

Transforming Lives 2.0

Designing the Next Generation of Care



THE CASE FOR CHILDREN'S SPECIALIZED HOSPITAL AND FOUNDATION



Transforming Lives 2.0

Designing the Next Generation of Care

Transforming Lives 2.0 will advance the future of access, innovation, and discovery at Children's Specialized, propelled forward by the infrastructure plans we put into place today.

Changing the Future of Care Delivery with Improved & Expanded Infrastructure

While we celebrate the many miracles that have happened at our facilities over the years, changes, enhancements, and, in some cases, relocation must take place to achieve our globally impactful vision for the next 20 years.

MOUNTAINSIDE RENOVATION & REPURPOSING Renovations Increase Long Term Care Patient Capacity to 60 and add improved Comfort & Efficiency INVESTMENT: \$19M	UNION OUTPATIENT CENTER New 3-Level Facility provides a 15% Increase in Overall Patient Capacity INVESTMENT: \$24M	TOMS RIVER OUTPATIENT CENTER Merging to one CUTTING-EDGE CARE FACILITY serving over 4,800 CHILDREN INVESTMENT: \$15M	MONMOUTH COUNTY OUTPATIENT CENTER 15,000 square foot care center completing the continuum of care from Prenatal through Early Childhood INVESTMENT: \$8M	BAYONNE OUTPATIENT CENTER Providing access to Behavioral Health and Autism services for more than 357,000 local children. INVESTMENT: \$3M
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Reaching New Horizons through Innovation, Discovery & Development

This campaign will raise funds that will play a vital role in sustaining and enhancing our ongoing programs and services, while allowing us to think beyond what can be imagined and introduce new programs that will break barriers in the care and treatment of children with special healthcare needs.

PHILANTHROPIC INVESTMENT: \$20M

ARTIFICIAL INTELLIGENCE helps to better address the needs of the children we serve	AUTISM SERVICES for earlier diagnosis and improved outcomes for over 10,000 children per year	RESEARCH & PARTNERSHIPS that improve the lives of children with special healthcare needs
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The mission of Children's Specialized Hospital is to be the preeminent provider of specialized healthcare services for infants, children and young adults.





Dear Friends,

Our vision is a world where all children can reach their full potential, and to make that vision a reality we continually partner with the families we serve as they navigate through their special healthcare journey. That's as true today as it was 129 years ago, and it will remain our constant well into the future. As we wrap our arms around those we're currently serving, we're also looking forward and anticipating the healthcare needs and challenges that lie ahead.

We have learned a great many things during the coronavirus pandemic. The virus presented new challenges to all healthcare providers. Our staff responded with heroic effort to quickly implement programs that optimized both quality and safety. The challenge, our response, and the intrepid reaction to the pandemic from our community reminds us of how much can be achieved when we work together. It inspires us as we move forward to face new and future challenges. One such challenge, among the highest of our priorities, is that we anticipate the demand for special needs pediatrics will far exceed the available supply.

Currently, Children's Specialized Hospital cares for more than 38,000 children with special healthcare needs and their families. The infrastructure plans we explain here will allow us to provide access to and care for 50,000 children by 2025. Although we have a sizable journey in front of us to meet demand, Children's Specialized is the only provider with the capabilities and resolve to overcome this challenge. This proposed strategy will launch our next generation of exceptional care.

Apart from treating patients with physical disabilities, in 2019 we coordinated over 100,000 mental health visits across our 13 facilities. At the enhanced locations outlined in our plan, we will be able to better serve these children with increased access to psychologists, psychiatrists, therapists and developmental & behavioral pediatricians. Additionally, we will expand our technological abilities for virtual patient visits, paving a path of care which will result in 25% of all visits being virtual within the next 10 years.

As you will see, Transforming Lives 2.0 will advance the future of access, innovation, and discovery at Children's Specialized Hospital, propelled forward by the infrastructure plans we put into place today. We hope you will join us, our patients, and their families in the exciting next steps we take to continue the transformation of specialized pediatric care.

Sincerely,



Philip Salerno III
President & Chief Development Officer
Children's Specialized Hospital Foundation



ACCESS, INNOVATION, AND DISCOVERY... A SUCCESS STORY IN PROGRESS

Long described as the “hospital on the hill” or the “best kept secret in New Jersey,” today Children’s Specialized Hospital (CSH) is renowned nationally and internationally for its acclaimed, innovative programs, exceptional clinical outcomes and collaborative partnerships.

Serving more than 38,000 children annually throughout the New York metropolitan area at our 13 locations, CSH has evolved into the largest pediatric rehabilitation system in the country. Our success is largely due to the fact that we reject complacency and refuse to rest on yesterday’s achievements. Instead, we view our achievements over the last 129 years as the springboard to the future of pediatric specialty healthcare. In doing so, CSH finds itself at a pivotal point.

Over the last 20 years, CSH has experienced exponential growth. The number of children served has increased dramatically. The number of outpatient sites has more than doubled. We opened the state’s only free-standing, pediatric rehabilitation hospital in 2007.

Since then, we have further demonstrated what the future for CSH will look like. We have pursued partnerships and collaborations that can make a life-altering impact by bringing together like-minded, inspired people and organizations who exemplify caring and forward-thinking.

Consider the recent launch of our next level of exploration, the **Center for Discovery, Innovation, and Development (CDID)** with a host of partners including Emerson College, Rutgers University, Stevens Institute of Technology, and the University of Pennsylvania.

The CDID focuses on improving the lives of children, adolescents and young adults with special healthcare needs, and their families, by transforming healthcare. The primary goal is to create positive change through the discovery, development and growth of innovative care, products, services, collaborations and ideas. Solutions will be forged in education, housing, food sourcing and nutrition, employment, transportation, communication and mutual support. The CDID will partner with various organizations and influencers in this comprehensive initiative to ensure every child reaches their full potential.

CSH is also collaborating with Rutgers University and the Rutgers Center for Autism Research, Education and Services (RUCARES) at the Brain Health Institute (BHI). RUCARES, and subsequently CSH RUCARES, are the first centers of their kind in New Jersey dedicated to innovative research, education, and service. They focus on diagnosing, treating and supporting children and adults with autism spectrum disorder (ASD). This collaboration will provide us the opportunity to partner on care and research for those with ASD with significantly challenging behaviors throughout their lifespan. In addition, CSH RUCARES shares space at a new location on Easton Avenue in Somerset with our enhanced comprehensive feeding program. While the Pediatric Feeding Disorders Program will continue to provide services to those with moderate to severe feeding problems, our new, intensive, day treatment program is for children who have not progressed through other traditional feeding programs.

By focusing on discovery, innovation, and development, Children’s Specialized Hospital has evolved into the largest pediatric rehabilitation system in the country.

Other vision-expanding collaborations include those with the Kessler Institute, Opportunity Project, Robert Wood Johnson Medical School, and Children's Specialized Hospital Chronic Pain Management Program at Rady Children's Hospital-San Diego.

These partners share something so precious with CSH — our commitment to help each child reach their full potential.

For all that has been accomplished, for all the advances and growth that have been achieved, for all the children and families whose lives have benefited from the expertise of our clinicians, there is still so much more that can and must be done.

Waiting lists, while shortened, still exist — we must continue to increase access to care.

Outcomes, while among the best in the country, can still be strengthened. Being the best isn't enough when we believe we can do even better.

How do we continue to increase access to care in the most meaningful way that will benefit the greatest number of children and families? We will do this by expanding our footprint of outpatient centers and aggressively incorporating telehealth and virtual care models that have proven to be highly effective during the coronavirus pandemic.



CDID

Center for Discovery,
Innovation and Development

These are the questions that encourage us every day to fulfill our mission to children and guide us in our efforts to design the next generation of care.

- ❖ What new processes and techniques lie just ahead of our imagination today that will enhance our clinical capabilities and in doing so help to improve our patient's lives?
- ❖ How do we harness the synergies between technology and research to foster innovative program growth?
- ❖ How do we use this knowledge to drive better outcomes that enable us to set or exceed national benchmarks?
- ❖ Who are the organizations that we can partner with to foster and accelerate the critical changes that will improve children's lives?



A Message from the Capital Campaign Committee Co-Chairs

We have volunteered to co-chair this campaign because we have witnessed children achieving miraculous results at Children's Specialized Hospital; we believe in adapting for the future to ensure the availability of critical care to all children; and we care deeply about the children and families in our communities.

Children's Specialized Hospital serves over 38,000 children per year and has been an integral part of children's healthcare in New Jersey and the New York Metro area for over 125 years. The dedicated staff of doctors, nurses, therapists, and researchers will always strive to do more because as long as there is one child with special healthcare needs who is not being served or not receiving the specialized attention they deserve, their work is not finished.

This campaign will not only update and improve current CSH facilities but also expand their reach into new communities, providing access to more children. Beyond the planned infrastructure initiatives, this campaign will give CSH the necessary funding to continue their commitment to discovery, innovation, and development, from important research to expanding access to virtual telehealth visits and confronting the escalating behavioral health crisis.

Your support will secure the advanced delivery of care to children with special healthcare needs not only locally, but throughout the United States and around the world. Today, we ask that you join us in building a future in which all children have the ability to reach their full potential.



Ed McKenna

Transforming Lives 2.0
Co-Chairman



Mark Montenero

Transforming Lives 2.0
Co-Chairman





THE NEXT PHASE...OUR ENSUING CHALLENGE

“If not us, who?
If not now, when?”

—John F. Kennedy

The Hospital’s vision has always been ambitious, challenging its leadership and staff to answer two questions: “**What is in the best interest of children?**” and “**how can we help each child reach their full potential?**” Ever since CSH first began in 1891, it has always responded quickly and thoroughly to the most

urgent healthcare needs of children. Our most recently approved strategic plan continues to set an aggressive agenda guided by its response to these questions.

Now, we are planning a campaign that matches the boldness of our vision with new services and locations that could not have been imagined even five years ago. We will raise more than our three previous campaigns combined. Why? Because the need is so great! Because children and families expect and deserve this from us! And, because as we stand on the shoulders of those who came before us, we are obligated to continue the legacy of excellence that is CSH.

Miracles Happen Here

Nine-year-old Leah was playing with her sister when she began to experience tingling in her fingers. She was rushed to the emergency room, and remained in the hospital for six days, sedated with no known prognosis. When a diagnosis came through, it was an **extremely rare spinal cord stroke**. Her parents, Abby and Peter, knew about CSH from friends and family.

When she arrived here, Leah had difficulty breathing on her own. She had some muscle control of her right leg and could wiggle her toes, but she was in extreme pain. It hurt even to be touched.

Over the next eight weeks, Leah received physical, occupational, and speech therapy and took her important first steps in the pool. A miraculous recovery was at hand, and Abby credited the doctors and therapists at CSH for a renewed life.

Today, you can find Leah back on the softball field she loves.




THE INITIATIVES AND OUR FUTURE

INVESTMENT \$89M

Approved by the Hospital Board of Trustees in May 2019, the new plan calls for a series of sequential and strategic investments. Before we take the giant leaps in mission and vision, we must address the infrastructure in which we so delicately and compassionately care for our children today.

Many of our locations were constructed and designed in a different era — some as far back as 50 years. While so many miracles have occurred at these sites, they have reached or exceeded their optimal use as centers for excellence in treating children with special healthcare needs. Changes, enhancements, restructuring and, in certain cases, relocation must take place before we move on to the globally impactful vision of the next 20 years.

A healthcare professional with blonde hair, wearing teal scrubs and a stethoscope, is smiling warmly at a baby lying in a hospital bed. The baby is wearing a grey t-shirt and has a nasal cannula taped to their face. The background shows a hospital room with a bed and some equipment.

Our vision is a world where all children can reach their full potential.



ACCESS AND CARE DELIVERY

Mountainside Campus Renovation & Repurposing

Investment: \$19 Million

CSH is now in its third century of caring, and the very roots of the organization sprouted on New Providence Road in Mountainside, New Jersey. In fact, in 1988, the Pediatric Long Term Care Unit, caring then for 25 children with a multitude of complex medical needs, became New Jersey's first hospital-based pediatric skilled care facility. In many ways, CSH's remarkable journey to its status today as the premier provider for children with special healthcare needs began right here. Today, the Mountainside Campus houses two distinct and comprehensive CSH programs...long term care (a growing need for our most fragile patient population) and outpatient services.

Long Term Care – Our long term care facilities are home to medically fragile children whose families' current circumstances no longer allow them to be cared for at home or other community setting. CSH plans to modify and transform its original site into a home for long-term care services, including adding 14 new beds, for a total of 60, to meet increased demand. The renovated and repurposed building will feature the latest in healthcare design and improved comfort and convenience for patients and families. The enhancements will also impact efficiency for CSH physicians and staff.



As the structure increases with age, so, too, do concerns about accessibility, design, layout, and efficiency. The reality is, the building was not designed for the daily comings and goings of children and families seeking outpatient care, with multiple steps and levels to navigate. As a result of growing need for services, the outpatient care portion of the building has far exceeded capacity.

Outpatient Care - While the renovated space will include a center for Behavioral Health screening and Autism services to help meet the rapidly growing demand, CSH will relocate its Mountainside outpatient care services to a new 66,000 square foot facility in Union (described later) that will provide a more contemporary and accessible experience for patients and families.

NEW AND ENHANCED OUTPATIENT CENTERS

Union Outpatient Center

The demand for services in Union County and surrounding areas has motivated CSH to develop the Union Outpatient Center, a spacious state-of-the-art multi-level building only 10 minutes from the Mountainside site. **This new location will increase capacity by more than 15%, allowing CSH to provide care to more children.** It will gather together comparable services for the comfort and convenience of patients and families, as well as the efficiency of staff (see floor plans in appendices). All therapy related activities such as cognitive, speech, occupational, and physical will take place on the third floor. The second floor will congregate psychology, psychiatry and neurodevelopmental behavioral health services. All physiatry and primary care will occur on the first floor where a welcoming lobby and multi-purpose room will also be featured.

The Union Outpatient Center will increase capacity by more than 15%.

Investment: \$24 Million

Contemporary technology and access will be key elements in the Union Outpatient Center as it will be in each of our renovated ambulatory sites. For example, electronic patient boards will notify clinicians when patients arrive for care, minimizing unnecessary wait times. Space for telehealth “visits” will be designated. As much as possible, the technology and equipment of care will be hidden, or embedded, to offer a less clinical and more family-friendly environment. Access will be measurably underscored by the 325 space parking lot and covered patient drop-off area, as well as the Center’s location right off the Garden State Parkway and other local roads...all easy to reach by vehicle or bus transportation.

Apart from treating patients with physical disabilities, last year we coordinated over **100,000 mental health visits** across our 13 facilities.

Toms River Outpatient Center

CSH brought its expertise to the children and families of central New Jersey when it opened a 30-bed unit in Toms River in 1992. Nearly 30 years after that historic moment, our two Toms River facilities, one devoted to long term and outpatient care and the other only an outpatient setting, are edging toward obsolescence — no longer able to provide the platform for the level of care for which CSH has become renowned and accustomed to offering.

With CSH’s leases for the two facilities coming to an end, the organization will take the opportunity to construct a new, spacious replacement facility, which they will share with RWJBarnabas Pediatrics and Community Medical Center. At this new

Combining two facilities to create a cutting-edge ambulatory special needs care facility.

Investment: \$15 Million

consolidated Toms River Outpatient Center, CSH will occupy 50% of the building and embed the necessary ingredients for a **cutting-edge ambulatory special needs care facility.** Features will include better patient flow, improved efficiency and privacy with designated clinical pods, greatly enhanced access for patients, families and visitors, expanded physician care provider space, a state-of-the-art ambiance for a better patient experience, space for telehealth “visits,” and service alignment that will better serve both patients and clinicians. CSH will also partially share physicians from the new Monmouth outpatient facility to ensure continuity, quality and comprehensive coverage of children’s needs.

NEW AND ENHANCED OUTPATIENT CENTERS



Over the last 20 years, CSH has experienced exponential growth. As we wrap our arms around those we're currently serving, we're also looking forward and anticipating the healthcare needs and challenges that lie ahead.

Monmouth County Outpatient Center

CSH will occupy 15,000 square feet as part of the collaborative Ambulatory Destination Center that RWJ Barnabas Health (RWJBH) is planning at the Heights at Monmouth in Eatontown. **The CSH space on the second floor of this new four-floor medical building will feature a full range of services including neuro-development, physiatry and myriad others including all therapies, in the capable hands of 45 CSH clinical staff members.** As in all other locations, technology for telehealth visits will be implemented in this facility.

More than 250,000 children and their families live within a comfortable driving distance of the new Center which

Investment: \$8 Million

will provide a continuum of care from prenatal through early childhood by including an RWJBH Wellness Center with an urgent care department, a pharmacy, a lab, and a comprehensive RWJBH Women and Children's Care service.

Creating a continuum of care from prenatal through early childhood.



Bayonne Outpatient Center

There is a population of **357,000 children** within a 30-minute drive of Bayonne, which is reason enough to provide a site for those who require our special services. CSH will collaborate with Jersey City Medical Center on re-purposing existing space in Bayonne for the future home of the new Outpatient Center to serve the specialized needs of children in Hudson County.

Providing access to 357,000 children within a 30 minute drive of Bayonne.

Investment: \$3 Million

The design of all new CSH outpatient facilities is the result of a family-centered, clinician-based, best-in-class approach. **These sites will all feature capabilities to better provide Behavioral Health services, along with sophisticated technology for virtual telehealth visits.**



INNOVATION, DISCOVERY AND SUSTAINING THE MISSION

Reaching New Horizons

Funding to support research initiatives and innovation is critical in enabling us to push boundaries. However, once implemented they must be sustained in order to grow and then thrive, providing outcomes to be measured against goals and objectives. These outcomes may not be evident for years. Therefore, ongoing support for these and all the programs and initiatives at CSH is essential. The \$9 million in charitable gifts we receive every year must not only continue, but expand to new levels.

This campaign will raise funds that will play a vital role in sustaining and enhancing our ongoing programs and services, while introducing new ones that will break barriers in the care and treatment of children with special healthcare needs.

For instance, virtual interventions during the COVID-19 pandemic have been lifesaving, particularly for our special healthcare needs populations and their families.

On a parallel track, CDID is utilizing and developing virtual health technologies that will fundamentally change how children with special healthcare needs will be cared for in the future.

Our clinical outcomes are among the best in the country.

Some similar examples selected from the CDID plans, stemming from our commitment to think beyond what can be imagined, include groundbreaking efforts in the world of Virtual and Behavioral Health, Autism, and advanced, revolutionary technology.

More detailed descriptions of CDID's inspiring plans to influence the future care for children with special healthcare needs is available and will be provided upon request.

Philanthropic Investment: \$20 Million



CDID's Artificial Intelligence/Machine Learning capability will be able to merge patient data, social determinants of health data, along with other big data such as Google APIs, Census data, etc., to develop solutions that better address the needs of children with special healthcare needs and their families.

Autism is an enormous area of need. CSH is the largest provider of services in New Jersey for children, teens and families impacted by Autism Spectrum Disorder, serving over 10,000 per year. Providing virtual developmental and autism screening, autism assessment, intervention, and caregiver training/support will improve access for our region and allow us to expand without geographic boundaries. Also, CDID will use artificial intelligence and machine learning, incorporating biomarkers, biosensors, and eye/facial scanning, to diagnose Autism Spectrum Disorder earlier and more accurately, improving outcomes.

Realizing innovative research projects in **The Research Center at CSH** will necessitate hiring scientists with demonstrated success as principal investigators. Support staff that contribute to writing grant applications, promote subject recruitment, conduct statistical analyses, and assist with writing manuscripts will also play a critical role.



JOIN US...FOR THE CHILDREN


One might ask where the confidence comes from to achieve our aspirations. Since Children's Specialized Hospital Foundation was established 35 years ago, it has served as the fundraising arm of CSH with a single focus: to secure the financial resources required to achieve the Hospital's ever-evolving vision and plans.

Our first campaign in 1985 led to the creation of the long-term care unit in Mountainside and our initial outpatient expansion. Since then, the Foundation has consistently insured the financial success and implementation of the Hospital's plans.

Especially notable is *"The Building Begins with Children"* campaign that built our PSE&G Children's Specialized Hospital inpatient facility in New Brunswick and the subsequent *"Transforming Lives"* campaign. The latter resulted in technological leaps, spurred research and treatment modalities, opened and expanded outpatient locations, and led to the recruitment of additional, highly-specialized physicians. Thanks to you, these three campaigns raised more than \$80 million dollars.

That is our history. Today launches our future with [Transforming Lives 2.0](#), our next capital campaign.

This new campaign will not only assist with funding the Hospital's initiatives described in this document but, more importantly, it will launch the next generation of life-changing care for children with special healthcare needs in New Jersey, across the United States, and around the world. We hope you will join us in shaping the future of pediatric rehabilitative healthcare, giving hope to families whose children face medical crises and complex medical diagnoses, and offering the opportunity for all children to reach their full potential.



Undoubtedly, the ultimate success of our efforts depends upon your generous philanthropic investment.