WE ARE STRONG TOGETHER

WE SERVE TOGETHER 2020
The year in review
A MESSAGE FROM JANICE E. NEVIN, M.D., MPH
PRESIDENT & CHIEF EXECUTIVE OFFICER, CHRISTIANACARE

ON DECEMBER 21, 2020, THEN PRESIDENT-ELECT JOE BIDEN RECEIVED THE FIRST DOSE OF HIS COVID-19 VACCINATION AT CHRISTIANA HOSPITAL, ADMINISTERED BY NURSE PRACTITIONER TABE MASE, MSN, MJ, FNP-C CHC, COHN-S, CHRISTIANACARE’S DIRECTOR OF EMPLOYEE HEALTH.

It was an extraordinary moment that capped an extraordinary year. After 10 months of the most challenging crisis our health care system has faced in many generations, President Biden’s visit was a symbol of trust and an affirmation that we had kept our promise to serve our community as respectful, expert, caring partners in their health through these most trying times.

ONLY ONE YEAR EARLIER, doctors in China were encountering the very first cases of the novel coronavirus that would eventually be named COVID-19. Like most health systems across the nation, ChristianaCare began to review our infectious disease plans to prepare for what could come.

As the virus spread quickly around the globe and the risk of its arrival in our own community increased, we worked closely with the state and our health care partners throughout the region to ensure that we were ready to adapt to any scenario to meet the health care needs of our community.
In March, the first COVID-19 case was detected in Delaware. and just a few days later, ChristianaCare launched Delaware’s first drive-through testing event. COVID-19 cases and hospitalizations began to climb, and it became clear that the pandemic wasn’t going to be a sprint—it would be a triathlon.

Throughout the spring we learned to swim, as we shut down services and took swift actions to protect and support our caregivers, so that they could meet the needs of our community. We provided hotel rooms, childcare and advanced paid leave. We worked round the clock to ensure that our caregivers had the PPE they needed at all times, despite shortages that were occurring across the nation. And we learned to care for patients with COVID-19, as our physicians communicated with colleagues around the globe daily to understand this new disease and the treatments and therapies that were showing the most promise.

We deployed a framework of care that included testing, acute care, ambulatory care, virtual care and community engagement. We succeeded in flattening the curve.

Our community responded with incredible support. Gifts of food and supplies poured in. Thank-you messages, car and motorcycle parades and even a flyover by the U.S. Navy’s Blue Angels flight demonstration team helped to lift our spirits during the most challenging early days of the pandemic.

In the months that followed, we moved to the bicycle race segment of the triathlon, as we truly got our wheels under us and began to not only adapt and enact our plans, but also innovate and expand our abilities. We accelerated our three-year plan to integrate virtual care capabilities into all of our practices, and we accomplished it in three months.

Leveraging our CareVio™ platform, we created a COVID-19 monitoring practice that provided asynchronous as well as synchronous care, using secure texting, creating a risk score, elevating people who have a change in their status to a virtual visit, and then intervening to provide them with additional technology or services in the home or bring them in for in-person care, depending on their needs. We created a model of care for COVID-19 patients that wouldn’t pause between appointments — it would be continual and data- and technology-driven. This model would begin to exemplify our vision for the future of care, as we realized that the disruption of the pandemic had created a unique opportunity to “build back better.” This was the time to accelerate innovation and develop a brand new, 21st Century model of health care.

A second crisis emerges

In late spring and into the summer, we faced another crisis as our nation mourned the deaths of George Floyd, Breonna Taylor, Ahmaud Arbery and others, and we felt a mix of horror, profound grief and a sense of responsibility. Our caregivers joined together in a silent observance against racism, as we knelt together for 8 minutes and 46 seconds. And we embarked on a series of Courageous Conversations across our organization to learn from each other and from national experts including Christina Greer and Ibrim Kendi. We adopted an Anti-Racism Commitment as a guiding principle, to advance actions to dismantle racism throughout the life and culture of our organization and the community.

Early in the pandemic, we recognized that COVID-19 disproportionately affected our Black and Latinx communities. These events throughout the spring reinforced our commitment to health equity. We built on our already strong partnerships with the Latin American Community Center and Kingswood Community Center in Wilmington to bring COVID-19 testing and care into some of the city’s most underserved neighborhoods. And we were awarded a $714,000 FCC COVID-19 grant that is helping us to connect underserved populations to virtual care by providing the technology, connectivity and support that they need to use it effectively.

The marathon continues

Throughout the summer and fall, we reopened services and put all that we had learned into practice. And then, in December, the first vaccines arrived. This was the marathon phase of the triathlon, and as I write this today, in the first days of 2021, we have many miles to go before we will reach the end of this pandemic.

Today we are delivering the full range of health care services that our community needs, safely and effectively, while continuing to care for a high number of COVID-19 patients in our hospitals and in the community. At the same time, we continue to innovate and grow. We have expanded our primary care and behavioral health services across the community. Our Center for Women’s & Children’s Health, which opened in Spring 2020 at the height of the pandemic’s first wave, is providing state-of-the-art care for women and families, including one of the most advanced NICUs in the nation. We continue to advance the frontier of data- and technology-led care with our Center for Virtual Health and CareVio. And we are deeply engaged with the communities we serve, as we work to eliminate health disparities and achieve equity.

Throughout all of this, I have never been more grateful for the opportunity to serve our community and our caregivers. In the year of #healthcareheroes, the caregivers of ChristianaCare were selfless beyond measure. Their sacrifice and dedication to caring for our neighbors demonstrated to everyone what it means for a health care system to be guided by the values of excellence and love.

Janice E. Nevin MD
President & Chief Executive Officer
ChristianaCare

CHRISTIANACARE.ORG
BATTING COVID-19

Three weeks that changed everything

We hoped the time would never come.
But it did. And we were ready.
As a health care system that serves communities in four states and employs more than 13,400 caregivers, ChristianaCare had planned for a crisis the scale and scope of today’s COVID-19 pandemic.

Starting from a place of systemwide preparedness and fiscal strength when the pandemic hit in March, ChristianaCare did what we needed to do for the health of our community — and we did it with urgency.

Led by love, excellence and science, we radically altered care delivery, standing up telehealth, shifting spaces in our hospitals to keep COVID-19 patients and other critically ill patients separate and launching community-based sites for testing and care services. We put people first, creating and expanding programs and resources to support our caregivers in the fight of their lives. And we continued to provide our neighbors with the care they needed to see them through a global emergency.
Prior to COVID-19, ChristianaCare had a vision that more care could be delivered in the home, in the community or on a smartphone.

The pandemic exponentially accelerated our digital transformation. We did in three weeks what we’d planned to do in three years, pivoting to telehealth at a rapid pace. And the results from March 2020 to December 2020 are astounding.

Before COVID-19, ChristianaCare’s telehealth capacity was limited to one virtual practice for employees with two providers and support staff. Ambulatory telehealth didn’t yet exist. We had a three-year plan to roll out a robust telehealth program — then COVID-19 changed our course.

Over three weeks at the outset of the pandemic, we moved all primary and ambulatory care delivery to telehealth — video and phone. For the safety of our patients and caregivers, we provided all of our ambulatory and primary care practices with equipment for virtual care and trained hundreds of caregivers — clinical caregivers and support staff — in telehealth technology and protocols.

When possible, our caregivers also used telehealth to review the cases of hospitalized patients, mitigating risks of exposure for both patient and caregiver.

In March, ChristianaCare set up two COVID-19-focused ambulatory care centers and scaled virtual care to safely screen and support people who tested positive for COVID-19, had significant exposure or worked in high-risk professions.

The ambulatory care centers — one each in Newark and Wilmington — enabled our primary care providers to treat patients with COVID-19 in a setting designated exclusively for them.

We also provided widespread testing for our neighbors at our hospitals and during community testing events.

‘DATA FROM MARCH 19-DECEMBER 31, 2020
For eight years, ChristianaCare’s award-winning CareVio care management system has monitored patients at home to help them manage their health all the time, not just when they are at the doctor or the hospital. With its unique technology platform, specially trained caregivers and personalized care, CareVio became the foundation of our COVID-19 virtual response.

Using CareVio monitoring, we’re able to provide information and support to patients and their entire care team. This essential service improves the efficiency and experience of care and helps primary care providers focus on meeting each patient’s specific needs.

FCC helps with more devices and data
As part of the CARES Act, the Federal Communications Commission (FCC) awarded us a pivotal grant to support our telehealth expansion. The grant helps us provide smartphones; broadband access; monitoring devices for pulse oximetry, blood pressure, and heart rate; and other in-home medical diagnostic telemedicine services to 7,500 patients in vulnerable and underserved communities.

Tackling COVID-19 disparities
1,115 people served at our partner organizations Latin American Community Center and Kingswood Community Center

Nationwide, COVID-19 has disproportionately impacted minority communities. In Delaware, ChristianaCare increased access to COVID-19 tests in areas made vulnerable to the virus by traditional barriers to care, such as lack of a regular primary care provider or accessible transportation.

In some of Wilmington’s most underserved neighborhoods, we set up clinics with nursing staff and medical assistants, combining in-person and virtual care and testing for COVID-19. ChristianaCare caregivers working at the Latin American Community Center and Kingswood Community Center serve patients in Spanish and English and connect people to primary care providers for the longer term.
Above all else, there’s love

**Committed to our #HealthCareHeroes**

**Childcare**
We provided childcare for more than 300 caregivers at no cost to them.

**Rest**
Caregivers needing to self-isolate away from home were offered prepaid hotel rooms.

At our hospitals, caregivers have access to 10 special OASIS rooms with soft lighting and massage chairs to rest and destress.

**Health**
Our designated COVID-19 testing center is open seven days a week for caregivers, and in-network COVID testing and treatment is available at zero cost to them.

We created a self-monitoring program for caregivers exposed to a COVID-positive patient, and we use CareVio™ to track caregivers’ health and extend virtual care and assistance when needed.

**Financial relief**
ChristianaCare’s COVID-19 Caregiver Relief Fund supports caregivers experiencing financial challenges as a result of the pandemic.

We also increased loan amounts allowed from 403(b) plans and waived penalties for withdrawals.

**Time**
For caregivers needing time away from work, we implemented a Medical Emergency Caregiver-to-Caregiver Leave-Sharing Program. Offered throughout the duration of the pandemic, the program allows caregivers to donate unused paid leave hours to a colleague out of work for a medical emergency related to the pandemic.

Our Crisis Leave Program permits caregivers experiencing hardships connected to COVID-19 to apply for paid time-off relief.

**Concern and support**
We’ve made mental health services available 24/7. Our Employee Assistance Program specialists help caregivers find resources and coordinate solutions.

ChristianaCare’s Center for WorkLife Wellbeing, featured in the *New York Times*, supports caregivers on the front lines as they work to save the lives of COVID-19 patients and stop the spread of the virus.

The Center’s Care for the Caregiver program provides peer support and a safe space for processing stress, fears and concerns related to caring for COVID-19 patients. The Center also offers regular proactive emotional support, including daily rounds when WorkLife Wellbeing experts visit staff and supply snacks, drinks and other basic comforts such as hand lotion.

To support caregivers amid the disruption caused by the pandemic, ChristianaCare has programs to help caregivers carve out time for healthy habits, like exercise, mindfulness meditation and regular sleep.

We’ve always known their secret, but COVID-19 revealed ChristianaCare’s health care heroes for the world.

These brave and bold caregivers — those who provide direct patient care and those in supporting roles — called on all of their training, experience, creativity and love to serve our neighbors. And we’ve supported and safeguarded them every step of the way, partnering with the community to celebrate them and committing extra resources to lift their spirits up and assist when and where they needed us most.
Helping #HealthCareHeroes

Nearly 800 ChristianaCare neighbors supported the ChristianaCare Caregiver Relief Fund. In total, the Fund raised more than $360,000, thanks to a matching $100,000 pledge from generous donors Dan and Susan Katzin. The gifts helped ease financial burdens caused by the pandemic for many of our caregivers.

“We are so very grateful to the staff at ChristianaCare on the front lines of this pandemic. We wanted to do our part and encourage others to join us in showing our support for the brave men and women who go to work each day to keep our community safe and healthy.” — Dan Katzin

ALL IN FOR OUR COMMUNITY

Care and compassion for everyone, everywhere

Caring has no walls; compassion knows no boundaries.

ChristianaCare’s first priority throughout the pandemic has been our community’s safety and well-being.

Our caregivers found creative ways to provide testing, care and supplies right where our neighbors live.

A loving send-off

After a two-week stay for COVID-19, 31-year-old Andrianna Williams left Wilmington Hospital with a smile behind her mask and a standing ovation from ChristianaCare caregivers. Hospitalized in April, Williams was one of many COVID-19 patients to receive our “Code Blossom” send-off, an uplifting experience for everyone. “It was just so great to take a moment and celebrate one of our patients’ victories. We are so happy,” said Kelin Stanley, BSN, RN-BC, who cared for Williams during her stay and wheeled her to the hospital doors.

Cutting COVID-19 risk at the barber

Barbers like Derrick Reed, owner of His Image Barber Lounge, closed their shops for months during social isolation. When it was time to reopen, ChristianaCare helped Reed and others get supplies to help prevent the spread of COVID-19 in their neighborhoods. Licensed barbershops or salons that participated in a ChristianaCare-led COVID-19 webinar were eligible to receive coronavirus safety kits with masks, face shields, disposable capes, sanitation supplies and educational materials. The kits have enabled shop owners, who hold trusted roles in their communities, to reopen safely and educate their clients about coronavirus prevention. ChristianaCare purchased the kits with funds from the Harrington Value Institute Community Partnership Fund.
Heeding the call

COVID-19 took a heartbreaking toll on nursing homes and long-term care facilities. When Newark’s Jeanne Jugan Residence, a long-term care facility run by the Little Sisters of the Poor, quickly became a COVID-19 hotspot in April, ChristianaCare immediately heeded the call to serve.

Caregivers from our Acute Care for the Elderly units and floating nurse pool volunteered at the residence, helped by ChristianaCare’s Environmental Services team. In addition to providing education, PPE and other equipment, our caregivers found creative ways — like providing cheerful Easter baskets and walkie-talkies for patients to communicate with each other — to help residents and staff feel more connected during preventative isolation.

“We are forever grateful for all of ChristianaCare’s help during that difficult time, sustained by a spirit of faith and evidenced by the daily miracles of love and care. We can assure our friends at ChristianaCare our prayerful remembrance always.”

Little Sisters’ Sr. Christina

Extraordinary moment, extraordinary year

Chief Nurse Executive Ric Cuming administered President Biden’s second dose of the COVID-19 vaccine on January 11. After 10 months of the most challenging crisis our health care system has faced in many generations, President Biden’s visit was a symbol of trust that we had kept our promise to serve our community.

The answer, my dear Watson, may be CRISPR

As the COVID-19 pandemic intersected with calls for racial and social justice, ChristianaCare researchers have worked to address both. With MIT’s Broad Institute, our Gene Editing Institute is evaluating the CRISPR-based SHERLOCK COVID-19 test to ensure greater test accessibility for underserved communities.

SHERLOCK — Specific High-sensitivity Enzymatic Reporter unlocking — looks for an RNA sequence specific to SARS-CoV-2, the virus that causes COVID-19, in patient samples. A key driver in the push to bring quick, accurate testing for COVID-19 via CRISPR is the SHERLOCK test’s accessibility and ease of use. Because it’s saliva-based, the test is easier to administer than others and provides results within about an hour in a format similar to a color-coded pregnancy test, making it easier to distribute and test in the community.

Said the Gene Editing Institute’s Brett Sansbury, Ph.D., an expert in CRISPR technology, “Our aim is to be better prepared to address subsequent outbreaks of the virus, or of new similar viruses, with the ultimate goal of developing a Delaware-specific test based on SHERLOCK that we can bring to all communities, including the underserved, in the state.”

‘Above and beyond’

‘During the COVID-19 pandemic, ChristianaCare went above and beyond to support the community. Just a few of their efforts included providing safety kits to barbershops and salons in underserved neighborhoods, creating a program to help businesses open safely, testing thousands of Delawareans at multiple test sites set up across the county, and helping the Little Sisters of the Poor in the midst of the pandemic.”

Multiplying Good honored ChristianaCare with a One in a Million Award

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The scientific community is committed to fairness and inclusion in its quest for innovations that can impact care. In working to fight COVID-19, it is critical to ensure that any breakthroughs in testing or treatment get equitably distributed.”

Eric Kmiec, Ph.D.
Director, Gene Editing Institute, Helen F. Graham Cancer Center & Research Institute

Jonathan Maron, M.D., MPH
Dana-Farber/ Boston Children’s Cancer and Blood Disorders Center

SCIENTIFIC AMERICAN OP-ED

Scientific Community is Committed to Fairness and Inclusion
RISING FROM HEARTBREAK

Joining the fight against racism and for justice and equity

With the rest of the world, the ChristianaCare community mourned the heartbreaking deaths of George Floyd, Breonna Taylor, Ahmaud Arbery and too many Black lives.

We recognize these deaths are all too preceded in American history, and we stand with the African American community and everyone who has been affected by racism and discrimination. We also stand with the American Public Health Association, which has called racism an ongoing public health crisis that needs our attention.

As a leading health care system in a unique position to advance equity, ChristianaCare believes we must do more than speak against racism; we must actively fight it. Our mission as caregivers is simple, but profound: we take care of people — and caring for people includes working together to eliminate systemic racism along with the health disparities it causes.
At ChristianaCare, we stand for equity, justice and respect.

ChristianaCare commits to being an anti-racism organization. This commitment is reflected in the values and behaviors of our organization and through our policies, programs and practices.

We resolve to advance actions to dismantle racism throughout the life and culture of our organization and the community. Together, we must:

• Recognize that racism causes health disparities and harm.
• Commit to advancing health equity in all the communities we serve.
• Examine racism beyond the actions of individuals, because it is embedded in the fabric of our society.
• Vow to purposefully identify, discuss and challenge issues of race and ethnicity and their impacts on our organization, our caregivers, and the people in the communities we serve.
• Improve the diversity of our caregiver workforce to better reflect the community we serve.
• Create a culture of psychological safety to ensure that every individual is empowered to be their truest, most authentic self.
• Commit to listen, learn and seek to understand in order to create impactful, sustainable positive change.
• Acknowledge that racism can be unconscious or unintentional, and that identifying racism as an issue does not automatically mean those involved are racist or intend a negative impact.
• Actively address the trauma and harm to our caregivers who are impacted by racism or racist behavior.
• Challenge ourselves to understand and correct inequities, as we gain a better understanding of ourselves and our organization.

Through these purposeful actions, we commit to valuing diversity and fostering an environment of inclusion as we support all our caregivers and serve all our neighbors with love and excellence, in our actions and in our words.
Kneeling Protest
Wilmington Hospital

On Friday, June 5, hundreds of our caregivers joined in a peaceful demonstration against racism. As part of a regional observance with White Coats For Black Lives, caregivers from our hospitals and health care practices knelt or stood in silence for 8 minutes and 46 seconds in remembrance of George Floyd and countless other victims of racism and discrimination.
Thank you to the many generous members of our community who have supported the creation of this Center and the health of women and children in our community, including Anesthesia Services, P.A., Crystal Trust, Delaware Subaru, Delmarva Power, Doctors for Emergency Services, the Junior Board of ChristianaCare, M&T Bank, Ronald McDonald House of Delaware and Skanska USA.”

Janice E. Nevin, M.D., MPH
President and CEO
ChristianaCare
ChristianaCare welcomes women and babies with a transformative care model and a beautiful space built for families

Babies come in their own time. Even in a pandemic, new mothers, babies and the families who love them need round-the-clock access to the best care and comfort. That’s just what they’ll find at ChristianaCare’s beautiful new Center for Women’s & Children’s Health. Despite the challenges COVID-19 presented, the long-awaited Center opened on schedule in April thanks to the exceptional teamwork of caregivers determined to make it happen.

A $260 million investment in the community, the Center ushers in a transformative new model of care in a tranquil new facility. Much more than bricks and mortar, it is designed to support and enhance the most current, evidence-based models of care, with improved integration of services and the space to offer innovative, patient-centered care for mothers, babies and families.

Developed in partnership with patients and families, the Center for Women’s & Children’s Health features a state-of-the-art neonatal intensive care unit (NICU) and private rooms with sleep-in space for families. It’s 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. Moms are more likely to breastfeed in this environment, which is particularly important in the early development of children.

Other innovative offerings include:
- NEW AND EXPANDED LABOR AND DELIVERY SUITES
- PRIVATE ROOMS FOR MOTHERS AND FAMILIES AFTER DELIVERY
- A SPACIOUS, MULTI-LEVEL RONALD MCDONALD ROOM TO SUPPORT FAMILIES WITH INFANTS WHO ARE IN INTENSIVE CARE
- EXPANDED OB-GYN EMERGENCY SERVICES AREA AND NEW LABOR LOUNGE
- SEPARATE ADMITTING AND DISCHARGE AREAS FOR THE CONVENIENCE OF OUR PATIENTS
- A TRANQUIL FAMILY ROOFTOP GARDEN THAT PROVIDES SPACES FOR PLAY AND RELAXATION
- VIBRANT SIBLING PLAY SPACES WITH INTERACTIVE DISPLAYS AND ARTWORK, AND OPEN COMMUNITY SPACES FOR HEALTH EDUCATION AND PROGRAMS.

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STOP
COVID-19 transformed so much of health care delivery, putting on hold non-essential procedures and services. Yet, many patient and community needs remained the same — chronic diseases persisted, cancer disrupted lives, babies were born, different generations had different concerns and, perhaps more than ever, underserved communities sought support and resources.

ChristianaCare met these needs as we also adjusted to face the novel coronavirus head-on. We never wavered in our pursuit of optimal health, exemplary patient experience, care innovation and breakthrough research. We remained strongly focused on quality and safety and committed to community partnership.
Reducing costs, achieving high-quality health care

In 2019, eBrightHealth Accountable Care Organization (ACO), which includes ChristianaCare, reduced health care spending by $5.1 million, as compared to U.S. Centers for Medicare & Medicaid Services (CMS) benchmarks, for 40,000 Medicare beneficiaries in Delaware, Pennsylvania and Maryland. At the same time, the ACO achieved a Quality Score of 92.17%, according to CMS’s 2019 Performance Results and Quality Report.

eBrightHealth ACO helps clinicians address clinical, behavioral, social and other needs of Medicare beneficiaries, improving quality of life for patients and reducing health care spending. Also part of eBrightHealth ACO are Bayhealth, Beebe Healthcare and TidalHealth Nanticoke, as well as nine private primary care practices and two federally qualified health centers.

Networking for accountable care

ChristianaCare got the go-ahead from the State of Delaware to launch Delaware Medicaid Quality Partners Accountable Care Organization (ACO), one of the first Medicaid ACOs in the state. ACOs are networks of doctors, hospitals and others that share financial and medical responsibility for providing coordinated, effective care while limiting unnecessary spending.

More joy, less pain

Mikel Garlotta’s chronic pain was so intense she couldn’t move. Nothing worked to alleviate it until she visited ChristianaCare’s Comprehensive Pain Center, which takes a holistic, multidisciplinary approach to managing pain lasting more than six months after illness or injury. The Center aims to understand and treat pain’s root cause rather than mask symptoms with medications. As part of Garlotta’s individualized program, she worked with a nutritionist on healthy eating habits to reduce inflammation while shedding pounds. As she lost weight, she was able to take additional steps toward finding pain relief. Today, Garlotta is happily on the path to more joy, less pain.
Union Hospital takes home the Gold

Union Hospital, which joined ChristianaCare in January 2020, earned the Gold Level Healthiest Maryland Businesses Wellness at Work Award for its Work on Wellness program. This is the hospital’s fourth straight Gold Award, which highlights wellness initiatives that meet the components of the Centers for Disease Control and Prevention’s Workplace Health Model. Union Hospital’s program includes an on-site fitness center with showers, a lactation lounge for breastfeeding mothers, dedicated resources and staff support, promotion of healthy choices through policies and workplace culture, and leadership support for the program.

Looking ahead after childhood cancer

ChristianaCare’s new Adolescent/Young Adult Cancer Survivorship Transition Program helps survivors of childhood cancer stay healthy. Designed by the Helen F. Graham Cancer Center & Research Institute, the program offers physical and emotional support, disease prevention and rehabilitation for patients who have aged out of services at Nemours/Alfred I. duPont Hospital for Children. The multidisciplinary team works with primary-care physicians to create a care plan tailored to the unique concerns of young cancer survivors, such as late- and long-term health risks, secondary cancers and fertility.

EXCEPTIONAL EXPERIENCE

Engaging our extraordinary caregivers and anticipating the needs of others

#1 place to be

ChristianaCare is the place to work in Delaware:

- *Forbes* ranked us the fifth best health system to work for in the United States and *Delaware’s No. 1 employer.*
- For the 17th consecutive year, the *Delaware News Journal* listed us as one of the Top Workplaces in the First State.
- The Human Rights Campaign Foundation recognized ChristianaCare as a leader in LGBTQ health care equality for the 9th consecutive year: Both Christiana and Wilmington hospitals were designated LGBTQ Health Care Equality Leaders, the highest recognition in the foundation’s Healthcare Equality Index.
- We earned the “Most Wired” designation from the *College of Healthcare Information Management Executives* for our innovative use of technology to improve patient care and experiences.

Bringing healing home

Annually, ChristianaCare’s home health agency — part of our community since 1922 and the largest of its kind in Delaware — offers nearly 8,000 people the healing power of home-based care. In early 2020, the agency announced a new vision and new name, changing from the Visiting Nurse Association to ChristianaCare HomeHealth. Reflecting the full range of services ChristianaCare HomeHealth provides, the rebrand includes a vibrant new logo and a renewed promise to meet the health needs and goals of Delawareans who wish to remain independent at home after hospitalization, during chronic illness or as they age.
ChristianaCare-GoHealth

Making non-emergency care more accessible and affordable, a new partnership between ChristianaCare and GoHealth Urgent Care, one of the nation’s fastest-growing urgent care companies, is establishing a broad network of urgent care centers throughout our region.

The partnership converted ChristianaCare’s existing Delaware medical aid units — in Newark, Glasgow, Middletown and Smyrna — to GoHealth’s integrated operating model. We’ve opened new centers in North Wilmington and Pike Creek and plan to add new sites over the next year. ChristianaCare-GoHealth Urgent Care provides a comfortable alternative to costlier, more time-consuming emergency department visits for everyday illnesses and non-life-threatening injuries.

Transforming billing

ChristianaCare is a pioneer in using innovative technology to deliver an outstanding patient experience. This innovation now extends to billing. In collaboration with Cedar, a patient engagement and payment technology platform, ChristianaCare implemented customized outreach, messaging and bill resolution to deliver a personalized experience for each patient. The technology also identifies patients who are eligible for payment plans or financial assistance and makes those options easily available.

IN OUR COMMUNITY

Partnering to make a positive impact on the health of our neighbors

United in caring

Until recently, if caregivers referred patients to resources for non-medical needs such as housing, clothing or food, there’s been no easy way for the caregivers to know patients actually received assistance. A model partnership between ChristianaCare and the Unite Us platform is solving this problem in New Castle County, Delaware. Unite Delaware connects health and social care providers in a collaborative ecosystem, enabling providers to instantly send a secure electronic referral to the most appropriate network partner for a specific service. From the moment the referral is accepted, everyone involved in that patient’s care will be informed about whether the individual received the services and what happened as a result.

Recovery support all day, every day

On the road to recovery from substance and opioid use disorders — chronic, treatable diseases — remaining in treatment is critical. ChristianaCare patients in therapy for the disorders now have a smartphone app to support them on the recovery journey thanks to a collaboration between ChristianaCare and Pear Therapeutics, Inc., a leader in prescription digital therapeutics. Provided to patients through Project Recovery, our outpatient program for people with substance use disorder, the app gives patients a discreet, 24/7 evidence-based tool to complement addiction counseling. The digital companion to in-person treatment expands the health system’s innovative transformation of care using data and technology.
Expanding primary care

Today, Cecil and New Castle Counties have more high-quality primary care with the addition of North Bay Medical Associates, PA, to ChristianaCare’s network. The practice’s two locations in Cecil County and two in New Castle County, expand our award-winning primary care offerings to reach more people. ChristianaCare now operates 22 primary care practices throughout Delaware, Southeastern Pennsylvania, Southern New Jersey and Eastern Maryland.

“Our partnership with ChristianaCare will greatly benefit our patients and connect them to one of our region’s most advanced health care systems, providing them with easy referrals to a wide range of truly exceptional health care services.”

Sheelmohan Sachdev, M.D.
Lead physician of North Bay Medical Associates

911 for behavioral health

The COVID-19 crisis and social uprisings nationwide have led communities to rethink how they’re addressing people’s behavioral health needs. In Delaware, the New Castle County Police partnered with ChristianaCare to support the division’s newly expanded Behavioral Health Unit, which provides mental health and substance use disorder outreach countywide. Through the partnership, ChristianaCare’s Community Health team brings six new caregivers to work alongside Behavioral Health Unit police: a mental health professional, two case managers, a licensed clinician, a registered nurse and a child victim advocate.

“Since the COVID-19 pandemic emerged across the nation and here in New Castle County there has been a significant increase in crisis calls, and New Castle County suicides are up as compared to last year. The New Castle County Division of Police and ChristianaCare truly believe the expansion of the Behavioral Health Unit will save lives, and we look forward to our partnership.”

Colonel Vaughn Bond Jr.
New Castle County Police

Giving to others to support our community

ChristianaCare strives to make a positive impact on health for all our neighbors. Sometimes this means providing community-based organizations with the support and resources they need to be even more effective at helping people lead healthy lives. This year, we invested a total of more than $2.3 million in 32 community-based nonprofits through our ChristianaCare Community Investment Fund and eight organizations through our Harrington Value Institute Community Partnership Fund. ChristianaCare serves together to make a positive impact on health for all our neighbors.
QUALITY AND SAFETY

Serving with excellence

Making the rounds makes for better care

Everyone benefits when nurse leaders make the rounds in a unit to visit with patients and families. Regular rounds enable nurse leaders to identify new opportunities for our excellent care to be even better tomorrow. The evidence-based best practice also provides patients and families an opportunity to express their gratitude for the exceptional care they’ve received. Since January 2019, nurse leaders made more than 125,500 rounds, representing 44% of total patient encounters. Of the nearly 2,600 issues identified during rounds, 32% were addressed within 24 hours.

Get moving to get better!

Immobility and inactivity during a hospitalization can create more problems for a patient, such as a longer stay, hospital-acquired conditions and illnesses or long rehabilitation needs. To help patients get moving, in late 2019 ChristianaCare partnered with Johns Hopkins on a structured Activity and Mobility Promotion pilot. Launched at both Christiana and Wilmington hospitals, the program integrates regular daily movement into a patient’s care plan. Early results show distinct improvements for patients.
Readmission rates take a tumble

Over the past year, the readmission rate for ChristianaCare patients with congestive heart failure fell to 17.5%, below the national average of 25%. The decrease comes after the implementation of a care standardization approach to treating heart failure. Built on best practices, technology and education, the process reaches across specialties and services to optimize care. It includes a machine-learning algorithm that can predict a hospitalized patient’s risk for heart failure. This risk score helps caregivers offer guideline-based treatments and disease education, ensuring patients receive coordinated and individualized care at every touchpoint and mitigating the need for readmission.

4Ms for older adults

ChristianaCare was designated an Age-Friendly Health System from the John A. Hartford Foundation and the Institute for Healthcare Improvement for our work addressing the 4Ms essential to ensuring that older adults receive the best care possible to achieve optimal health: what matters most, mobility, mentation (or the mind) and medications.

4Ms

• What matters most: Know and align care with each older adult’s specific health outcome goals and care preferences.
• Mobility: Ensure that older adults move safely every day in order to maintain function.
• Mentation: Prevent, identify, treat and manage dementia, depression and delirium across settings of care.
• Medications: If necessary, use age-friendly medication that does not interfere with mentation, mobility and what matters most.

Best of the best

ChristianaCare continues to earn national recognition for quality and safety:

• U.S. News & World Report rated us a Best Hospital for the 5th year in a row.
• For the 2nd year in a row, Newsweek’s list of the World’s Best Hospitals includes ChristianaCare.
• Newsweek designated us one of the Best Maternity Hospitals, a designation also given by Leapfrog, a national nonprofit organization that reports on the safety and quality performance of U.S. health care facilities.
• ChristianaCare earned Healthgrades 2021 America’s 50 Best Hospitals Award™ and is among the top 1 percent of more than 4,500 hospitals assessed nationwide for its consistent, year-over-year superior clinical performance.
• We earned our 3rd designation as a Magnet Recognition Program® for nursing excellence from the American Nurses Credentialing Center.
• We were honored as one of only 88 institutions out of 722 by the American College of Surgeons Clinical Congress’ National Surgical Quality Improvement Program for achieving “meritorious” outcomes in surgical patient care, and one of only 56 health systems recognized for “meritorious” patient care in the program’s “all-case” and “high-risk” categories.
• In the 2020 edition of its annual recognition, Becker’s Healthcare named Christiana Hospital among the 100 great hospitals in America.
• Our Center for Heart & Vascular Health has earned a HeartCARE Center National Distinction of Excellence designation from the American College of Cardiology (ACC) — we’re the first hospital system in Delaware and one of only 28 hospitals nationwide to receive ACC’s highest recognition.
Gene editing in a box

Sounds like a cereal, but CRISPR in a Box™ is a state-of-the-science gene editing technology educational tool kit. The project, which recently received a second National Science Foundation grant for its development, is designed for use in high schools, community colleges, universities and companies, as well as remote learning. In a groundbreaking partnership, ChristianaCare’s Gene Editing Institute, Delaware Technical Community College and Rockland Immunochemicals, Inc. will market and sell the tool kit globally. The collaboration is likely the first-ever among scientists, educators and a life-science company to train future genetic scientists and technicians in revolutionary CRISPR gene-editing technology.

Pregnancy, there’s an app for it

To help women stay healthy during pregnancy, ChristianaCare has developed a unique free mobile app that works like a comprehensive virtual care coach for moms to-be. More than a traditional pregnancy-tracking tool, the customizable app includes features to help pregnant women track different stages of pregnancy, connect to their care team and access local resources. Designed by ChristianaCare’s Women’s & Children’s health team in partnership with our Health & Technology Innovation Center, the app is available for iOS and Android operating systems.

A caring coach at home

Thanks to one of Amazon’s first HIPAA-eligible Alexa skills, ChristianaCare HomeHealth caregivers have a new player on their at-home care team. Our Home Care Coach™ is an Alexa tool that allows caregivers to customize their patients’ care plans. Patients can ask Alexa questions about prescribed medicines, exercises and more and receive answers designed specifically for them. Compliant with health information privacy standards, the voice assistant was designed exclusively for ChristianaCare HomeHealth by the Health & Technology Innovation Center at ChristianaCare in consultation with ChristianaCare HomeHealth frontline caregivers.

Finding new clues in the mystery of colon cancer

In breakthrough colon cancer research, scientists at the Helen F. Graham Cancer Center & Research Institute have discovered a link between two key signaling pathways — retinoic acid (RA) and the Wingless-related integration site (WNT)—that are crucial to the development of colon cancer. Led by Bruce Boman M.D., Ph.D., MSPH, FACP, senior research scientist at the Cawley Center for Translational Cancer Research at the Graham Cancer Center, the study was published in the journal *PLOS ONE* and inches scientists closer to understanding the molecular and cellular origins of colon cancer. These recent clues could potentially spur development of drugs that target cancer stem cells and lead to more effective treatments for colon cancer, the second most deadly cancer worldwide.
Getting to know where breast cancer cells live

Accounting for 15% to 20% of all breast cancers, triple-negative breast cancer is faster growing than other types of breast cancers — and its rates in Delaware are the highest nationwide. Shedding light on the importance of the microenvironment in which a tumor lives, a recent study by Jennifer Sims-Mourtada, Ph.D., director of Translational Breast Cancer Research at the Helen F. Graham Cancer Center & Research Institute, shows inflammation caused by radiation can actually promote the survival of triple-negative breast cancer cells. Her findings bring scientists closer to understanding the mechanisms behind this aggressive and hard-to-treat cancer.

An aspirin a day

A landmark ChristianaCare clinical trial shows low-dose aspirin therapy begun during pregnancy may help first-time mothers avoid preterm delivery and prevent many related postpartum and neonatal complications. Led by Matthew K. Hoffman, M.D., MPH, FACOG, ChristianaCare’s Marie E. Pinizzotto, M.D., Endowed Chair of Obstetrics and Gynecology, the study found women may lower risks of premature delivery by taking a low dose (81 mg) of aspirin daily, starting between the sixth and 14th weeks of gestation. Published in The Lancet medical journal, the research has positive implications for helping decrease preterm births, which globally are the most common cause of infant death and the leading cause of long-term neurological disability in children.

Location, location, location can affect smoking habits

Cigarette smoking is the leading cause of preventable illness and death, but quitting or never starting may be easier said than done in some areas. A new study by Scott Siegel, Ph.D., MHCDS, director of population health research at ChristianaCare, found a link between smoking and the number of tobacco outlets — any store that sells cigarettes, including convenience and liquor stores — in New Castle County, Delaware. Using geospatial analyses of electronic health records and tobacco outlet data, Siegel found the countywide ratio of current to former smokers is 0.73. In Wilmington, which has more than double the county’s tobacco outlet density, the ratio of current to former smokers is 1.33.

Punching out lung cancer cells

Scientists at ChristianaCare’s Gene Editing Institute have deployed CRISPR gene editing technology to keep normal cells healthy while knocking out hard-to-treat lung cancer cells. The Institute recently published a study that successfully used CRISPR to disarm a gene called NRF2 that keeps squamous cell carcinoma lung cancer tumors from being affected by chemotherapy or radiation. At the same time, CRISPR ignores the gene in normal cells where it’s critical to healthy function, the study showed. The advance addresses a big challenge in using CRISPR with cancer patients, which is ensuring the tool can distinguish between a tumor cell and a normal cell.

Using data to reduce cancer patient readmissions

Can medical record data help lower emergency department (ED) visits and hospital readmissions for some cancer patients? Yes, according to a new study by our Organizational Excellence, Oncology Nursing and Cancer Care Management teams. They’ve joined forces to create a computer model based on variables from patients’ individual medical records to identify at-risk patients prior to discharge. During the 13-month study, caregivers focused interventions on these patients. The 30-day readmission rate saw a steady decline for patients classified as high-risk (by 16%) as well as for the total population (by 10%). Average hospital length of stay and number of ED visits also declined for both groups.

“We hope the study can help drive change. Policymakers can institute more tobacco-control measures or impose a minimum price law so tobacco companies can’t offset the impact of taxation in low-income neighborhoods to reduce the price to the consumer. We’re also investigating innovative ways to increase the impact of smoking-cessation treatments. We’re tailoring them specifically for underserved people who are exposed to smoking at higher rates.”

Scott Siegel, Ph.D., MHCDS

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

**COMMUNITY BENEFIT SPENDING**
FISCAL YEAR 2019

- **COMMUNITY BENEFIT CONTRIBUTIONS** $530,000
- **RESEARCH** $5.5M
- **MEDICAID** $17M
- **COMMUNITY HEALTH IMPROVEMENT SERVICES & COMMUNITY BENEFIT OPERATIONS** $7.2M
- **CHARITY CARE AT COST** $17M
- **HEALTH PROFESSIONS EDUCATION** $68M

**TOTAL $116.7 MM**

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**NUMBER OF CAREGIVERS (EMPLOYEES)**

- **13,453**
- **INCLUDING:**
  - **4,621 NURSES AND CARE TECHNICIANS**
  - **282 RESIDENTS**

**CAREGIVERS COLLECTIVELY RETURN TO THE ECONOMY**

- **$1.83B**
- **TAXES PAID TO STATE OF DELAWARE**
- **$2.4M**
- **TAXES PAID TO CITY OF WILMINGTON**
- **$2.2M**
  - **TAXES PAID TO STATE OF MARYLAND (JAN. 1-JUNE 30, 2020)**

**JOBS THROUGHOUT OUR COMMUNITY**

- **27,267**

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**UNCOMPENSATED CARE**

- **$52.2M** A combination of charity care and other care for which payment was expected but not received.
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.

**VOLUME**

- **54,672** Admissions
- **6,589** Births
- **32,538** Surgical Procedures
- **475,746** Radiology Procedures
- **3,927,000** Hospital-Based Lab Tests
- **599,048** Outpatient Visits
- **285,567** Physician Office Visits
- **2,700** Virtual Visits
- **69,014** Health Center Visits
- **210,640** Emergency Department Visits Total
  - **95,310** Christiana Hospital
  - **56,907** Wilmington Hospital
  - **25,777** Middletown ED
  - **32,726** Union Hospital
- **70,261** Urgent Care Center Visits
- **274,743** Home Health Visits
- **4,168** Alzheimer's Day Program Visits
- **25,263** 20 School-Based Health Centers' Student Visits

**VOLUNTEER IMPACT**

- **1,247** Volunteers
- **94,594** Hours Contributed
- **$2.6M** Financial Impact

**COMPARATIVE RANKING**

- **UNITED STATES**
  - 24th Admissions
  - 15th ED Visits
  - 33rd Surgeries
  - 32nd Births
- **EAST COAST**
  - 15th Admissions
  - 9th ED Visits
  - 18th Surgeries
  - 15th Births

Source: AHA Annual Survey Database for Fiscal Year 2018
Our expertise

One of the nation’s most advanced cancer centers

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 including a surgeon, a medical oncologist or hematologist and a radiation oncologist provide 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.

Leaders in heart and vascular care

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 and under one roof.

Excellence in advanced neurologic care

Our Multidisciplinary Neurosciences Team provides comprehensive and advanced care for neurologic illnesses across the acute and ambulatory settings. As the largest and most comprehensive neurology practice in Delaware, subspecialties include 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.

Transformative care for women and children

The Center for Women’s & Children’s Health, which opened in April 2020, is a $260 million investment in our community and the region’s only National Community Center of Excellence in Women’s Health. Named Best Maternity Hospital by Newsweek and Leapfrog, Christiana Hospital is one of the highest-volume delivering hospitals in the region. And Union Hospital delivers babies in Cecil County, Maryland.

PATIENT VISITS
248,653
NEW, FIRST-TIME PATIENTS
3,265
EXTERNAL RADIATION BEAM TREATMENTS
30,250
PATIENTS PARTICIPATING IN CLINICAL TRIALS
961
PATIENT PARTICIPATION RATE IN ALL CLINICAL TRIALS
29.4%

PATIENT VISITS
11,427
NEW, FIRST-TIME PATIENTS
8,168
PROCEDURES
201,779
CARDIAC REHAB PATIENT VISITS (INPATIENT AND OUTPATIENT)
18,673
OPEN HEART SURGERIES
799
PATIENTS PARTICIPATING IN CLINICAL TRIALS
84

PATIENT VISITS
108,320
NEW, FIRST-TIME PATIENTS
5,313
BIRTHS
6,589
CLINICAL TRIALS
37
Who we are

Headquartered in Wilmington, Delaware, ChristianaCare is one of the country’s most dynamic health care organizations, centered on improving health outcomes, making high-quality care more accessible and lowering health care costs. ChristianaCare includes an extensive network of primary care and outpatient services, home health care, urgent care centers, three hospitals (1,299 beds), a freestanding emergency department, a Level I trauma center and a Level III neonatal intensive care unit, a comprehensive stroke center and regional centers of excellence in heart and vascular care, cancer care and women’s health. It also includes the pioneering Gene Editing Institute. ChristianaCare is nationally recognized as a great place to work, rated by Forbes as the 5th best health system to work for in the United States and by IDG Computerworld as one of the nation’s Best Places to Work in IT. ChristianaCare is rated by HealthGrades as one of America’s 50 Best Hospitals and continually ranked among the nation’s best by US News & World Report, Newsweek and other national quality ratings. ChristianaCare is a nonprofit teaching health system with more than 260 residents and fellows. With the unique CareVio™ data-powered care coordination service and a focus on population health and value-based care, ChristianaCare is shaping the future of health care.

HOSPITAL LOCATIONS 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. Abessino Family Wilmington Health Center
- Roxana Cannon Arsh Surgicenter
- 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
- ChristianaCare Surgicenter
- Gene Editing Institute
- Helen F. Graham Cancer Center & Research Institute
- John H. Ammon Medical Education Center
- Medical Arts Pavilion
- Virtual Education & Simulation Training Center

CECIL COUNTY CAMPUS
- Union Hospital (72 beds)
- Cancer Services
- Medical Pavilion
- Urgent Care Centers

REGIONAL LOCATIONS 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
- Urgent Care Center
- Weight Management

URGENT CARE CENTERS
- ChristianaCare-GoHealth Urgent Care Christiana
- ChristianaCare-GoHealth Urgent Care Fairfax
- ChristianaCare-GoHealth Urgent Care Glasgow
- ChristianaCare-GoHealth Urgent Care Middletown, Sleepy Hollow
- ChristianaCare-GoHealth Urgent Care Pike Creek
- ChristianaCare-GoHealth Urgent Care Smyrna
- ChristianaCare-GoHealth Urgent Care STAR Campus

URGENT CARE CENTERS
- ChristianaCare-GoHealth Urgent Care Christiana
- ChristianaCare-GoHealth Urgent Care Fairfax
- ChristianaCare-GoHealth Urgent Care Glasgow
- ChristianaCare-GoHealth Urgent Care Middletown, Sleepy Hollow
- ChristianaCare-GoHealth Urgent Care Pike Creek
- ChristianaCare-GoHealth Urgent Care Smyrna
- ChristianaCare-GoHealth Urgent Care STAR Campus

ADDITIONAL LOCATIONS AND SERVICES
- Alzheimer’s and Dementia Day Programs
- ChristianaCare HomeHealth
- HealthCare Center at Christiana
- Imaging Services
- Primary Care Practices
- Rehabilitation Services
- School-Based Health Centers
- Specialty Practices
The donated meals and flowers and thank-you cards and window signs and drive-by parades and care packages and expressions of care and concern lifted us during the darkest moments of the crisis. You made us stronger and have our deepest gratitude. When this pandemic passes, our community’s gigantic heart will be one of the sustaining memories!
KEEP IT UP TEAM!!
YOU ARE amazing!

Thank you! Christiana care for keeping us safe from the evil coronavirus.

May the force be with you.

HOSPITAL DONATION DROP-OFF
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.

Get social 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, please visit christianacare.org/donors.