CONNECTING THE DOTS

ANNUAL REPORT 2017

Cam, Canton

Akron Children’s Hospital
When BRAIN TEASERS can be lifesavers,
we solve the unsolvable, boggle minds and find the 

ABSOLUTE BEST ANSWERS.
We see the BIG PICTURE

Mya, Canton
and **CONNECT THE DOTS** to care for more kids in more ways.
At Akron Children’s, we love a GOOD CHALLENGE.
especially the ones that help KIDS BECOME UNSTOPPABLE.

Isabella, Uniontown
TABLE OF CONTENTS

12 improving access

14 Beeghly campus grows to meet increased needs

16 Pediatric behavioral health unit expands space

18 Akron Children’s advocates for healthcare for all children

advancing education and discovery

22 Interpretive services remove barriers for underserved families

24 Siblings receive breakthrough medicine

26 Family travels 600 miles for mitochondrial treatments

29 community events and activities

29 Radiothon

29 Health Academy

30 Naturefest

31 Akron Marathon

31 School Health Services

32 Holiday Tree Festival

32 Regional Growth
34  Integrated care helps Dominic get through a difficult diagnosis

38  Patient navigator helps families in their time of need

40  Caregiving friends make the difference for young patient

42  Quality governance builds on a culture of excellence

46  Kidney Stone Clinic brings coordinated care to one location

50  At a glance 2017

52  Board of directors 2017

56  Financials

60  Answer key
Dear Friends,

In many respects, Akron Children’s Hospital had its most successful year in 2017, providing 1.08 million patient encounters in more locations than ever before. It is very gratifying that as we continue to grow, our supporters have grown along with us.

While our regional presence has expanded tremendously, our care philosophy remains the same – to welcome families in child-focused facilities that are staffed by caring providers who understand the unique needs of children.

In 2017, we updated our strategic plan to help us identify the programs that will best address the concerns facing our patients, families and communities. As part of our plan, we reiterated our objective to remain an independent, community-governed pediatric healthcare delivery system. This ensures we can continue to devote all of our resources to doing what is best for children.

One example of a program developed to meet a desperate community need is in the area of behavioral health. In 2017, we opened our expanded inpatient unit, with an additional 10 beds, and it reached full occupancy on its first day. We are also bringing outpatient services to more kids by providing visits via telehealth and therapists embedded within our pediatricians’ offices. There are many other initiatives underway in other areas, and you can read about some of them in this report.

We take our role as a champion for children’s healthcare very seriously. In 2017, we worked hard to ensure children continue to have access to the care they need and deserve. That component of our mission took on added urgency as we advocated tirelessly in our state and national capitals on the importance of funding children’s healthcare.

We are grateful to everyone involved with Akron Children’s for their contribution to our outstanding results. We are privileged to be a part of the wonderful community of caring providers and partners who serve our patients and families.

Thank you for supporting our mission.

William Considine
Chief Executive Officer

John Orr
Chairman, Board of Directors
CARE

Kaylee, Wadsworth
COMMUNITIES
improving access
My how we've grown.

Connect the dots to see the completed Beeghly campus expansion.

ANSWER ON PAGE 60.

Patients enjoy the ball machine and reading nooks in the new Beeghly campus expansion.
Seeing the big picture
The Beeghly campus grows to meet increased needs in the Mahoning Valley

July 11, 2017, was a day full of excitement in the Mahoning Valley, as Akron Children’s Hospital opened a new two-story addition for patients. This $20 million construction project added more than 51,000 square feet to the current Beeghly campus.

“We’re committed to ensuring that children in the Valley receive the care they need, close to home, and this expansion helped us further fulfill the promise that began in 2002,” said Bill Considine, Akron Children’s CEO. “We’re honored to be able to serve families here in the Mahoning Valley, and this expansion helped us do that even more effectively.”

The expansion project allowed the hospital to relocate services to the Beeghly campus, making it convenient for patient families to receive care. These services include allergy, cardiology, genetics, neonatology, nephrology, neurology, orthopedics, physiatry, plastic and reconstructive surgery, pulmonology, sports medicine and urology – with additional space for sports rehabilitation.

The glassed-in entryway includes a whimsical 3D sculpture called “The Dreaming Tree” that literally brings the building’s theme, “Reconnecting with Nature,” to life. Photography from Akron Children’s employees, and artwork from local schoolchildren adorns the hallways as well.

And the clicks, pops and clangs? Those are the sounds of the ball machine – an Akron Children’s hallmark, offering a playful reprieve for patient families visiting the space.

On June 17, the hospital celebrated the expansion with Naturefest – a free, family-friendly event, featuring local entertainment and activities that gave the community a sneak peek into the facility.
Caring for the whole child
Pediatric behavioral health unit expands available space to meet patient needs

Within Summit, Medina, Stark, Wayne and Portage counties, Akron Children’s is the only facility offering inpatient care for children ages 5-17. The hospital cares for approximately 1,000 children and teens in its behavioral health unit each year.

To better meet this growing need, Akron Children’s remodeled and expanded the inpatient behavioral health unit, making it possible to treat an additional 500 patients in 2017. Moving forward, the expansion allows for the hospital to treat up to 750 patients each year by 2020, for a total of 1,750 annually.

Additionally, all patient rooms were reconfigured to single occupancy to allow for greater privacy and personal space. Instead of 14 beds in the inpatient behavioral health unit, there are now 24.

“Before the expansion, two children shared a room, which was challenging if you needed to admit patients of different genders and had limited space,” said Jason Spivey, MD, child and adolescent psychiatric services. “Just as important, the remodel allowed us to rework the space for additional treatments and therapies.”

The space includes room for art therapy, exercise and yoga in the “meadow,” a large open space.

“What makes it great is that it doesn’t give you the feeling that you’re in a locked unit,” said Dr. Spivey. “This new, open space is enjoyed by staff, family and patients, so that’s an all-around win.”

EXPRESS YOURSELF

Color the mandala shown here using your favorite markers, pencils or crayons. In clinical studies, mandalas have been shown to reduce stress and promote wellness – and are a tool we use with our behavioral health patients.
A caregiver interacts with fiber optics lighting in the Sensory Room – where unique textures, special lighting and soothing music create a calm and safe environment.
CEO Bill Considine and his wife, Rebecca, read with patients.
Advocating for every piece of a healthy childhood
Akron Children’s delivers a strong message about access to healthcare for all children

While Akron Children’s work advocating for the importance of access to healthcare for all children regardless of circumstance begins in its own neighborhood, it certainly doesn’t end there.

The entire Akron Children’s family – including parents, patients, caregivers, employees, volunteers and other supporters – are champions for children. Year after year, these collective voices encourage legislators to make children a priority by investing in their futures.

“Children don’t vote,” Akron Children’s CEO Bill Considine stressed in a column published by The Plain Dealer. “We must speak up and advocate for them. Current decisions will impact a generation of children, and we cannot afford to shortchange their futures or the future of our country.”

These efforts mattered more than ever in 2017, as the ongoing healthcare policy debates largely ignored the impact on children. On behalf of Ohio’s 1.3 million children reliant on Medicaid for healthcare, Akron Children’s delivered a strong message to Ohio legislators and helped delay a funding cut to the program. In Washington, D.C., hospital and community representatives urged Congress to reauthorize the vital Children’s Health Insurance Program (CHIP). After repeated delays, the measure passed – bringing relief to the families of 9 million children covered by CHIP.

“So much depends on ensuring we protect and nurture our nation’s 70 million children, today and in the years to come,” Considine said. “We will continue to speak loudly and advocate tirelessly on behalf of the children who represent our future.”

COMPLETE THE PICTURE.
Match the correct puzzle piece to the missing space on the previous page.

ANSWER ON PAGE 60.
BREAKTHROUGHS

advancing education and discovery
Child safety knows no language – and yet for some, it can be difficult to understand the basics when it comes to car seats, bicycle helmets and teen driving. The Safe Mobility Project, an ongoing collaboration with Akron Children’s and The Goodyear Foundation, serves refugee families and high-risk communities in Summit County to help expand child safety programs.

As part of the effort, Akron Children’s reached out to families in need – offering training about how to properly use and install car seats to 150 of these families, even providing free car seats for those who didn’t already have one.

Because this distribution focused on helping Akron’s growing refugee community, The Safe Mobility Project brought in interpreters who spoke Arabic, Burmese, Karen, Nepali and Swahili. Child Passenger Safety-Technicians explained car seat details in English, then the interpreters translated.

“About 73 percent of all car seats are incorrectly installed, and we’re presenting these seats to families who’ve never used them, or to families who spent 10 years in refugee camps and may not understand traffic laws,” said Heather Trnka, injury prevention coalition supervisor at Akron Children’s.

“The best part about this training was seeing that lightbulb moment after they learned how to install the car seats. They smiled, and you could tell they totally understood how it all came together. From my perspective, it was great to aid this community in need,” Trnka added.

The Safe Mobility Project is connected to the community in other ways too. For example, the Project provides brochures on various child safety topics for parents and has created an interactive driving simulator; plus the Project plans to distribute more than 2,700 free bike helmets to children in Summit County, as part of the three-year initiative.

Find more information about child transportation safety at Safemobilityproject.com – available in the languages on the facing page and in English.
HEALTHY COMMUNITY.
Learn more about healthy living and services.

Hello neighbor.
Learn how to greet your neighbors from around the world (and right here in Akron).

سلام عليكم
[Ahl sah-LAHM ah-LAY-koom]
ARABIC, “peace be upon you”

Mitchi
[min-ga-lar-ba]
BURMESE, “hello”

กี่ฬาต่ำ
[ghaw-luh-a-ghay]
KAREN, “good morning”

नमस्ते
[nah-mah-stey]
NEPALI, “I bow to you”

HOLA
[‘ola]
SPANISH, “hello”

Staff distribute car seats and teach families about proper car seat installation, teen driving best practices and bicycle safety.

ADVANCING EDUCATION AND DISCOVERY 23
Olivia Burgess, age 10, and brother, Caleb, age 8.
Six years ago, Olivia Burgess, now age 10, was diagnosed with a rare genetic condition. A few months later, her brother, Caleb, now 8, received the same diagnosis. The disease, called spinal muscular atrophy (SMA), robs people of their physical strength by affecting the motor nerve cells in the spinal cord. Over time, they may lose the ability to walk, eat and even breathe.

Olivia and Caleb had been visiting Akron Children’s Hospital regularly for appointments and therapy programs when a new medicine was approved for their condition in December 2016.

“On Dec. 24, 2016, our wishes and prayers came true,” said their mother, Julie Gnap. “The FDA approved the first-ever treatment to stop SMA in its tracks!”

This past year, the siblings became the first Akron Children’s patients to receive the new treatment.

“You can’t underestimate how incredible this breakthrough has been,” said Kathryn Mosher, MD, a pediatric physiatrist. “We’re excited to see where it leads.”

The FDA has an accelerated approval process for so-called orphan drugs to treat rare conditions, like SMA. Akron Children’s actively pursues these types of breakthrough medicines because they offer children like the Burgesses hope for longer, fuller lives.

“We are always looking to bring the latest advances in healthcare to our patients to improve quality of life and long-term outcomes,” said Dr. Mosher.
“After a while, you convince yourself you don’t need her to say your name, but when she did, it was the most beautiful word I’d ever heard,” said Heidi MacCurtain, recalling the moment when her then 5-year-old daughter, Abigail “Abby,” was first able to call her “Mom.”

At 9 months of age, Abby was diagnosed with Leigh syndrome, a rare mitochondrial disease that severely affects a child’s mental and physical development.

When they couldn’t find specialists to treat Abby’s condition in their native Boston, Heidi and her husband, Greg, expanded their search. Through their efforts they came across Bruce Cohen, MD, director of the NeuroDevelopmental Science Center at Akron Children’s Hospital and program director of the Center for Brain, Mitochondrial and Muscle Health Research at the Rebecca D. Considine Research Institute. The research institute is one of 15 mitochondrial centers across America researching treatments through the North American Mitochondrial Disease Consortium.

“The complexity of mitochondrial diseases makes them difficult to diagnose and especially challenging to treat,” said Dr. Cohen. “Experiments performed with new medications are giving us insight needed to find new and better ways to treat and improve lives affected by these diseases.”

Abby entered a clinical trial when she was 2 and thanks to the treatments, 6-year-old Abby has been able to reach milestones her parents had always hoped for – from seeing her grow and gain weight to holding objects and pushing herself in her wheelchair. And, of course, calling her mom, “Mom.”
How long does it take to travel 600 miles?

Match the mode of transportation to the time each would take to get from Boston to Akron.

Answers on page 61.

Abby MacCurtain, age 6,
with Bruce Cohen, MD,
director of the
NeuroDevelopmental
Science Center.

9.6 hours  9.2 hours  21.8 hours  1.2 hours  193.5 hours  38.7 hours

Kiara and Arianna, Akron
Naturefest
On June 17, we welcomed more than 1,200 community members to a free, family-friendly event celebrating the new Beeghly campus expansion.

Health Academy
We partnered with Akron Public Schools to launch the Akron Children’s Hospital Academy of Health and Human Services at North High School. The school readies students for careers in healthcare, including operations, early childhood education, biomedical science and allied health.

Radiothon
The 18th annual 98.1 KDD “Have a Heart, Do Your Part” Radiothon benefiting Akron Children’s Hospital hit a big goal by surpassing the $10 million mark for money raised since the event began in 2000.

Naturefest
On June 17, we welcomed more than 1,200 community members to a free, family-friendly event celebrating the new Beeghly campus expansion.
Akron Marathon
Akron Children’s Hospital is the title beneficiary of the Akron Children’s Hospital Akron Marathon Race Series – yet another way our generous community continues to support the hospital. During the last two years, more than $900,000 has been raised for the benefit of our patients.

School Health Services
Our school health staff serves as a bridge between health and academics in 30 local school districts. Working with students’ physicians, they ensure care continues during the school day, helping kids stay healthy and ready to learn.

Holiday Tree Festival
During its 36-year history, the Holiday Tree Festival has raised more than $5.7 million to support Akron Children’s patients. This year’s festival featured 165 trees and raised a record-breaking $326,000.

Regional Growth
We broke ground on the new Akron Children’s Health Center in North Canton, the first of several outpatient centers planned to be built in 2018 and 2019 throughout the region.
KIDS
community events and activities

HOPE
Griffin, Canton
HEALING
enhancing patient experience
When it’s more than a fever
Integrated care helps Dominic go from a difficult diagnosis to a full recovery

Christine Bagnoli grew increasingly concerned as her 7-year-old son Dominic's fever just wouldn't go away. At first, his illness seemed to improve with medication, but then it returned.

"Dominic wasn't acting like himself and it seemed to be more than a regular illness," said Christine.

Meeting with Jackie Lickliter, DO, a pediatrician at Akron Children's Hospital Pediatrics, Boardman, Christine explained her concerns, including other symptoms Dominic had started to experience, like double vision.

“It was a difficult diagnosis since most kids with sinusitis, which we see every day, respond to standard treatments," said Lickliter. “You don’t usually jump to worst-case scenarios, but with Dominic, I knew it was important for him to receive more intensive care immediately.”

While Christine drove her son to the Akron campus, Lickliter coordinated with a team of specialists at Akron Children's about Dominic's condition. They were ready when Dominic arrived. An MRI revealed his sinus infection had spread to his brain. Dominic needed emergency surgery, fast. The delicate procedure, lasting almost six hours and requiring 62 staples, was a success.

“As a pediatrician, I have so many resources at Akron Children's. If I need to chat with a pulmonologist or a neurologist, I can just pick up the phone and get answers,” said Lickliter. “That helps me be a better diagnostician and helps my patients get the best care.”

A year later, Christine is grateful to see her little boy back to his regular, strong-willed self – playing kickball with his older brother, taking camping trips and, best of all, feeling like a regular kid again.
Dominic Bagnoli, age 7, post-surgery.

Dominic, now fully recovered, is pictured with parents, Christine and Michael Bagnoli, and brother Zachary.
In her role, Gina Altieri develops strong bonds with patient families.

A GUIDE FOR THE JOURNEY.
The patient experience is a journey that can include a few twists, turns and questions. Akron Children’s patient navigator Gina Altieri is here to help our patients find their way. Choose the path that includes a helping hand from Gina.

ANSWER ON PAGE 61.
Leading the way
Patient navigator helps families in their time of need

After losing her 10-year-old son, Gino, to cancer in 2012, Gina Altieri searched for a way to channel her grief and help others going through a similar experience. And she found it, as a patient navigator at Akron Children’s Hospital.

While common at adult healthcare facilities, patient navigators aren’t as common in children’s hospitals. Across the country, there are only 11 registered with the Academy of Oncology Nurse & Patient Navigators.

“The patient navigator position was created in the oncology department to identify barriers to care and work with the hospital’s Cancer Committee to develop ways to break down those barriers,” said Gina.

How does breaking down these barriers translate to Gina’s job? It’s focusing on areas where patients need the most help. That can be anything from setting up expressive therapy appointments and helping facilitate weekly support activities for parents, such as massage, yoga or parent support hour – down to the more personal touch, like playing board games with patient families and lending an ear of support.

In the end, Gina’s main priority is helping patients and their families in their time of need each and every day.

“Sometimes parents just need to vent, and I’m there for them,” said Gina. “Having gone through a similar situation, I’m really able to relate to these families and through this position at the hospital, I’ve formed relationships that changed my life. Akron Children’s is like a second home to me, and I’m grateful to be part of this place again.”
Helping Ava feel A-OK
Caregiving friends make the difference for young patient

“Mommy, everyone here is so friendly,” says 7-year-old Ava Treichel of her regular visits to Akron Children’s. “They always ask me if I’m OK, and I’m OK today. They make me feel happy even when I’m not feeling very happy. I just LOVE everyone here soooooo much.”

Ava’s mom, Lauren, is grateful her little girl is now feeling better – and has a place where she feels comfortable managing an uncomfortable illness.

Diagnosed with ulcerative colitis at 5 years old, Ava has a colon that doesn’t work properly, leading to symptoms like stomach pain, cramping, fever and sluggishness.

“Ulcerative colitis affects about 12 percent of American children under 18,” said Sirvart Kassabian, MD, pediatric gastroenterologist. “In children, the presentation can be quite traumatic and severe. Accurate diagnosis is crucial so we can begin the correct treatment for each patient. Because growth can be affected, achieving remission is important.”

“What we do know is that keeping the condition manageable requires ongoing treatment, which can be difficult for anyone, especially younger children. We do our best to make it a little bit easier for Ava – and all our patients,” she added.

Ava receives infusions at the hospital every six weeks to keep her digestive system functioning properly. And while these visits can be challenging, Ava has come to look forward to them as a chance to see her “friends” – Akron Children’s staff. From arranging visits with the Doggie Brigade,® sponsored by Milk-Bone®, to heartfelt chats about school, to just being there with a hug, the staff has made all the difference for Ava.

“As a parent, I’m relieved when she’s relaxed and looking forward to actually going in to get her infusions and seeing all of her nurses,” said Lauren. “Also, ulcerative colitis isn’t the most glamorous thing, especially for a little girl, so it’s helpful to have a very caring, female doctor on staff. It’s things like these that make the journey we’re taking much easier.”

The staff also looks forward to seeing Ava’s smiling face – and her signature thumbs-up.
Ava inspires with her can-do attitude.

Meet Sirvart Kassabian, MD, pediatric gastroenterologist.
EXPLORING
DISCOVERING
transforming care

Ariana, Munroe Falls
THINK OUTSIDE THE BOX.
Challenge yourself to link all nine dots using four lines without lifting the pen or pencil. To get you started, we did the first line for you.

ANSWER ON PAGE 61.
Committed to quality care – inspiring future work
Building on a culture of excellence with restructured quality governance

Akron Children’s vision is to be an innovative leader in providing high-quality care. That's why the hospital focuses on improving outcomes for patients.

In 2017, the hospital evaluated its quality efforts and found that there was a lot of quality work in inpatient and outpatient settings, but there was also an opportunity for improved collaboration, coordination and communication between care teams. To help achieve those goals, Akron Children’s put in place a new governance framework to guide our hospital-wide focus on quality.

“We've identified an amazing set of clinical and operational leaders to both align current quality activities and inspire innovative future work,” said Mike Bigham, MD, a pediatric critical care specialist and chief quality officer. “We envision building on the existing culture of improvement learned through patient safety activities to include all aspects of quality patient care.”

The new quality governance model sets priorities for the hospital to improve clinical effectiveness and population health – specifically in the areas of preventive care, four common types of surgeries and asthma.

These efforts are already yielding positive results. For example, in 2014, the hospital created a system-wide registry of asthma patients and began tracking outcomes. Meanwhile, Easy Breathing®, an evidence-based asthma management program, rolled out in the Akron Children’s Hospital Pediatrics (ACHP) offices. As a result, Akron Children’s has seen a 10 percent decrease in the number of asthma patients making ER visits and a 30 percent decrease in asthma-related hospitalizations.

Additionally, the hospital has made great strides in patient safety. For instance, the hospital went more than 370 days without a serious safety event, a record for the hospital.

Akron Children’s goal is to improve the health of children and provide high-quality care – from a patient’s first interaction with us, to their time at the hospital (or one of our offices receiving care), to when they’re discharged and beyond.
When Blakely Kopatz was just 6 years old, frequent stomachaches began to keep her from school. In total, the first-grader missed 21 days of class.

After her second ER visit and an X-ray confirmation, Blakely and her mom, Angela Fisher, received the diagnosis – kidney stones.

“I was relieved to know it was something treatable,” said Angela. “But I thought kidney stones were an older person’s sickness, not something that affects younger people.”

Yet, kidney stone disease in children and teens has seen a sharp rise since the late 1990s – now accounting for 1 in 685 hospital admissions for children. Experts often cite dietary and environmental changes in the U.S. as likely culprits.

Shefali Mahesh, MD, director of nephrology at Akron Children’s, recognized the need for a multidisciplinary approach.

“Even though these children were getting the care they needed, it seemed fragmented,” said Dr. Mahesh. “In some cases, the urologist and nephrologist were at different institutions, or the input of a dietitian, which is so important, was not consistent. The need for coordinated, multidisciplinary care was evident.”

Angela is thankful her daughter could receive treatment at Akron Children’s new Pediatric Kidney Stone Clinic. After two surgeries and changes to her diet, Blakely, now 7 and in second grade, has been free of further issues.

“At the Kidney Stone Clinic they connect all the dots,” said Angela. “Everyone is in the same building, working together and coming up with conclusions and a plan. I’m really grateful.”

Bringing the right care under one roof
Kidney Stone Clinic brings coordinated, multidisciplinary care to one location
Blakely reads nutrition information with Amy Kunmueller, RN, clinical researcher and Natalie Lussier, RD/LD, nutritionist.

Blakely Kopatz, age 7, with mom, Angela Fisher.
### Amissions

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### People

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### Number of Beds

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<td>Summa Akron City</td>
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Ella, Canton
### VISITS vs 2016

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<th>Visits</th>
<th>Change</th>
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<td>Primary Care</td>
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<td>Subspeciality</td>
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<td>School Health Clinic</td>
<td>569,984</td>
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<tr>
<td>Children’s Home Care</td>
<td>5,845</td>
<td>↑ 3.2%</td>
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<tr>
<td>ER</td>
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<tr>
<td>Akron</td>
<td>67,363</td>
<td>↑ 3.1%</td>
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<td>Boardman</td>
<td>37,774</td>
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<td>Urgent Care</td>
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<td>Mansfield</td>
<td>4,743</td>
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<td>Montrose</td>
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<td>Hudson</td>
<td>7,207</td>
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### 2017 AT A GLANCE vs 2016

- Total Outpatient Visits: **1,074,791** ↑ 7.3%
- Total Surgeries: **17,068** ↑ 1%
- Adjusted Patient Days: **174,721** ↑ 6.1%
2017 BOARD OF DIRECTORS

Kirstin, Canton
OFFICERS

John C. Orr
Chairman
President & CEO
Myers Industries, Inc.
(Retired)

Robert D. Trabucco
Immediate Past Chairman
Executive Vice President & CFO
Sterling Jewelers
(Retired)

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(Retired)

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Women’s Board of
Akron Children’s Hospital

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Chief Executive Officer
Akron Children’s Hospital

Timothy P. Ziga
Assistant Secretary
Interim Vice President &
General Counsel
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Michael P. Trainer
Chief Financial Officer & Treasurer
Akron Children’s Hospital

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Akron Children’s Hospital

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Paul M. Dutton
Partner
Harrington, Hoppe & Mitchell, Ltd.
**Tammy A. Gersman**  
1st Vice President  
Women’s Board of  
Akron Children’s Hospital

**William M. Hopkins**  
Vice President  
The Tire Technology & Strategic Initiatives  
Goodyear Technical Center (Retired)

**Duane L. Isham**  
Attorney; Senior Partner  
Roetzel & Andress (Retired)

**William Kelleher**  
General Manager  
Manufacturing Strategy  
The Timken Company

**Susan M. Kirksey**  
2nd Vice President  
Women’s Board of  
Akron Children’s Hospital

**Dale Koblenzer**  
Senior Vice President  
Wealth Management Advisor  
Koblenzer, Orendorf & Associates

**Kathy V. Lane**  
President  
Women’s Board of  
Akron Children’s Hospital

**Scott R. Levin**  
President of European Business  
GOJO Industries, Inc.

**Kara C. Lewis**  
Vice President  
Bernstein Private Wealth Management

**Philip H. Maynard**  
Chairman  
ASW Properties, LLC

**Greg A. McDermott**  
President  
GAMcdermott, LLC

**Robert S. McGregor, MD**  
Pediatrician  
Pediatrics of Akron, Inc.  
(Retired)

**The Honorable**  
**Elinore Marsh Stormer**  
Judge  
Summit County Probate Court

**Laura K. Thompson**  
Executive Vice President & CFO  
The Goodyear Tire & Rubber Co.
Barbara J. Varley  
Treasurer  
Women’s Board of  
Akron Children’s Hospital

Grace A. Wakulchik  
President  
Akron Children’s Hospital

Robert J. Wells  
Senior Vice President of  
Corporate Communications & Public Affairs  
The Sherwin-Williams Company

P. Cooper White, MD  
President, Medical Staff  
Akron Children’s Hospital  
(until 6/30/17)

William D. Wooldredge  
Chief Financial Officer  
King’s Medical Company (Retired)

*Deceased

DIRECTORS  
EMERITUS

Richard R. Grigg  
Executive Vice President & COO  
FirstEnergy Corp. (Retired)

Richard L. Hardgrove  
President  
First National Bank of Ohio (Retired)

William R. Holland  
Chairman & CEO  
FirstEnergy Corp. (Retired)

Charles L. Horn  
President  
Firestone, Park & Evans Insurance Agency (Retired)

HONORARY DIRECTORS

Joseph M. Clapp  
Chairman & CEO  
Roadway Services, Inc. (Retired)

Otis A. Hower*  
President  
The Akron Selle Co. (Retired)

Estelle F. Kaufman  
Associate Member  
Women’s Board of  
Akron Children’s Hospital

Thomas A. LaRose  
Chairman  
The House of LaRose (Retired)

The Honorable James R. Williams  
Judge  
Summit County Court of Common Pleas (Retired)
<table>
<thead>
<tr>
<th>Gross Patient Service Revenue*</th>
<th>Dollar Amount**</th>
<th>Percentage of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medicaid</td>
<td>$889,774</td>
<td>53.4</td>
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<tr>
<td>Commercial</td>
<td>$709,820</td>
<td>42.6</td>
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<tr>
<td>Medicare</td>
<td>$21,661</td>
<td>1.3</td>
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<tr>
<td>Other Governmental</td>
<td>$18,329</td>
<td>1.1</td>
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<tr>
<td>Self-Pay</td>
<td>$26,660</td>
<td>1.6</td>
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<tr>
<td>Total</td>
<td>$1,666,244</td>
<td></td>
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</table>

| Net Revenue*                  |                 |                     |
| Net Patient Services Revenue  | $774,158        | 89.5                |
| Other Revenue                 | $81,530         | 9.4                 |
| Contributions                 | $5,917          | 0.7                 |
| Net Assets Released           | $3,160          | 0.4                 |
| Total                         | $864,765        |                     |

| Total Expenses*               |                 |                     |
| Wages and Benefits            | $526,468        | 65.3                |
| Supplies, Services and Other Expenses | $222,084 | 27.6                |
| Depreciation and Interest     | $57,432         | 7.1                 |
| Total                         | $805,984        |                     |

*Consolidated  **In thousands
ANSWER KEY
Find the answers below to the challenges from the previous pages.

2.

60
21.8 hours
1.2 hours
193.5 hours

9.2 hours
38.7 hours
9.6 hours