machines to breathe.

In our mental health programs, children receive services all along the continuum of care, meeting the growing national demand. We offer a school-based program in which our team is embedded in Boston Public Schools to provide counseling and psychiatry services to children who might not otherwise receive care. We provide outpatient behavioral health therapy and testing services, and a short-term residential program to treat children with more acute mental health and behavioral challenges. For youth in psychiatric crisis, our Inpatient Mental Health Program that operates in partnership with McLean Hospital provides stabilization and crisis intervention for children and adolescents, typically after they contemplate or attempt suicide. Our program is well known and respected by the Joint Commission and the Department of Mental Health, and partners with emergency rooms from across the region to successfully transfer patients to Franciscan Children's for care.



We work closely with area institutions and hospitals, such as Boston Children's Hospital, Boston Medical Center, and Tufts Floating Hospital for Children.

Eamonn and his parents

PASSION. PARTNER

A UNIQUE ROLE IN THE ECOSYSTEM



Franklin
Children's

MEDICAL



Boston Children's Hospital
Boston Medical Center
Boston University
Henry M. Goldman School
of Dental Medicine
Brigham and Women's Hospital
**Floating Hospital for Children
at Tufts Medical Center**
Hasbro Children's Hospital
Massachusetts General Hospital

EDUCATION



Berklee College of Music
Boston College
William F. Connell School
of Nursing
Boston University
Sargent College of Health
and Rehabilitation Sciences
Lesley University
**Massachusetts Institute
of Technology**
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SHIP. POSSIBILITY.

SYSTEM OF PEDIATRIC CARE

nciscan
Children's

So every kid can.

EDUCATION



Regis College

School of Nursing

Simmons College

School of Nursing and
Health Sciences;
School of Social Work

Smith College

School of Social Work

Tufts University

Department of
Occupational Therapy

MENTAL HEALTH



Archdiocese of Boston

Boston College

Boston Public Schools

Boston University

Harvard University

McLean Hospital

Making a DIFFERENCE in D.C.

Health care, and specifically Medicaid, have been constant topics of discussion in the U.S. Congress this year. Thirty million children rely on Medicaid for medical and mental health care, and 60% of our patients at Franciscan Children's are dependent on the program to meet their needs. Last July, we continued to influence the conversation by going to Washington, D.C., with our patient, Tom Geraci, and his mother, Cristin. They met with lawmakers and other patients and families from across the country in support of Medicaid and increased access to care during the 2017 Children's Hospital Association Family Advocacy Day.

Born nearly four months premature and weighing just 1 pound, 5 ounces, Tom Geraci, of Newton, M.A., has a resilient spirit. Now 15, Tom has faced many challenges, including a heart condition, blindness, anxiety, and autism. After spending 119 days in the NICU, he began treatment as an inpatient at Franciscan Children's.

Since then, Tom has seen physical and occupational therapists, as well as inpatient and outpatient mental health experts from our organization. Tom shared his personal journey with legislators to illustrate the importance of

children's hospitals and how public policy can influence kids' access to health care.

At Franciscan Children's, we believe that we must address the growing need for pediatric mental health and medical rehabilitation services across the country. One in five children in the U.S. suffers from mental illness, and more babies survive premature births each year due to advanced technologies. As the population of children with complex medical needs continues to grow each year at a rate of 5%,¹ funding is vital for their future success.

The unique role of Franciscan Children's is more important than ever. As an organization, we rely on both government funding and philanthropy to sustain our specialty services so no child is left without access to care when help could be readily available. Our patients and families, like the Geraci family, inspire us every day with their strength and resilience, and they rely on us for care. We can't let them down.



In June, Franciscan Children's joined forces with the Children's Hospital Association, the March of Dimes, and the American Academy of Pediatrics to observe the National Day of Action to Keep Medicaid Strong for Kids. Franciscan Children's staff wore symbols of support, signed advocacy boards, and sent emails to lawmakers to advocate for the children we serve who rely on the Medicaid program. Tom Geraci, a former patient at Franciscan Children's, then shared the signature boards with senators and representatives in Washington, D.C., when he visited in July.

1. Children's Hospital Association, 2013

The MERCK-EVARTS Fund

Across our programs and services, we are fortunate to retain the commitment of staff beyond the term of their employment with us. Working at Franciscan Children's has made many employees even more vested in our mission. Count Polly Merck as someone on that list.

Prior to coming to Franciscan Children's, Polly worked for a domestic violence agency. She joined the McLean-Franciscan Child and Adolescent Inpatient Mental Health Program, caring for children and adolescents in mental health crisis. During her time at Franciscan, she saw firsthand the impact she and others could have by helping kids in crisis. Since then, she's become a strong proponent for mental health and suicide awareness, and has stayed connected to the organization that gave her that valuable perspective.

"I felt really special being part of the team at Franciscan Children's. They're people who work extremely hard to give care to those who are in a really desperate situation," recalls Polly.

While Franciscan Children's is the largest provider of pediatric mental health services in New England, serving more than 1,300 children and adolescents each year, the unit is almost always full, and kids in crisis wait in emergency rooms, sometimes for extended periods of time, for beds to become available. Polly's work and that of her colleagues is in demand not just because the pediatric mental health crisis has become a national health care epidemic, but also because our program is one of a few recognized for excellence in the Commonwealth.

As Polly made meaningful connections and bonds with the children she was here to help, she recognized that when a child is in psychiatric crisis, it affects every member of the family. She found that parents and siblings often need a safe place to talk openly about their feelings and learn how to effectively cope with their family member's treatment.

Recognizing the importance of this support, Polly and her family made a generous donation from the Merck-Evarts Fund to sustain the Sibling Support Program for an entire year.

The Sibling Support Program helps to strengthen the bond between siblings and mitigate the trauma commonly experienced by kids during their brother or sister's psychiatric treatment. This innovative program at Franciscan Children's perfectly captured the Merck family's passion for unique health care initiatives that might not exist without donor support.

"I choose to give to Franciscan Children's because I strongly support their mission and know firsthand that this level of compassionate care is far too rare in pediatric psychiatry settings. I want to help them succeed in healing kids with all types of needs," says Polly.

Polly is currently a predoctoral trainee at the Boston University School of Medicine in the Mental Health Counseling and Behavioral Medicine Program.

THANK YOU

to our donors

FROM DR. JAMES MANDELL
CHAIR, FRANCISCAN CHILDREN'S
BOARD OF DIRECTORS

As Chair of the Board of Franciscan Children's, I have witnessed, firsthand, the scope of care and respect shown to patients, students, and their families. It takes my breath away and inspires me like no other place can. Thank you for sharing our unwavering commitment to ensuring that all children have the opportunity to reach their fullest potential and live their best life. **Together we can make sure that every child who comes through our doors receives the compassionate, quality care they need to thrive, so every kid can.**

With gratitude,



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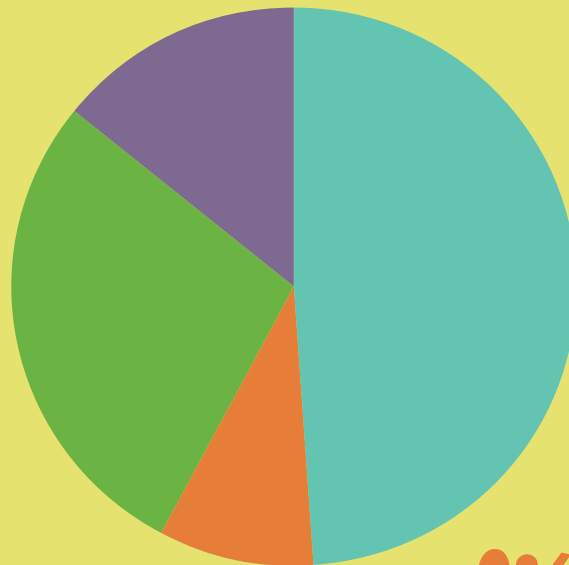
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28%
Events



49%
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9%
Annual Gifts

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September 30, 2017

FY17 Donor Revenue by Source **\$3,483,033**

- Major Gifts: \$1,710,000
- Events: \$980,295
- Corporations and Foundations: \$470,238
- Annual Gifts: \$322,500

FY17 Facts & Figures

Franciscan Children's is:

- The only pediatric post-acute care hospital in New England
- One of the largest providers of pediatric mental health care in Massachusetts
- One of four hospitals in the country that provide medical, mental health, and educational services onsite

Total Number of Outpatient Visits: 36,085

Total Number of Inpatient Admissions: 1,235

- McLean-Franciscan Child and Adolescent Inpatient Mental Health Program: 569
- Community-Based Acute Treatment Program: 421
- Inpatient Medical Rehabilitation: 245

Average Length of Inpatient Medical Stay: 54 days

Average Length of Inpatient Mental Health Stay: 14 days

Total Number of Kennedy Day School Students Enrolled: 60

CONSOLIDATED *Financial Summary*

FRANCISCAN HOSPITAL FOR CHILDREN, INC., AND AFFILIATES

Fiscal years ending September 30, 2017, and 2016 in thousands

Revenues and Other Support	FY2017	FY2016
Patient Service Revenue, Net	\$51,853	\$51,808
Other Program Revenue	5,634	5,172
Fundraising, Grants, and Gifts	3,483	1,712
Net Assets		
Unrestricted	21,738	19,466
Restricted	3,402	2,111
Total Net Assets	25,139	21,577
Change in Net Assets	3,562	1,528





Franciscan
Children's
So every kid can.

30 Warren Street, Brighton, MA | 617-254-3800 | FranciscanChildrens.org
Medical | Mental Health | Education