



Creating Health Together  
So Every Person Can

*Flourish*

WE SERVE TOGETHER 2022



ChristianaCare®

CREATING HEALTH TOGETHER  
SO EVERY PERSON CAN

# Flourish

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As I write this message, it's been three years since the COVID-19 pandemic was declared, and while COVID-19 continues to be a daily concern for our caregivers on the front lines of health care, most Americans have been able to return to a sense of normalcy in their daily lives.

While the "new normal" might seem a lot like the old normal in some areas of society, the health care industry has forever changed. Today we are delivering care and making an impact on health and people's lives in ways that were never before possible. Through sophisticated new technologies and new ways of working, we're making health care more convenient and efficient than ever before. We're redesigning the system to ensure the right care, at the right time, in the right place for each person's needs, whether that's in the hospital, in the home or in the community.

This past year, ChristianaCare aligned on a new vision: Creating health together, so every person can flourish.

How do we create health together? We start by providing great health care to our neighbors. But we recognize that medical care only accounts for 20% of a person's health outcomes. The other 80% is impacted by our lifestyles and the communities we live in, the choices we make and social drivers of health. That's why ChristianaCare is not just a health system — but a system that impacts health.

Along with our vision, we have embarked on a bold, five-year plan with aspirations that include:

- We are committed to ending health disparities inside the health system and throughout the communities we serve.
- We are working to radically simplify access to health care services, including new ways of connecting through technology and in person.

- We are accelerating our growth and transformation to meet the needs of the communities we serve and deliver care in new ways that create great outcomes and experiences at lower costs.
- We are committed to keeping people healthy at home through innovative approaches to preventive health care and managing chronic disease combined with revolutionary programs, such as our Hospital Care at Home initiative, which provides acute care in the comfort of a patient's home.
- We are enabling every caregiver to thrive — supporting our caregivers so that they can find joy in their work and be at their best in serving our community.
- Amid all of this, we continue to strengthen the core — our unwavering focus on quality and safety for which we're recognized today as one of the best health systems in the nation.

I am delighted to share with you in the pages that follow the bold actions we are taking to reach our aspirations.

I am proud of the more than 13,000 caregivers who make it all possible by delivering high-quality, compassionate care with love and excellence every day. I am proud of their strength and resilience, which got us through the pandemic and now drives us forward to achieve our vision.

I am delighted to share their inspiring achievements with you — for the love of health!



*Janice E. Nevin MD*  
**Janice E. Nevin, M.D., MPH**  
President and Chief Executive Officer

connect with us



ChristianaCare is a private, nonprofit regional health care system that relies in part on the generosity of individuals, foundations and corporations to fulfill its mission. To learn more about our mission and how you can support us, please visit [christianacare.org/donors](http://christianacare.org/donors).



INCREASING ACCESS TO CARE

# Right Care

“We’re proud to be a part of the ChristianaCare network of practices delivering high-quality, safe care and an exceptional experience to our neighbors.”

*Michael A. Barkasy Jr., M.D., Family Medicine Physician, ChristianaCare Primary Care at Jennersville*



EXPANDING VIRTUAL CARE

# Right Time

“Some people think about their health, but some people need those reminders or they need someone to stay on top of things. As ambassadors, we hold them accountable for their health.”

*Natasha Coleman, Patient Digital Ambassador, Center for Virtual Health*



“I love connecting with patients this way. To see them get well in their own home with their families brings me joy.”

*Diane Coglan, RN, Command Center Nurse, ChristianaCare Hospital Care at Home*



# Right Place

PROVIDING CARE AT HOME

Everyone deserves the right care in the right setting. We are working to make sure our consumers have options, whether it's care in a hospital, at home, virtually or in the community. Patients should be able to access the care they need, when they need it and where they want it to take place. Our virtual services are growing to improve the experience of our health care consumers. As we expand our exceptional clinical programs, we are working to grow responsibly so that our offerings improve the health of our communities.

# Expanding Virtual Care



CHRISTIANACARE  
CENTER FOR VIRTUAL  
HEALTH IN 2022

**3 million**

Text messages sent\*

**7,340**

Audio/video visits

**966**

New patients

## New conveniences with online registration and contactless check-in

If you've ever been surprised with a stack of forms when arriving for an office visit, you'll appreciate how ChristianaCare is now making it easier than ever for patients to complete or update paperwork and receive appointment confirmations and reminders. Patients can now receive a text or email message before they arrive with a link to complete all forms and confirm their information online. They can also perform a contactless check-in when they arrive for appointments. Between go-live in September 2022 and February 2023, more than 173,000 patients have completed online registration and we've sent more than 258,000 appointment confirmations and reminder messages. •

## Making health services more accessible for college students

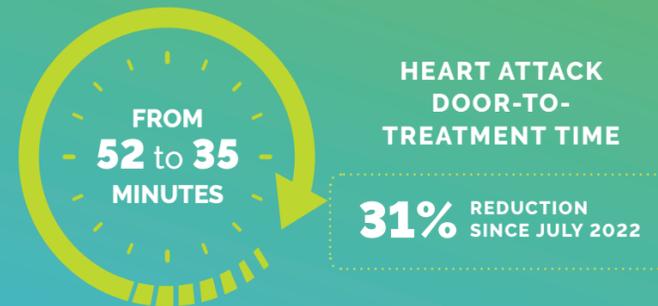
ChristianaCare offers comprehensive, integrated virtual health services 24/7 to colleges, universities and other institutions of higher education, in partnership with two national health care leaders. PursueCare and SimpleTherapy joined ChristianaCare to create a bundled health care product that combines general medical services from ChristianaCare's Center for Virtual Health, mental health and addiction treatment programs from PursueCare and hyper-personalized musculoskeletal care from SimpleTherapy. Students access assessments, resources and virtual treatment via modules or telemedicine sessions with licensed providers. We have been in touch with approximately 150 colleges and universities in the region since September 2022. •

## Center for Virtual Health continues to expand high-quality, convenient care

While ChristianaCare expands its network of primary and specialty care practices throughout the community, the ChristianaCare Center for Virtual Health also continues to grow and support more patients with expert, convenient care. New patient enrollment in 2022 was double the previous year. Three million text messages were sent and received across our programs for primary care, specialty and monitoring programs, such as our COVID Recovery, Concussion and Headache clinics. •

## Time saved is lives saved

In many medical emergencies, time means the difference between life and death. ChristianaCare is using a new cloud-based communications platform that speeds up the communication between emergency medical services and the Emergency Department when a patient is suspected of having a heart attack. The new technology replaces phone and radio calls and transmits information including EKG, photographs and audio to the ED physicians so that they are ready with extensive information about the patient's condition before the patient arrives at the hospital. The tool enables first responders and physicians to accelerate life-saving critical care and be ready with the resources in place to improve patients' outcomes and experiences. Since its introduction in July 2022, the heart team has reduced door-to-treatment time from 52 to 35 minutes — a 31% reduction. •



## Hims & Hers partnership connects patients to Center for Virtual Health

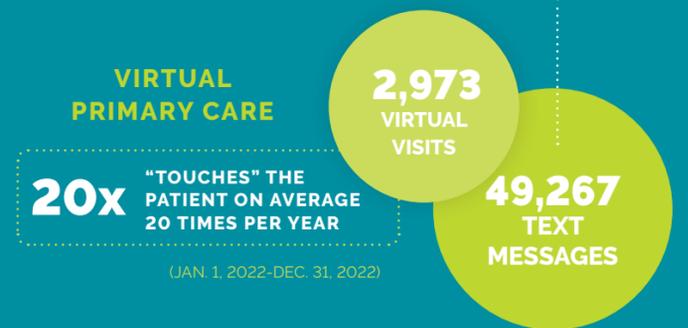
ChristianaCare is partnering with Hims & Hers, a digital platform focused on providing personalized health and wellness experiences to consumers, to expand access to services and create a more seamless care journey for patients. Hims & Hers offers treatments for a broad range of conditions, including those related to sexual health, hair loss, dermatology, mental health and primary care. This collaboration enables licensed medical providers on the Hims & Hers platform to connect patients with ChristianaCare's industry-leading Center for Virtual Health and extensive primary and specialty care provider network when appropriate. •



## Virtual Primary Care – a care team who knows you and is accessible when you need them

Patients can now enjoy the benefits of a long-term relationship with a primary care team along with the convenience of virtual care that's accessible on their phone, tablet or digital device. It's all possible with Virtual Primary Care, a new health solution from ChristianaCare offered through the Center for Virtual Health.

Unlike other services that market primary care but really provide a patient with the next available provider, ChristianaCare's Virtual Primary Care offers a personalized approach with care teams who know their patients and understand their specific needs and health goals. Same-day appointments and extended weekend hours allow patients to get the care they need when it's most convenient for them. The practice is available to people living in Delaware, Pennsylvania, Maryland and New Jersey. Monthly, quarterly and yearly subscriptions are available. •



## New primary care and My65+ practices in Rehoboth

The opening of two ChristianaCare primary care practices at one easy location in Rehoboth, Delaware, has Sussex County residents buzzing about having direct, local access to the most dynamic health system in the First State. The location offers traditional primary care as well as an innovative My65+ practice that provides personalized care tailored to adults ages 65 and older. In addition to general primary care services, the My65+ practice provides medication management, nutritional guidance, specialist coordination, additional provider consultation time and other support specific to the needs of older adults. The My65+ practice also includes an embedded pharmacist and a behavioral health specialist. The Rehoboth practice is part of a broader ChristianaCare effort in both Sussex and Kent counties to improve access to care and create health so that every person can flourish in Delaware. •



# Increasing Access to Care



## School-based health center opens at Kuumba Academy Charter School

ChristianaCare opened its 21st school-based health center, providing care and services to help kids and teens achieve their best health. The center also provides access to resources that help families overcome obstacles such as barriers to transportation, challenging appointment times and worries about cost and confidentiality. The opening of the center at Kuumba Academy Charter School in Wilmington, Delaware, was made possible through ChristianaCare's partnership with the Community Education Building, which houses the school for students in kindergarten through eighth grade. •



## Primary care program for patients with cancer wins Innovator Award

ChristianaCare's Helen F. Graham Cancer Center & Research Institute is the recipient of the Association of Community Cancer Center's 2022 Innovator Award for its person-centered model of care that embeds a primary care provider in the cancer center for patients undergoing treatment who do not have a primary care provider. Patients with cancer often live with one or more chronic diseases, such as heart disease, high blood pressure, COPD or diabetes. Cancer treatment can make these chronic medical problems worse, so it is important for patients to continue to see a primary care provider during their treatment. The Graham Cancer Center was among the first cancer programs in the nation to offer patients undergoing cancer treatment on-site access to a primary care provider. •

## Mobile Health Services vans bring health to the people

To bring care to where people need it throughout Delaware, ChristianaCare has outfitted two Mobile Health Services vans supported by a \$1 million investment from Barclay's. Our mobile health vans connect our communities to health by offering vaccinations, diabetic retinopathy screenings, OB-GYN services, sports physicals, behavioral health appointments and more in places that are convenient for our neighbors. As we motor across the region, we are building relationships and making good health more accessible for all. •

**30,000**  
ESTIMATED  
PATIENT VISITS  
IN 3 YEARS



## Round-the-clock, kid-friendly care available at Pediatric Care Center

When an illness or injury can't wait for an office appointment, families now have another option — the ChristianaCare Pediatric Care Center, which offers round-the-clock care for children. Located on the first floor of the Center for Women's & Children's Health on the Newark campus, the center provides emergency services for children and teens, as well as evaluation and referrals for behavioral health needs. The 8,400-square-foot facility includes 14 beds for emergency care and short-stay inpatient and observation care. Between October 2022 and February 2023, the Pediatric Care Center has had more than 3,000 patient visits. •

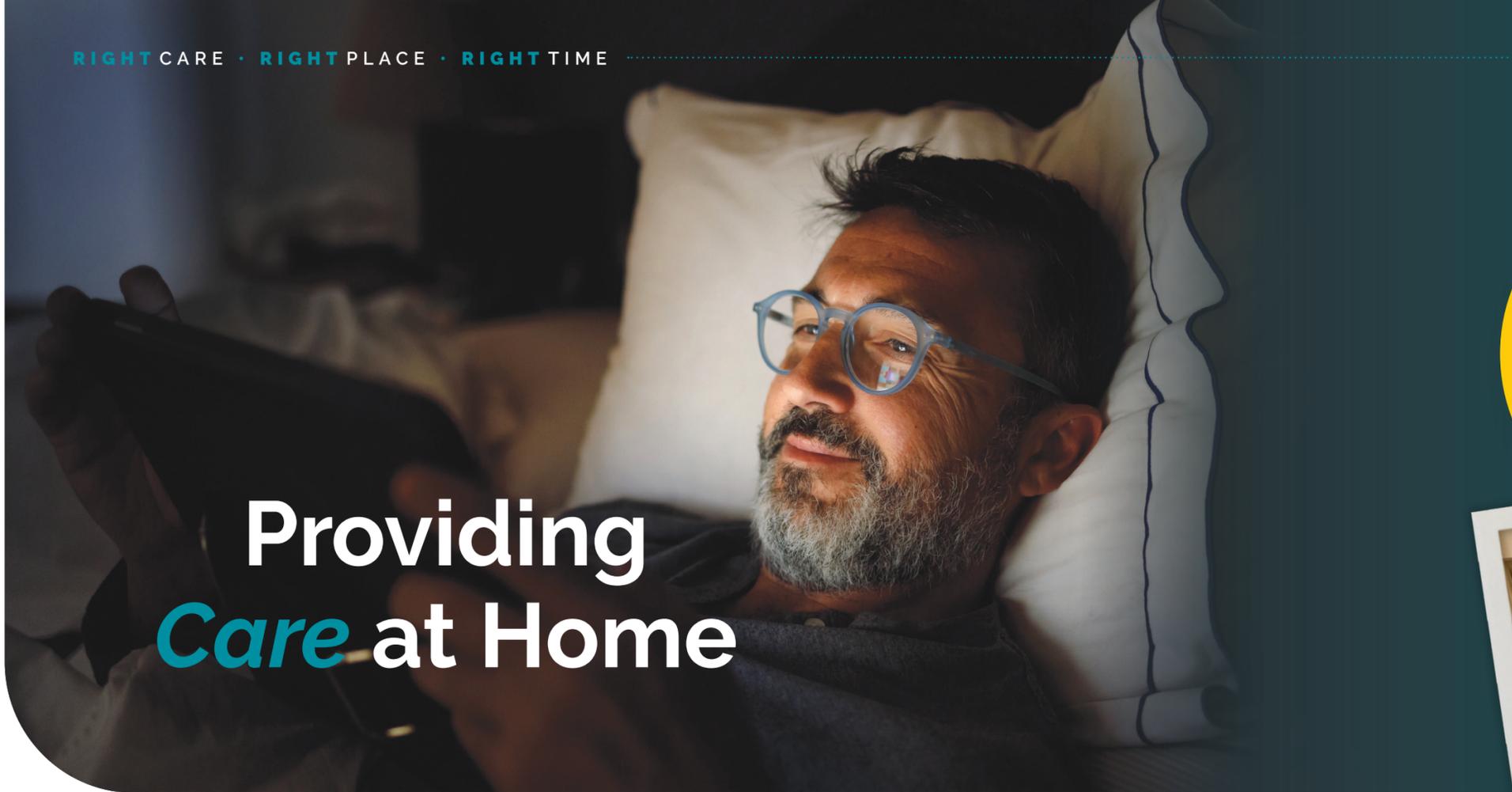


**NEW IN 2022**

- Urgent Care in Greenville
- Pediatric Care Center
- Pediatrics at Dover
- Primary Care and My65+ at Rehoboth
- Mobile Health Services

**COMING SOON**

- West Grove Campus
- Primary Care at Milford



# Providing *Care* at Home

**CHRISTIANACARE  
HOME HEALTH**  
**210,000**  
Caregiver home visits  
**1 million**  
Miles traveled



## HomeHealth celebrates 100 years of caring

Since its founding in 1922 as the Visiting Nurses Association, ChristianaCare HomeHealth has brought expert, skilled care to Delawareans' homes as they recover from hospitalization, live with chronic illness or seek to maintain independence at home as they age. In a given year, HomeHealth caregivers make more than 210,000 home visits and log more than 1 million miles of travel in Delaware from Brandywine Hundred in New Castle County to Georgetown in Sussex County. Staffed with nearly 450 highly trained caregivers who understand the unique needs of caring for people in their homes, ChristianaCare HomeHealth is the highest-volume home health agency in Delaware. •

Celebrating **100** years

## Hospital care in the comfort of home

Launched in late 2021, Hospital Care at Home offers the highest level of in-home acute care in Delaware, combining virtual and in-person care provided by a team of physicians, nurse practitioners, registered nurses and other providers. With in-person and virtual visits from the health care team, along with mobile imaging and lab services, delivery services for meals and nutrition, and pharmacy medication and management, our patients don't need to leave home to get better. Virtual technology and home health equipment ensure round-the-clock monitoring and care that mirror a traditional hospital setting. Through mid-February 2023, the team has cared for more than 350 patients. •

**HOSPITAL CARE  
AT HOME**  
**350+**  
Patients served



Building on ChristianaCare's commitment to affordable and accessible care, we are working to provide equitable care and eliminate disparities in patient access, experience, delivery and outcomes. As we embed equity into our operations and culture, we are using technology and data to identify opportunities and develop targeted solutions. By focusing on creating healthy communities, we are developing ways to address the environment, social justice and social determinants of health.

**HBCU SCHOLARSHIP PROGRAM**

**\$500,000**  
\$12,500 annually per student

**COMMUNITY INVESTMENT FUND**

**\$1.1 million**  
Invested in 13 nonprofits in 2022

**LANGUAGE INTERPRETER NETWORK**

**129** **18**  
Interpreters Languages

FOCUSING ON **Health Equity**



*I love working for ChristianaCare because I can create an impact on people's lives with love and excellence. We care for our neighbors the same way we care for our loved ones."*

*Adriana Viveros-Sosa, Program Coordinator for Health Ambassadors*





### Unite Us platform connects referrals and community resources

ChristianaCare partners with Unite Us to help address the social needs of patients across the community. This closed-loop referral system helps to ensure patients' identified social care needs are met. In 2022, the number of participating agencies more than doubled. •

#### TOP NEEDS

- Housing and shelter
- Food assistance
- Utilities



#### UNITE MARYLAND

- 22 organizations participating
- 27 referrable programs

#### UNITE DELAWARE

- 250 organizations participating
- 363 referrable programs
- 1,128 individuals served
- 58% cases resolved successfully

### Working together to address food insecurity and housing challenges

Through its Community Investment Fund, ChristianaCare provided \$1.1 million in 2022 to 13 nonprofit organizations working to increase access to food and housing among vulnerable populations in Delaware and Maryland. ChristianaCare partners with organizations that provide resources for healthy meals, a safe place to sleep and homes that are healthy, safe and affordable, reflecting the findings of ChristianaCare's Community Health Needs Assessment. Grants were awarded to programs in New Castle County and Sussex County, Delaware, and in Cecil County, Maryland. Recipients use the Unite Us platform to capture data and outcomes and measure success. •

### Committed to a healthy environment

How can health care help the environment? Greenhouse gas emissions from the health care sector contribute 8.5% of all emissions in the United States. Through our commitment to the Health Sector Climate Pledge and beyond, ChristianaCare aims to cut greenhouse gas emissions 50% by 2030 and achieve net zero emissions by 2050. We are one of 102 health care organizations nationwide to sign the pledge. Environmental and health equity goals are now embedded in everything we do, including how we purchase products, maintain our facilities, invest and manage our resources and advocate for our community. •

### Supplier Diversity Program boosts small and diverse businesses

In keeping with its commitment to embrace diversity, ChristianaCare has launched a Supplier Diversity Program — the first among hospitals in Delaware — that provides diverse suppliers equal access to purchasing opportunities at the health system. The new program opens the door for small and diverse businesses owned and operated by ethnic minorities, women, veterans, service-disabled veterans, LGBTQ+ or persons with diverse-abilities to do business with ChristianaCare. •

### Gender Wellness Program provides gender-affirming behavioral health care

ChristianaCare's Gender Wellness Program provides psychotherapy and support services for transgender and gender-diverse individuals. It aims to improve health equity and address health disparities in behavioral health and medical care experienced by members of the LGBTQ+ community. The program is open to individuals ages 13 and older who are exploring their gender identity or experiencing gender dysphoria — a sense of incongruence and distress that a person may have because of a mismatch between their gender identity and their sex affirmed at birth. The program also provides referrals to knowledgeable primary care clinicians who prescribe gender-affirming hormone treatment. The program saw 98 new patients in 2022. •



### Language Services at ChristianaCare

At ChristianaCare's hospitals and practices, patients and their loved ones can get the medical information they need in a language they understand. ChristianaCare's Language Services team includes 15 interpreters on staff who work to provide the highest level of interpretation in health care. All our providers offer in-person, over-the-phone and video interpretation.

In addition, 129 bilingual caregivers who serve in other roles in the organization act as interpreters to supplement our staff interpreters and vendor offerings.

### HBCU students earn Future of Health scholarships

ChristianaCare is investing in students who will change the face and future of health — like the 10 Delaware high school graduates receiving scholarships and additional support from ChristianaCare as part of an inaugural program with the HBCU Week Foundation. ChristianaCare's Future of Health scholarship program is providing \$500,000 in tuition support — \$12,500 annually, per student — plus a paid internship each summer while the students are in college. •



CANTONESE  
MALAYAM  
AMERICAN SIGN LANGUAGE  
HINDI  
HISKI  
PORTUGUESE  
BENGGALI  
ARABIC  
HAITIAN CREOLE  
RUSSIAN  
YORUBA  
MANDARIN  
TAMIL  
KOREAN  
SPANISH  
TAGALOG  
GUJARATI

We are passionate about exploring new frontiers, where scholarship meets science and practice to propel innovations in prevention, care and treatment. We are committed to research from bench to bedside that contributes to high-quality care for our neighbors and around the world.

# Research & Innovation

IN 2022:

**1st**

COMMERCIAL STARTUP  
COMPANY

**2,000+**

MEDICARE ADVANTAGE  
MEMBERS

**150+**

STRATEGIC  
PARTNERSHIPS



*We are working to improve lung cancer treatments by using CRISPR to disable or alter a master regulator gene to prevent it from producing a protein that blunts the impact of chemotherapy.”*

*Kelly Banas, Ph.D., Principal Investigator,  
ChristianaCare Gene Editing Institute*



### New company focuses on gene editing therapies

CorriXR Therapeutics, the first commercial biotechnology private startup company spun out by ChristianaCare, uses CRISPR gene editing technology to develop new, clinically relevant oncologic therapeutics in areas of unmet medical need. Its close relationship with ChristianaCare and the ChristianaCare Gene Editing Institute uniquely positions it to research and develop innovative, patient-centered therapies. CorriXR is currently developing CRISPR therapies to address squamous cell carcinoma of the lung.

### Unique collaboration offers Medicare Advantage plans for seniors

ChristianaCare is teaming up with Highmark Blue Cross Blue Shield Delaware and Bayhealth to improve the health of seniors. This unique Medicare Advantage collaboration was developed as a partnership between Highmark and our physicians to enable the development of new models of care. Highmark provides Medicare Advantage plans for more than 2,000 Delaware seniors. A new plan added last year, Highmark's Freedom Blue PPO Valor plan for veterans, joins Highmark's Freedom Blue PPO Signature and Freedom Blue PPO Distinct plans. ChristianaCare's CareVio® award-winning care management platform manages the chronic health conditions of plan participants. This alliance is the first of its kind in Delaware between an insurer and two health systems and offers an enhanced experience for Medicare beneficiaries, better care coordination, rich benefits and low costs.



### Using gene therapy to evaluate impacts of gene edits that alter rather than "knock out" DNA code

Scientists at ChristianaCare's Gene Editing Institute are advancing the safety and efficacy of CRISPR gene editing by identifying and evaluating its impact on targeted tissues. CRISPR stands for "clustered regularly interspaced short palindromic repeats." As part of the Institute's efforts to improve lung cancer treatments, scientists are investigating the potential of using CRISPR to disable a gene called NRF2 to alter production of a protein that protects squamous cell carcinoma lung cancer tumors from the effects of chemotherapy or radiation. In a study, published in the Nature journal Gene Therapy, Institute scientists found multiple cells where the targeted strand of DNA code in the NRF2 gene was not completely knocked out. Rather, cells emerged that had retained enough of the original code to continue producing a different form of the protein. Tests revealed that cancer tumor cells generating these altered proteins may be more vulnerable to chemotherapy drugs. With this study, scientists have validated a process that can help this field move forward rapidly but safely.



### Understanding tumor cell manipulations in triple negative breast cancer

In breakthrough research at ChristianaCare's Helen F. Graham Cancer Center & Research Institute, scientists have discovered that a protein secreted by tumor cells can switch off the body's natural defenses against triple negative breast cancer (TNBC), an aggressive form of the disease that affects Black women at twice the rate of white women and leads to poorer outcomes. Jennifer Sims-Mourtada, Ph.D., lead research scientist at the Cawley Center for Translational Cancer Research at the Graham Cancer Center, found that TNBC tumor cells can effectively shut down the body's defense systems. Normally, B cells regulate the immune response against foreign invaders like cancer. The discovery brings researchers closer to understanding the aggressive nature of TNBC. Delaware ranks highest in the nation for incidence of triple negative breast cancer. The study was initiated in partnership with The Wistar Institute of Philadelphia, Pennsylvania. Resources for the study, including blood and tissue samples from consenting patients, were obtained through the Graham Cancer Center's Tissue Procurement program.

### Improving maternal and fetal outcomes with blood pressure treatment in pregnancy

Chronic hypertension affects more than 2% of pregnant patients in the U.S., increasing the risk for complications that can affect both mother and baby. Matthew Hoffman, M.D., the Marie E. Pinizzotto, M.D., Endowed Chair of Obstetrics and Gynecology at ChristianaCare, co-authored a study that found treating mild chronic hypertension with medications during pregnancy decreased the risk of preeclampsia and preterm birth. The results, published in The New England Journal of Medicine, showed a 20% decrease in pregnancy complications for women with mild hypertension who were treated with medication compared to those who received medication only if they developed more severe blood pressure. These findings are expected to change the standard-of-care guidelines for pregnant women with mild hypertension.



### Helping businesses lower health care costs

ChristianaCare Business Health Solutions provides direct-to-employer packages to keep health care costs down and improve employee wellness and workforce productivity. ChristianaCare has already developed strategic partnerships providing health care services to more than 100 national and international employers in a wide range of industries, including the manufacturing, retail and airline industries, and multiple employee welfare arrangements. Among the services offered:

- Destination surgery.
- ChristianaCare Center for Virtual Health.
- Virtual Behavioral Health.
- Vaccination.
- COVID-19 symptom monitoring.



# Optimal Health

Providing care for optimal outcomes is at the core of what we do. As we look within, we are redesigning our work to create organizational efficiencies, improve care coordination and enhance the patient experience.

**3,500+**

Patient rides provided with the Roundtrip booking platform

**\$7 million**

ACO reduction in health care spending

**60%**

Outpatient behavioral services delivered virtually



*It is a testament to our nurses and the entire care team that we continued to reach milestones in patient safety and satisfaction even during the COVID-19 pandemic. Everyone brings a level of expertise to the unit. We truly serve together."*

*Carol Ritter, MSN, RN, CCRN-K, CNML, Nurse Manager, Medical Intensive Care Unit*



**ChristianaCare's extraordinary Medical Intensive Care Unit achieved the Beacon Award for Excellence for an unprecedented fifth consecutive cycle.**

## Medical Intensive Care Unit earns the nation's only five-time honor for nursing excellence

ChristianaCare's Medical Intensive Care Unit (MICU) has earned an unprecedented honor from the American Association of Critical-Care Nurses. Among the thousands of intensive care units in the United States, ChristianaCare's MICU is the first unit in history to earn a Beacon Award for Excellence from the association, also known as AACN, five times in a row. The Beacon Award is one of the highest achievements in nursing. The recognition lauds hospital units that employ evidence-based practices to improve patient and family outcomes. •



### Getting inpatients AMP-ed to move

Research shows that promoting patient mobility in the hospital can help reduce pressure ulcers, reduce length of stay and increase the rate of patients being discharged to the home rather than a skilled nursing facility. Following a successful two-year pilot and research with Johns Hopkins Medicine, the departments of Nursing and Rehabilitation Services launched the inpatient Activity and Mobility Promotion (AMP) program. The goal of AMP is to drive a culture of safe patient mobility throughout our hospitals. AMP started at the Wilmington and Newark campuses in 2022 and will expand to Cecil County campus in spring 2023. •



## Outpatient psychotherapy restructures to meet demand

There's no one-size-fits all approach to behavioral health. Focusing on individual patients and meeting people where they are in the community happens when clinicians and therapists provide treatment in outpatient, inpatient and school-based settings. Our health ambassadors and behavioral health professionals also provide outreach and assistance to remove barriers to treatment. At ChristianaCare, we have expanded our behavioral health offerings to meet the changing needs of the community:

- Virtual and in-person care.
- Improving availability.
- Emergency care.



## Battling the opioid epidemic

Among the 42 million Americans with mental illness, 18% also had a co-occurring substance use disorder, according to the Centers for Disease Control and Prevention. We recognize the unique challenges of this dual diagnosis and have looked for ways to work with other community partners to increase access to support and treatment.

### Project Engage

Our nationally recognized program offers early intervention and referral to substance use disorder treatment. Seven peer counselors work in acute units and emergency departments on our Delaware hospital campuses, conducting about 2,000 engagements annually. The program has **served more than 13,658 patients** since 2008.

### Project Recovery

Patients with alcohol and substance use disorders can get professional outpatient treatment through this program. They also get additional support from an interdisciplinary team and through two apps that provide access to online therapy complementing outpatient services. The program **has 120 patients in active treatment** at any time.

### New Castle County Behavioral Health Unit

Two ChristianaCare employees embed with the New Castle County Police to respond to 911 calls and officer referrals when mental illness is believed to be a primary factor for police involvement. Three other caregivers support the police department's Hero Help Program that addresses substance use disorder by supporting those seeking treatment. The Hero Help team **contacted non-fatal overdose victims 140 times and distributed 80 naloxone kits** in fiscal year 2022.

### Health Ambassador Program

The program, focused on promoting health before, during and after pregnancy, has been expanded to include a health ambassador **focused on mothers with substance use disorder**. The health ambassador works with treatment centers to ensure expectant mothers and mothers of children ages 5 years and younger with substance use issues will be connected to services to support them and their young children.

### Comprehensive Pain Center

A wide range of non-opioid treatment options is available for patients with acute and chronic pain. The outpatient program has served more than 1,000 patients, and the newly formed inpatient service has already assisted with more than 200 patients with opioid use disorder. The unique collaborative approach to chronic pain management has **helped more than 100 chronic opioid users gain sobriety**. •

### Delaware Medicaid Partners ACO addresses unmet medical and social needs

Accountable Care Organizations (ACOs) are intended to improve patient engagement and clinical care while reducing the cost of that care. Launched in 2021, Delaware Medicaid Partners ACO enables ChristianaCare to help more than 18,000 Medicaid-insured patients get their medical and social needs met through innovative care delivery systems and clinical community partnerships. In its first performance year, Delaware Medicaid Partners ACO met the quality performance requirements of its payers while also focusing on health equity and improving social drivers of health. •



SUPPORTING OUR

# CARE GIVERS



“I just love working here. It takes a lot of energy, and I don't know where it always comes from. But at the end of the day, knowing that we were able to help patients is what's most important.”

*Shannon Hostetter, Operations Manager, The Tatiana Copeland Breast Center*

Every day, ChristianaCare caregivers serve our patients with excellence and love. Their tireless devotion exemplifies the power of the healing touch, and it also highlights the importance of taking care of those who take care of others.

CHRISTIANACARE CAREGIVERS IN 2022

29

LeadershipDNA graduates



10,131

Flu vaccines by Caregiver Health Services



1,300

Participants in employee resource groups



MOXI BENEFITS APR - NOV 2022

9,321

Deliveries

4,914

Active caregiver hours saved

48

Tasks completed per day (on average)

FORBES RECOGNITIONS

#2

Employer for diversity and inclusion in health care

#40

Employer in the nation overall

#2

Place to work in Delaware

## Focusing on caregivers and their needs

ChristianaCare's Center for WorkLife Wellbeing continues to focus on the physical, emotional and mental well-being of caregivers. Whether it's bringing resources, services or additional training to our health care professionals, our Center for WorkLife Wellbeing offers caregivers the assistance they need in order to provide safe, effective care to our patients. Last year, nearly one-third of our participants in the Care for the Caregiver program referred themselves. The program provides confidential, individual peer and group support to caregivers who have experienced stress related to patient care or the workplace. In addition, our leaders continue to be trained in psychological first aid to help them recognize early signs of distress and offer effective strategies to support their teams.

ChristianaCare also invested in more ways for caregivers to rebound from work stressors and recharge their personal lives, such as the therapy dogs from Paws for People.

### Our caregivers get free assistance with:

- **Care coordination and peer support through the expansion of Wellthy, which helps with financial, medical, legal, housing and other personal issues that can consume non-working hours.**
- **Backup care services through Care@Work, when caregivers are faced with a disruption in regular child care coverage or the responsibility of aging parents.**
- **Discreet and confidential resources designed specifically for medical professionals and their families through the VITAL Worklife Employee Assistance Program.**

The Center for WorkLife Wellbeing has partnered with prominent U.S. health institutions to develop a set of action steps to support the well-being of physicians, nurses and other caregivers experiencing fatigue and emotional distress. Called the Healthcare Workforce Rescue Package, the strategies include equipping providers with more flexibility and autonomy during crisis situations; simplifying workflows; appointing a well-being executive; and ensuring that adequate mental health care is available to employees. •



## Tomorrow's physicians train today at ChristianaCare Branch Campus

ChristianaCare is where tomorrow's health care providers learn state-of-the-art medical care — today. Through the Delaware Branch Campus Program, ChristianaCare offers third- and fourth-year students from Sidney Kimmel Medical College and Philadelphia College of Osteopathic Medicine the opportunity to complete their clinical rotations. Over the last eight years, more than 100 students have graduated from the Delaware Branch Campus. In addition, ChristianaCare hosts more than 700 medical student rotations and over 200 physician assistant clinical rotations each year. In June, ChristianaCare welcomed 105 new residents and fellows into 27 training programs during the traditional long coat ceremony. •



## Caregivers learn new roles through Medical Assistant University and Sterile Processing internships

Caregivers with an interest in developing new skills are embarking on new career paths through training paid by ChristianaCare. Eighteen caregivers have taken part in Medical Assistant University, offered in partnership with Delaware Technical Community College and the ChristianaCare Medical Group. More than 35 caregivers have been part of the Sterile Processing internship program that includes 400 hours training in the department in addition to classroom learning. •

## Delaware mental health bill for physicians signed at ChristianaCare

Wilmington Hospital was the site for Delaware Gov. John Carney to sign Senate Bill 300, which updates reporting requirements for Delaware physicians, allowing them to seek treatment for behavioral health needs without undue stigma or fear of loss of medical licensure. The law amends the Delaware code to remove mandatory reporting requirements for Delaware physicians who seek treatment for mental or physical health issues. The changes align with national best practices from leading national experts, including the Joint Commission on Healthcare Accreditation and the Federation of State Medical Boards. •



## Employee resource groups grow in size and camaraderie

Employee Resource Groups (ERGs) are another way for caregivers to bring their complete selves to work by finding support and allyship with colleagues who share a commonality or interest. As we build a more inclusive workplace, our ERGs also are growing. More than 1,300 caregivers are now involved in an ERG, an 18% increase from last year. We now have 11 ERGs — our newest is First Year In, focused on new caregivers. •

## 'Moxi' the cobot frees clinical staff to focus on patients

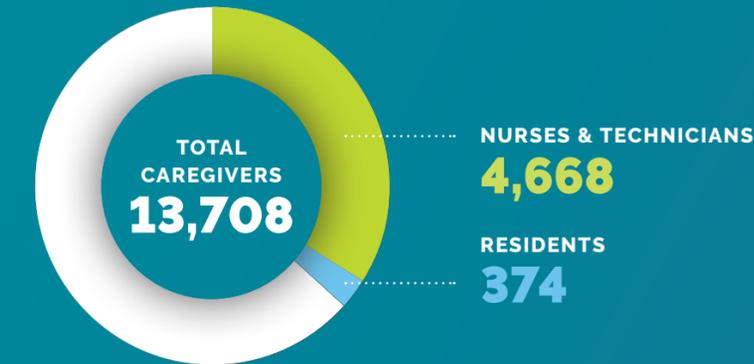
ChristianaCare is the first health system in the Philadelphia region where you can find Moxi, a collaborative robot — a "cobot" — that makes deliveries and performs non-clinical tasks so that nurses and others can care for patients. The Moxi cobots are being integrated with ChristianaCare's electronic health record platform and will use artificial intelligence to proactively identify when nurses will need equipment, supplies, medications and lab tests. How much of a difference can Moxi make? Research shows that nurses can spend up to 33% of their shifts on time-consuming but simple tasks such as dropping off lab specimens, collecting supplies or picking up medications from the pharmacy — work that Moxi now can handle. •



# Economic Impact

## IN OUR COMMUNITY

As the largest private employer in Delaware, and one of the largest in the region with services in Delaware, Maryland, New Jersey and Pennsylvania, ChristianaCare is a major driver of economic viability in the communities we serve by providing financial activity, stability and job growth.



### ChristianaCare's 13,708 caregivers support\*:

**27,310**  
JOBS THROUGHOUT OUR COMMUNITY

**\$124,500**  
AVERAGE EACH CAREGIVER RETURNS TO THE COMMUNITY

**\$1.7B**  
CAREGIVERS COLLECTIVELY RETURN TO THE COMMUNITY

\*Source: Analysis, using BEA RIMS II multipliers based on 2012 national benchmark input-output data and 2018 regional data. These multipliers were first released in March 2021. AHA February 2022.

ChristianaCare is a leading provider in the region with a network of primary care physicians, urgent care centers, medical and surgical specialists, research and clinical trials, home health care, imaging, laboratory and rehabilitation services.

ADMISSIONS  
**60,094**

BIRTHS  
**6,829**

SURGICAL PROCEDURES  
**37,697**

RADIOLOGY PROCEDURES  
**530,953**

HOSPITAL-BASED LAB TESTS  
**4,218,400**

OUTPATIENT VISITS  
**879,840**

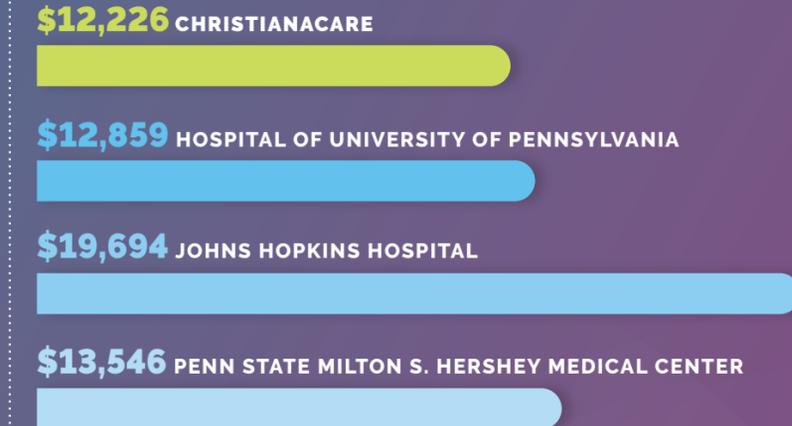
PRIMARY CARE PHYSICIAN OFFICE VISITS  
**255,999**

VIRTUAL VISITS  
**30,994**

HOME HEALTH VISITS  
**219,142**

URGENT CARE CENTER VISITS  
**187,753**

### Comparative Cost of Hospitalization



Source: COTH Annual Survey, 2020 published in the Autumn 2021 Databook. Wage and CMI adjusted.

### Taxes Paid



### Community Benefit Spending

- \$568k COMMUNITY-BUILDING ACTIVITIES
- \$293k COMMUNITY BENEFIT CONTRIBUTIONS
- \$2.4M RESEARCH
- \$10.1M COMMUNITY HEALTH IMPROVEMENT SERVICES & COMMUNITY BENEFIT OPERATION
- \$17.9M CHARITY CARE AT COST
- \$15.6M MEDICAID SPENDING



**\$74.1M**  
HEALTH PROFESSIONS EDUCATION



TOTAL NUMBER OF HOURS  
**41,000**

FINANCIAL IMPACT  
**\$1.2M**

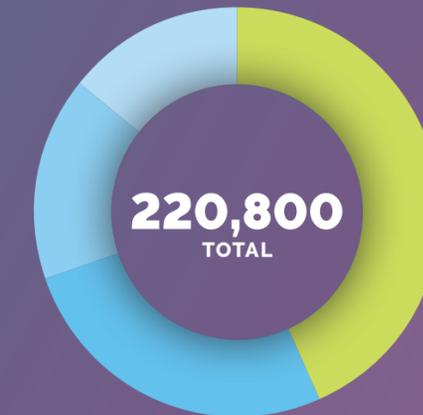
UNCOMPENSATED CARE  
**\$32.8M**

A combination of charity care and other care for which payment was expected but not received.

### Comparative Ranking Among Hospitals/Health Systems

	UNITED STATES	EAST COAST
ADMISSIONS	18 <sup>th</sup>	11 <sup>th</sup>
BIRTHS	31 <sup>st</sup>	13 <sup>th</sup>
ED VISITS	12 <sup>th</sup>	7 <sup>th</sup>
SURGERIES	46 <sup>th</sup>	24 <sup>th</sup>

Source: AHA Annual Survey Database for Fiscal Year 2020



### Emergency Department Visits

- CHRISTIANA HOSPITAL  
**95,771**
- WILMINGTON HOSPITAL  
**58,744**
- UNION HOSPITAL  
**35,216**
- MIDDLETOWN ED  
**31,069**

# OUR Expertise



# Who we are



**The Helen F. Graham Cancer Center & Research Institute** is one of the most advanced cancer centers in the country. A multidisciplinary care team of specialists for each patient including a surgeon, a medical oncologist or hematologist and a radiation oncologist provides the best treatment options. We provide the most advanced cancer-fighting technology and participate in the National Cancer Institute's NCI Community Oncology Research Program.

PATIENT VISITS <b>217,958</b>	EXTERNAL RADIATION BEAM TREATMENTS <b>31,349</b>	CLINICAL TRIAL PATIENT PARTICIPATION RATE <b>30%</b>
NEW PATIENTS <b>3,402</b>	PATIENTS ENROLLED IN CLINICAL TRIALS <b>1,119</b>	

**Our multidisciplinary Neurosciences team** provides comprehensive and advanced care for neurologic illnesses across the acute and ambulatory settings. The largest and most comprehensive neurology practice in Delaware includes subspecialties for stroke, epilepsy, multiple sclerosis, movement disorders, neuromuscular disorders, headaches/migraines, sleep and pediatric neurology. The team also provides neurodiagnostic services (EEG/EMG/sleep), pain management, and physical medicine and rehabilitation care for patients across the entire health system.

PATIENT VISITS <b>54,899</b>	STROKE PATIENT CASES <b>1,757</b>
NEW PATIENTS <b>14,037</b>	PATIENTS ENROLLED IN CLINICAL TRIALS <b>56</b>

**The Center for Heart & Vascular Health** is among the largest, most capable regional heart centers on the East Coast. It is the only center in the region that integrates cardiac surgery, vascular surgery, vascular interventional radiology, cardiology and interventional nephrology in a single location.

PATIENT VISITS <b>12,627</b>	CARDIAC REHAB INPATIENT/OUTPATIENT VISITS <b>21,991</b>	HEART FAILURE LVAD PATIENTS <b>10</b>
NEW PATIENTS <b>10,115</b>	ELECTROPHYSIOLOGY PATIENT CASES <b>1,506</b>	OPEN HEART SURGERIES <b>901</b>
TOTAL PATIENT PROCEDURES <b>214,831</b>		PATIENTS ENROLLED IN CLINICAL TRIALS <b>218</b>

**The Center for Women's & Children's Health** which opened a new \$260 million state-of-the-art facility in 2020, represents a new standard of care for our community. It is the region's only National Community Center of Excellence in Women's Health and offers innovative, patient-centered care for mothers, babies and families. The center provides private rooms for mothers and families after delivery and is one of the only hospitals in the United States to provide couplet care in the NICU, keeping mother and baby together even if they both require medical care. A new 14-bed Pediatric Care Center opened in 2022 provides 24/7 combined short-stay inpatient and emergency care for children and teens.

PATIENT VISITS <b>140,454</b>	BIRTHS <b>6,829</b>
NEW PATIENTS <b>7,022</b>	NICU ADMISSIONS <b>1,347</b>

## Hospital Campuses and Services

### Wilmington Campus

- Wilmington Hospital (321 beds)
- Center for Advanced Joint Replacement
- Center for Rehabilitation
- First State School
- Health & Technology Innovation Center
- Psychiatric Services
- Rocco A. Abessinio Family Wilmington Health Center
- Swank Memory Care Center
- William J. Holloway, M.D., Community Program
- Wilmington Hospital Gateway Building

### Newark Campus

- Christiana Hospital (906 beds)
- Center for Heart & Vascular Health
- Center for Translational Cancer Research
- Center for Women's & Children's Health
- ChristianaCare Surgicenter
- Helen F. Graham Cancer Center & Research Institute
- John H. Ammon Medical Education Center
- Medical Arts Pavilion
- Pediatric Care Center
- Virtual Education & Simulation Training Center

### Cecil County Campus

- Union Hospital (109 beds)
- Cancer Services
- Medical Pavilion
- Psychiatric Services
- Wound Care Center

## Regional Campuses and Services

### Greenville Campus

- Eugene du Pont Preventive Medicine & Rehabilitation Institute
- Camp FRESH
- Cardiology
- Cardiac Rehabilitation
- Lab Services
- Obstetrics and Gynecology
- Primary Care
- Pulmonary Rehabilitation
- Rehabilitation Services

### Smyrna Campus

- Smyrna Health & Wellness Center
- Cardiology
- Endocrinology
- Family Medicine
- Lab Services
- Medical Imaging, including noninvasive cardiovascular imaging and nuclear medicine
- Obstetrics and Gynecology
- Rehabilitation Services
- Weight Management

### Concord Health Center

- Breast Care
- Cardiology

- Endocrinology
- Imaging Services
- Laboratory Services
- Primary Care
- Radiation Therapy
- Rehabilitation Services
- Sports Medicine
- Women's Health

### Middletown

- Middletown Emergency Department
- Middletown Health & Wellness Center
- Middletown East Women's Health
- Diabetes & Metabolic Diseases Program
- Family Medicine
- Imaging Services
- Rehabilitation Services

### Delaware Technology Park

- Gene Editing Institute

### Urgent Care Centers

ChristianaCare-GoHealth Urgent Care Centers:

- Bear
- Christiana

- Dover
- Elkton
- Fairfax
- Glasgow
- Greenville
- Middletown
- North East
- Pike Creek
- Smyrna
- STAR Campus

### Additional Locations and Services

- Alzheimer's and Dementia Day programs
- Carevio®
- Center for Virtual Health
- ChristianaCare HomeHealth
- HealthCare Center at Christiana
- Hospital Care at Home
- Imaging Services
- Mobile Vans
- Primary Care centers
- Rehabilitation Services
- School-Based Health centers
- Specialty practices

# WE SERVE TOGETHER WITH EXCELLENCE AND LOVE

We commit to being exceptional today and even better tomorrow.

We seek new knowledge, ask for feedback and are open to change.

We use resources wisely and effectively.

We are curious and continuously look for ways to innovate.

We are true to our word and follow through on our commitments.

We anticipate the needs of others and help with compassion and generosity.

We embrace diversity and show respect to everyone.

We listen actively, seek to understand and assume good intentions.

We tell the truth with courage and empathy.

We accept responsibility for our attitudes and actions.

## Best of the Best!

ChristianaCare continues to earn national recognition for quality and safety.

