



Franciscan  
Children's  
*So every kid can.*

# UNPRECEDENTED CHALLENGES, UNPRECEDENTED CARE

**An Update from Franciscan Children's**



# DEAR FRIENDS,



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

Franciscan Children's founding year, 1949, was marked by extraordinarily similar circumstances to what we are currently experiencing. The world was frightened with the uncertainty of polio, there was a race to develop a vaccine, and the Franciscan Children's community came together to care for children with few other healthcare options.

I am proud that Franciscan Children's history of providing pediatric services that no other organization can or will live on today. This important legacy has certainly been put to the test as COVID-19 challenged every aspect of our lives. Franciscan Children's evolution over the years to fill the gaps in pediatric healthcare prepared us for this moment. Childhood illness continues to exist — even during a pandemic — and we were able to continue providing the exceptional care that defines us.

In this time of unprecedented stress, Franciscan Children's courageous staff responded with grace, patience, and their unparalleled expertise to care for our patients, students, and their families. Thanks to the unrivaled commitment of our frontline heroes, we have had zero patients test positive for COVID-19 while in our care.

In this report, you will read more about how our team united to successfully weather the ever-changing COVID-19 landscape by:

- supporting staff whose jobs evolved with the pandemic's demands,
- securing Personal Protective Equipment when supply was scarce,
- implementing stringent infection control and social distancing protocols,
- expanding access to our pediatric medical, mental health, and special educational services through inpatient care and telehealth, and
- recognizing structural inequality and taking action to make Franciscan Children's a more diverse and inclusive place for all.

It is the Franciscan Children's community of patients, students, families, staff, and supporters that makes us the special organization we are today. As we look ahead to the future, I thank you for believing in the possibilities, **so every kid can.**

Best,

A handwritten signature in black ink, appearing to read 'John D. Nash', written in a cursive style.

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

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**To date,**

**ZERO**

**patients have tested positive  
at Franciscan Children's for COVID-19.**

**The number of children waiting at area  
hospitals for inpatient mental health beds  
to become available has increased**

**200%**

**over the last year.\***

\* According to the state's Executive Office of Health and Human Services





# RIDING THE WAVES: FRANCISCAN CHILDREN'S COVID-19 RESPONSE

When COVID-19 emerged, uncertainty about the best way to reduce transmission was widespread. Franciscan Children's quickly put safety measures in place to protect our vulnerable patients and frontline workers. Our medical patients are particularly fragile with multiple diagnoses that include underlying lung, heart, and immunocompromising conditions that put them at high-risk of complications from COVID-19. Every member of our staff worked together to put our patients' safety first with remarkable results: to date, none of our patients have tested positive for COVID-19.

## Referral Partnerships and Census Fluctuation

Franciscan Children's plays a unique role in Boston's pediatric healthcare ecosystem, and collaboration with our partner hospitals on our COVID-19 response was no exception. Our pulmonary rehabilitation unit was able to admit more children during both the spring 2020 and winter 2021 COVID-19 hospitalization surges, helping relieve overflow and strain on the system.

Our unit was at capacity during these surges, but we were able to respond thanks in no small part to our staff and generous donors who helped us build four new private patient rooms just prior to COVID-19.

Conversely, after the surges we saw a decline in admissions as many of the procedures that lead to a stay at Franciscan Children's were postponed. We quickly adapted to this new reality, constantly communicating with our partners about what we might expect in the coming weeks so we could best prepare for our patients.


We also collaborated with our partners on our new telehealth infrastructure. Many of our patients have appointments at acute care hospitals during their (often long term) stay at Franciscan Children's, which require ambulance transportation. Pivoting these appointments to telehealth allowed us to reduce the infection risk for our patients. This would not have been possible without strong collaboration with our partners and we are grateful for their assistance in keeping our patients safe.

## Reducing the Risk: Cardiac Collaboration

One example of this type of collaboration includes Kenny, a child with cardiac disease who has spent most of his life in the hospital. He came to us from Boston Children's Hospital and was able to receive check-ups from his cardiologist there during his stay at Franciscan Children's via telehealth. In June of 2020 he went home for the very first time — during a pandemic no less! His Franciscan Children's nurses were there to cheer him on and he is now doing well at home with his family.

While the pandemic has changed many things, Franciscan Children's has not wavered in our commitment to our patients' safety and care. During the pandemic and beyond, we will continue to provide top-quality care to all patients and families who need us.

**We quickly adapted to this reality, constantly communicating with our partners about what we might expect in the coming weeks so we could best prepare for our patients.**



# FROM THE FRONTLINES

We are humbled by the dedication and determination that Franciscan Children's extraordinary staff has shown our patients, students, and each other. Go behind the scenes with a few heroes who exemplify the impact that each and every staff member had throughout this challenging year.



7:30 AM

As the day shift staff and patients begin arriving at Franciscan Children's, they enter into a recently built screening station. Here, screeners make sure our staff and visitors are not potentially infected with COVID-19 through a symptom check and a temperature scan.

**This streamlined process would not have been as efficient or effective without the dedication of BEATRIZ CESAR, Facilities Safety Supervisor.**

"During the pandemic when asked to build, hire, and train a team of staff to screen all people who enter the facility for COVID-19 symptoms she automatically said yes, knowing it would keep our staff, patients, and families safer. I cannot thank Bea enough!"  
-Aimee Lyons, COO

We are so appreciative of Bea's outstanding dedication to Franciscan Children's and to keeping all visitors to our campus safe.



9:00 AM

As our patients begin their daily therapies and procedures, our Infection Control team meets to go over the latest data and protocols.

**Both ARIANNE O'SHEA and PAULA POIRIER-FAGAN (pictured above), Infection Prevention Nurses at Franciscan Children's, went above and beyond to ensure we were adhering to proper safety guidelines throughout the pandemic.**

"It took a tremendous level of effort to keep our patients, families, and staff safe during this unprecedented time. Arianne and Paula have been positive, collaborative, and supportive throughout it all."  
-Liz Smith, CNO

Seeing how hard Arianne and Paula worked to ensure that our patients could still safely receive our expert services was truly amazing, and we are so grateful to them both.





12:30 PM

As today's COVID-19 vaccination clinic ends, **CHERYL LEWANDOWSKI, Employee Health Nurse**, returns to her office.

Here, she replies to a wide variety of COVID-19-related questions — from vaccines, to testing, to contact tracing — all the while making our employees feel more comfortable.

“From answering employees’ immediate concerns all the way through the vaccination clinic process, Cheryl has been such a huge part of our COVID-19 response efforts and we are immensely grateful for her dedication to FC.”

—Mary Kohanski, Director of HR

Having Cheryl’s expertise to depend on was critical during a time of such uncertainty, and the many hours she put in to make this year easier for our staff is so appreciated.



3:00 PM

**ANDREW MARCOUX, Systems Administrator**, knows how much work goes into implementing new technology across an organization. Despite this, he and the rest of the Information Services team did not back down from the numerous unexpected challenges they faced this year.

“The Children’s Wellness Initiative (CWI) had to leave Boston Public Schools with two days’ notice. We had barely any downtime between telehealth because IT worked so quickly to update our computers, make sure we had Zoom access, trained us, and got us the resources we needed.”

—Kristan Bagley-Jones, CWI Program Director

Our IS team immediately responded to the demands of navigating telehealth — an entirely new system to FC’s clinicians and patients. We quickly pivoted to a telehealth format, and we are so grateful for their efficiency and dedication to ensuring the success of our telehealth program.



# LAUNCHING TELEHEALTH AND REMOTE LEARNING



## AT FRANCISCAN CHILDREN'S

When COVID-19 emerged, patients and students risked losing access to Franciscan Children's medical, mental health, and special education services when they needed it the most. Simultaneously, our expert clinicians, teachers, and staff faced unprecedented demands at work, sacrificing their own safety, while caring for their families at home.





### **Preparing for a New Model of Care**

In a matter of weeks, Franciscan Children's and our Kennedy Day School set up a brand new infrastructure for virtual appointments and remote learning. We purchased video conferencing software and widely disseminated laptops and iPads. However, because our patients and students have complex conditions, there was still much to do to provide our specialty care from afar.

Franciscan Children's staff needed to quickly train and implement a new skillset. In addition to learning the differences in body cues compared to in-person care, staff needed to work with parents almost as much as the patients and students themselves.

Our behavioral health clinicians helped parents establish routines and find a safe, private place for their child's therapy while at home. For Kennedy Day School students, their parents had to not only help with schooling, but also administer the medical care they would typically receive during the school day. In physical therapy, our clinicians virtually guided parents as they moved through the exercises with their child. Together, every department implemented techniques to help our young patients stay focused and motivated when their worlds became dominated by screens.

### **Maintaining Accessible Care**

While there are many promising aspects of digital health and education, it can also exacerbate the barriers under-resourced communities often face — the same communities most affected by COVID-19. Many children and teens have limited access to

**Franciscan Children's patient and student population includes some of the most medically and socio-economically vulnerable in our community.**

the internet and technological devices at home. Also, parents must often play a bigger role in telehealth and remote learning, while balancing the difficult realities of work, child care, and health insurance, especially during a pandemic.

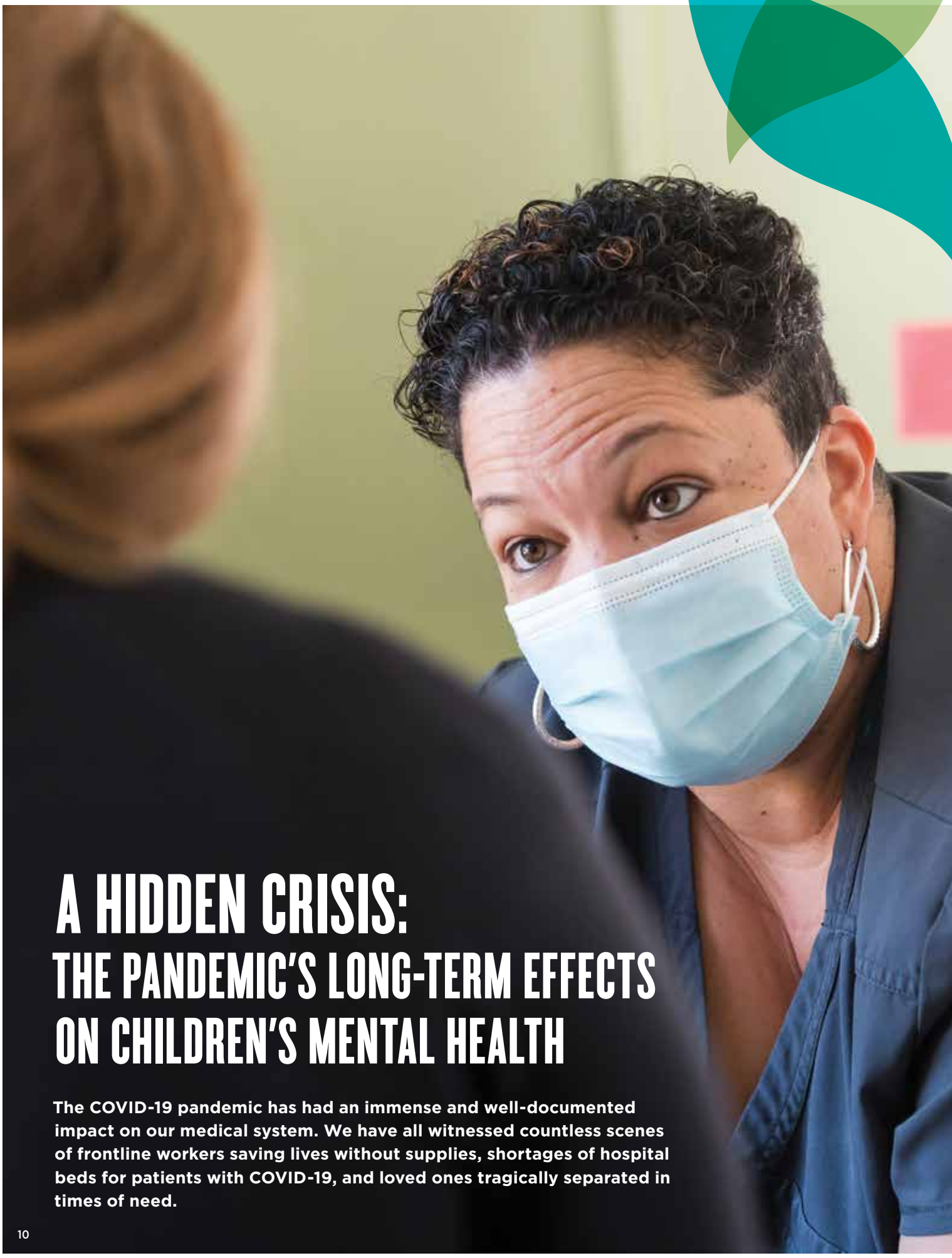
Reducing these disparities as much as possible was central to implementing Franciscan Children's remote services. We were in constant communication with parents, schools, and community groups to coordinate appointments and ensure patients and students had access to a phone, tablet, or computer. We also began offering behavioral health services to the whole family, including siblings and parents, to help ease stress throughout the pandemic.

"One positive from this difficult time is that more parents are directly involved in their child's care than ever before," noted Kristan Bagley-Jones, LISCW, Program Director of Franciscan Children's school-based counseling service, the Children's Wellness Initiative.

Quickly pivoting to telehealth and remote learning required creativity and flexibility when our kids' well-being was on the line. We expect to provide nearly 7,000 virtual appointments this year and sincerely thank our patients, students, families, and staff for helping to make these programs a success.

As you have read in this report, Franciscan Children's took many steps to ensure our campus was as safe as possible. However, the majority of our patients and families were unable to receive services in person. Franciscan Children's patient and student population includes some of the most medically and socio-economically vulnerable in our community and to reach them, we needed to launch new options for care delivery.





# A HIDDEN CRISIS: THE PANDEMIC'S LONG-TERM EFFECTS ON CHILDREN'S MENTAL HEALTH

The COVID-19 pandemic has had an immense and well-documented impact on our medical system. We have all witnessed countless scenes of frontline workers saving lives without supplies, shortages of hospital beds for patients with COVID-19, and loved ones tragically separated in times of need.

While many of these crisis situations improved, a hidden crisis has continued to build — the long-term negative impact of the pandemic on kids' mental health and the lack of mental health care services to provide treatment. Prior to the pandemic, we already had a dire shortage of pediatric mental health hospital beds. Today this shortage is greatly magnified. When children are unable to receive timely care, their family is too often left with one option: the emergency room. This can be a heartbreaking experience when a child needs a calming, healing space and finds themselves in a chaotic triage environment, with children and teens waiting or "boarding" in emergency departments for days and even weeks while waiting for a bed on a mental health unit.

### Tackling the Immediate Need

In mid-March 2020, Franciscan Children's quickly increased our on-site, school-based, and virtual mental health services. We also recognized that school staff were on the frontlines, serving children who may not be getting the care they need. Our community outreach programs, like the *Kids Healthy Minds Initiative (KHMI)*, increased the footprint of Franciscan Children's mental health services in schools throughout Eastern Massachusetts. Not only did the KHMI team provide referrals and resources for struggling students, but also offered workshops tailored to school staff, addressing their mental and physical well-being.

"KHMI's theme for the educator's workshop was: in times of crisis, you have to put your own oxygen mask on first before you can help anyone else. We believe

**"We believe it is pivotal to not only support our kids, but the adults they depend on."**

Carol Nash, KHMI Program Director

it is pivotal to not only support our kids, but also the adults they depend on. Through our regular KHMI workshops, teachers learn how to recognize warning signs in their students before they reach crisis level. Now we hope they will also be better-positioned to recognize their own mental health needs" said Carol Nash, KHMI Program Director.

### Leading the Long-term Effort

When Sean, an eleven year old, experienced suicidal thoughts last spring, his parents desperately tried to get him inpatient care to avoid hospitalization, but all of the psychiatric beds in Massachusetts were full. According to the state's Executive Office of Health and Human Services, the number of patients boarding in emergency rooms while awaiting placement increased between 200% and 400% over the last year.

After five days of boarding, Sean was admitted to Franciscan Children's. While he could only visit his family virtually due to the pandemic, Sean was able to receive treatment and engage in therapeutic activities with kids his own age. Sean's father, Jack, shared that "as painful as the situation was, the confidence and kindness Franciscan Children's staff provided gave us the hope we needed — we will always be grateful."

Today, Sean is at home feeling stronger than ever. And Franciscan Children's is continuing to care for thousands of kids like him, as we fight not only the COVID-19 pandemic, but its long-term consequences on our kids' mental health. We must increase the number of available pediatric mental health hospital beds and Franciscan Children's is committed to meeting this dire need for our kids.







# UNRESTRICTED GIVING

## FOR UNPRECEDENTED CHALLENGES

**Franciscan Children's generous supporters have always played an important role in our ability to grow programs and respond to changing patient and community needs. During the COVID-19 pandemic, Franciscan Children's was especially grateful to those donors who understood that, at this critical time and more than ever before, unrestricted support was crucial in helping us respond to the crisis. As we worked to provide uninterrupted mental health, medical rehabilitation, and special education services, unrestricted donations allowed us to effectively meet unexpected organizational needs.**

Throughout this global health crisis, protecting our courageous patients and heroic frontline staff has been paramount. When COVID-19 first made its way to our region, Franciscan Children's immediately transformed operations for the safety of the children and families we treat and our staff. To that end, we rapidly increased staffing in strategic areas, including respiratory therapy, nursing and safety, as well as newly launched initiatives such as COVID-19 screening and testing. We also quickly established strict screening, testing, and entry protocols for all patients, staff, and visitors by building a temporary screening facility, renovating existing entrances with plexiglass barriers, changing traffic flow, and increasing supply of scarce Personal Protective Equipment (PPE).



A healthcare worker with long curly hair, wearing a yellow protective gown, a face mask, and glasses, is sitting on a white-covered bed or table. She is interacting with a young child who is sitting and holding a pink toy. The child is wearing a white shirt with a graphic and green pants. The background shows a hospital room with blue curtains and a colorful play board on the wall. A teal and green abstract graphic is overlaid on the right side of the image, containing the text.

**The impact generous supporters can have on the lives of our patients, staff, and future as an organization, has never been clearer.**

All of these measures, while incredibly necessary, provided unexpected costs at a time when we also needed to invest in a telehealth infrastructure for our behavioral health outpatient services and Kennedy Day School. While this was a successful endeavor, allowing us to reach more children during shelter-in-place orders and school closures, it came with a financial cost. Unrestricted support from many of our incredibly generous donors made purchasing additional technology and training staff possible.

**The New Balance Foundation**, longtime supporters of Franciscan Children's, helped us immensely with unrestricted funding that allowed us to staff more beds on our pulmonary rehabilitation unit so that we could accept more children from

neighboring acute hospitals who needed their beds for COVID-19 patients.

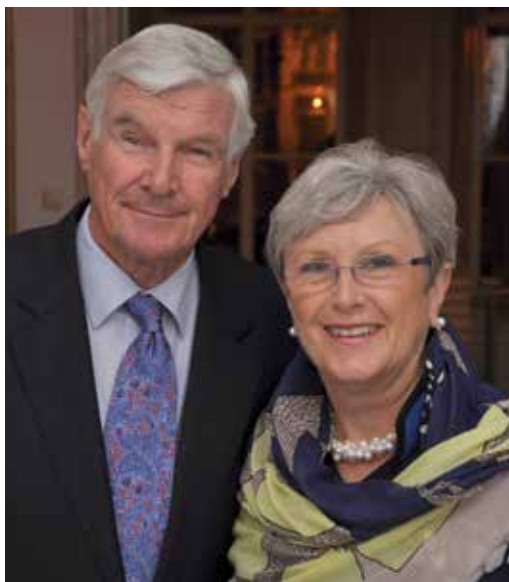
The recently established **Boston Resiliency Fund**, started in large part with support from a friend of Franciscan, Jack Connors, generously awarded us a grant that helped us purchase technology so our patients could stay virtually connected with family at a time when visitors were not allowed on campus.

Our friends at the **Yawkey Foundation** also provided us with critical unrestricted support this past year, allowing us to immediately switch our outpatient mental health services to telehealth — a greatly needed resource during this unprecedented time.

We would not have been able to respond to the COVID-19 crisis as

quickly and effectively without flexible unrestricted funding, and we are immensely grateful for all who recognized this need. This understanding from Franciscan Children's most loyal supporters helped our organization adjust to "a new normal". The impact generous supporters can have on the lives of our patients, staff, and future as an organization, has never been clearer.

# DONOR IMPACT STORIES



Eijk and Rose-Marie van Otterloo

## CBAT: Where Mental Health and Education Meet

### Our thanks to the van Otterloo Family Foundation

With generous support from the van Otterloo Family Foundation, Franciscan Children's is now able to upgrade two of our Community Based Acute Treatment (CBAT) program's classrooms and quiet room with new, modern technology, sensory equipment, and therapeutic furniture.

Inspired by their dedication to making education accessible to people from all backgrounds, the van Otterloo Family Foundation's gift will help us further support our kids when they need it most. A key treatment aspect of our CBAT program, a short-term residential unit for children ages 4-14 who are experiencing behavioral health difficulties, is an individualized education plan so children do not fall behind in the classroom while getting the help they need.

These critical classroom improvements made possible by the van Otterloo Family Foundation's gift will give our CBAT teachers the flexibility to create a learning environment tailored to each patient's unique needs.

CBAT's work tackling two challenges — the youth mental health crisis and supporting academic achievement — aligned with the Foundation's mission of providing support for education that targets unmet educational needs.

**"We identified CBAT's educational support for youth struggling with their mental health as a critical aspect of the program. The relationship between academic success and mental health is one that is not often discussed, but we at the foundation feel is a key gap which CBAT fills."**

**Erin van Otterloo, Van Otterloo Family Foundation**

We are so appreciative of the van Otterloo Family Foundation's generosity in support of this critical program, and look forward to seeing the amazing strides our CBAT patients make moving forward.



## Flexible Space at a Critical Time

### Our thanks to the Cabot Family Charitable Trust

Over the past year, space has been at a premium, but perhaps nowhere more so than in hospitals. Thanks to the support of the Cabot Family Charitable Trust, Franciscan Children's was able to increase our inpatient medical unit capacity by opening four, new state-of-the-art private patient rooms just weeks before COVID-19 emerged. These rooms will not only enable us to treat 15% more children annually, but have also played a crucial role in helping us remain flexible and adapt care during the COVID-19 pandemic.

Each of these spacious rooms has been instrumental in enhancing privacy and minimizing our patients' risk of contracting COVID-19 while in our care. Additionally, these private rooms made more space available during a national shortage and helped us maintain proper social distancing and infection control protocols. Going forward, the new patient rooms will continue to support a calm, quiet environment, enhanced privacy, and also allow adequate space for large specialized medical equipment that was previously overcrowded in a shared room.

The timely completion of this project would not have been possible without the generosity of the Cabot Family Charitable Trust. The Trust recognized the significant need for more post-acute pediatric beds in Massachusetts and the regional benefits of expanding Franciscan Children's capacity.

**"We believe that every child deserves a positive foundation to help guide them towards a successful future. In Franciscan Children's medical bed expansion project, we saw the potential for just that; immense care for children's' wellbeing, and a great benefit to the entire community."**

**Beth Lynch, Executive Director of the Trust.**

Thanks to the Cabot Family Charitable Trust, the children and families that will be served by these rooms, both now and in the future, can have a private space to focus on healing, growing, and reaching their full potential.





# THE SHOW MUST GO ON

## Thank you for a great event season

Cancelled races, tournaments, and get-togethers could not keep Franciscan Children's biggest supporters from fundraising on behalf of our patients, students, and their families. In a year when we needed one another more than ever, Franciscan Children's event participants stepped up in new and creative ways.

We are inspired by their dedication and commitment to the children we serve and thank everyone from our event planning committees, to our corporate sponsors, and virtual participants.

## Together, we raised

# \$463,830

**which made a direct and meaningful impact in the lives our kids.**

## The 12th Annual Franciscan Children's Golf Tournament

### Presented by New Balance



Thankfully, the 12th Annual Franciscan Children's Golf Tournament was held in-person following strict social distancing guidelines. Golfers appreciated the time outside on the course more than ever and enjoyed a thrilling round of play fundraising for Franciscan Children's.

### Sponsors:

Presenting Sponsor  
**New Balance**

Reception Sponsor  
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RBC Capital Markets

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Fidelity Investments

**Jerry Garvey**  
Liquidnet

**Brendan Hughes**  
BTIG

**Erik Johnson**  
Bank of America

**Jeff Johnson**  
Appleton Partners

**Ron Rodericks**  
Virtu

**Pat Smith**  
Standard Life Investments

## 2020 Franciscan Children's Virtual Walk/5K/10K

**Presented by:**  
**The Hamilton Company Charitable Foundation**  
**New Balance Foundation**  
**Commonwealth Sports Club**

We made the difficult decision to move Franciscan Children's Walk/5K/10K event to a virtual format. Teams and individuals came together to walk, run, bike, dance, and share what Franciscan Children's means to them on social media and in their community.



### Sponsors:

**City of Boston Credit Union**

**Ed Walsh Foundation**

**Massachusetts Blue Cross Blue Shield**

**People's United Bank**

**Santander Commercial Banking**

Top Team Fundraiser:  
**Ed Walsh Foundation Team**

Top Individual Fundraiser:  
**Christian Caruso**



## The 10th Annual Boston WIFFLE Ball Challenge benefiting Franciscan Children's and the Travis Roy Foundation

This event was switched from in-person to a Virtual Home Run Derby with teams earning points for home runs and participating in prize categories ranging from best run home celebration to most creative uniform. With generous support from our participants and sponsors in support of Franciscan Children's and the Travis Roy Foundation, this event surpassed the \$1,000,000 mark for its 10th anniversary.

This year, we look forward to honoring the life of dedicated Co-Host Travis Roy, who passed away this October. He will be dearly missed by us all, but his legacy of helping others will live on.

### Committee:

**Andy Hoar**  
CBRE — N.E.  
Partners, LP

**Arthur Page**  
Hemenway &  
Barnes, LLP

**Blue Sky Sports  
and Entertainment**

**Chantal  
Brandimarte**  
Franciscan  
Children's

**Doug Chamberlain**  
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Travis Roy  
Foundation

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Foundation

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**The Red Sox  
Foundation**

**Travis Roy  
Foundation**

**United Seating &  
Mobility, LLC**

**Wellesley Bank  
Charitable  
Foundation**

**Whiting-Turner  
Contracting  
Company**

**Winchester Middle  
School Softball  
Team**

### Overall Winner:

**Boston University  
Men's Ice Hockey  
Team**

### Runner-Up:

**Red Sox  
Foundation**

# 70 YEARS OF MEETING THE NEED

We are proud to have earned a reputation of responding to these needs by providing the care that every child deserves to live their best life.

This legacy of meeting the urgent medical, mental health, and special educational needs of the time continues today as we continue to fight the COVID-19 pandemic. Together, we will build a brighter future, *so every kid can.*



## The Need:

In post-war America, the onset of the polio epidemic and other diseases left children with physical disabilities without homes able to provide the complex care they needed.

## Our Response:

With support from the Kennedy family and Richard Cardinal Cushing, Franciscan Children's opens in 1949 as a home for children with complex medical conditions.

Today, we continue to be at the forefront of complex medical diseases, including the latest global health crisis — COVID-19.



## The Need:

As the number of children with medical complexity grew, traditional schools were unable to provide adequate medical care and special education.

## Our Response:

In 1963, Franciscan Children's opens the Kennedy Day School — one of the first schools to provide integrated medical and special educational services on-site. Today, our students travel from over 35 school districts across Massachusetts to learn and grow stronger in a supportive environment that is right for them.





### ❁ The Need:

Thanks to advancements in technology and medicine, more premature babies survive each year, often with underdeveloped lungs.

### ➞ Our Response:

Franciscan Children's launches its Pulmonary Rehabilitation Unit, the largest in the Northeast.

Today, our rehabilitation program is the only place in the region that can care for babies with tracheostomy tubes who rely on ventilators to breathe.

### ❁ The Need:

Over the course of the past year, Franciscan Children's, like all healthcare institutions, have been battling the unpredictable challenges that accompany the COVID-19 Pandemic.

### ➞ Our Response:

At the onset of the COVID-19 crisis, Franciscan Children's rapidly increased staffing in strategic areas, and established strict screening, testing, and entry protocols for all patients, staff, and visitors.

We are proud to report that through a collaborative team effort, we have had zero children test positive for COVID-19 while at Franciscan Children's.

### ❁ The Need:

Suicide is the second leading cause of death for children and teens between the ages of 10-24. Because pediatric mental health beds are critically underfunded and unavailable, youth in crisis are too often restrained in emergency rooms waiting for treatment — a trend that has only been exacerbated by COVID-19.

### ➞ Our Response:

Looking ahead, Franciscan Children's is committed to addressing this critical need by expanding our inpatient mental health programs with additional beds and increased treatment access.

Our long history of responding to the greatest need of the time with effective, innovative services that no one else can or will paved the way for our battle with COVID-19, as well as the next challenge: the pediatric mental health crisis.

## Dear Friends,

As former President and CEO of Boston Children's Hospital, I have experienced firsthand several public health crises over the years. None have impacted the healthcare world the way COVID-19 has. Franciscan Children's' frontline staff, as they always do, rose to this incredible challenge with grace, strength, and compassion. Through their heroic dedication and the outpouring of support from our friends in the community, our children continued to thrive under the most difficult circumstances. Thank you for sharing our unwavering commitment to ensuring that all children receive the safe, exceptional care they need.

With gratitude,



Jim Mandell, MD  
Chair, Franciscan Children's Board of Directors





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(October 1, 2019–March 30, 2021)

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