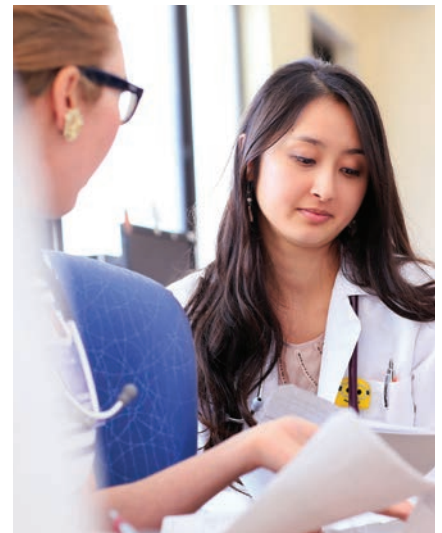




2022 Diversity, Equity and Inclusion
Annual Report

Our Journey in
ACTION



Our DEI Journey

We're taking bold new steps to champion diversity, equity and inclusion (DEI) across our organization, in our community and around the globe.

We're on this journey because we believe it will help us improve child health, eliminate healthcare inequities in our communities, and create a welcoming and inclusive environment for our employees.

Real change requires real action, and I'm proud to say that's exactly what we're doing. We've made great progress in the past few years, as you'll see in this report, but we know there's more to do. Our DEI journey will require focus, continuous learning, constant effort and unwavering support from each of us at Cincinnati Children's. We're invested because it is fundamental to our vision, our values and who we are. The advantages we create by achieving our DEI goals will benefit us all.

Thanks for following our journey,



Steve Davis, MD

President and Chief Executive Officer
Cincinnati Children's Hospital Medical Center

**“Diversity matters.
Equity matters.
Inclusion matters.
That’s why we call it
a journey. We have
to make progress in
all of these areas to
make a difference.”**

Nerissa Morris

Senior Vice President & Chief
Human Resources and Diversity Officer



Our Vision

To be the leader in improving child health.

Our Mission

Cincinnati Children's will improve delivery of care through fully integrated, globally recognized research, education and innovation.

For patients from our community, the nation and the world, the care we provide will achieve the best:

- **Medical and quality-of-life outcomes**
- **Patient and family experience**
- **Value**

today and in the future.

Our Values

Our core values are the foundation of who we are. They are touch points for excellence and professionalism. And, they are our beacon when we question what choices to make.

- **Respect everyone.** Treat others as they would like to be treated.
- **Tell the truth.** Be honest and transparent.
- **Work as a team.** Inspire, challenge and support colleagues, patients and families.
- **Make a difference.** Recognize that a service culture starts with me.

What's Inside

| | |
|--------------------------------------|-----------|
| Our DEI Journey | 4 |
| Our DEI Strategic Initiatives | 8 |
| People | 12 |
| Cultural Competence | 16 |
| Equity & Health Excellence | 20 |
| Community & Neighbors | 24 |



Our DEI Journey at a Glance

CEO **ACTION** FOR DIVERSITY & INCLUSION

April 2020

Signed CEO Action for Diversity & Inclusion Pledge

Our former CEO joined 1,000 CEOs worldwide to sign this important pledge, which our current CEO Steve Davis, MD, continues to honor. By signing, we committed to implement unconscious bias education; create strategic inclusion and diversity plans; support open dialogue about diversity and inclusion; track our progress; and share best practices.



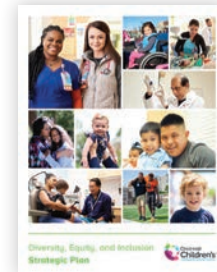
July 2020

Hired first vice president of Diversity

Visael “Bobby” Rodriguez was hired to strengthen our DEI and community engagement efforts. As vice president of Diversity, Inclusion & Community Relations, he develops strategies to guide our efforts and create a diverse and inclusive environment for employees, patients and families.

Declared racism a public health crisis

We publicly proclaimed the importance of recognizing racism and other forms of discrimination as a public health crisis. More importantly, we committed ourselves to be part of the solution, deepening our commitment to eliminate racial inequities.



January 2021

Approved five-year DEI Strategic Plan

We created a robust DEI Strategic Plan to add structure to our existing efforts and embed DEI in every aspect of our work, including our overarching strategic plan: Pursuing Our Potential Together. In January, it was approved by the Board of Trustees.

2020

2021

June 2020

Celebrated Juneteenth

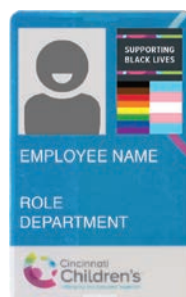
Employees were invited to the lawn to honor Juneteenth and publicly took a knee in a stand against racism and in remembrance of George Floyd.



October 2020

Created diversity stickers

We created stickers featuring the pride/transgender flags and messages like “Supporting Black Lives” that employees could affix to their work badges as a way to express themselves and support our patients and each other.



April 2021

Launched Better Together training

We developed Better Together training to ensure a shared understanding of what diversity, equity and inclusion means at Cincinnati Children's. The course focused on confronting unconscious biases and promoting inclusion, and 100% of employees completed it. New employee training is ongoing.



We've experienced tremendous momentum and progress in our DEI journey over the past few years.

We hired our first vice president of Diversity, created a robust DEI Strategic Plan and shared our progress publicly. And now we're publishing our first DEI report. While we have more to do, we're incredibly proud of our efforts so far—and are happy to share our major DEI milestones over the past three years.

October 2021 Created diversity infrastructure

We created a diversity infrastructure to outline how our Executive Team, Diversity Council, Employee Resource Groups (ERGs) and Diversity Steering Committees will work together to advance our DEI efforts.

Formalized DEI scorecard and dashboard

We created a quarterly scorecard and dashboard to measure our progress in more than 90 metrics.

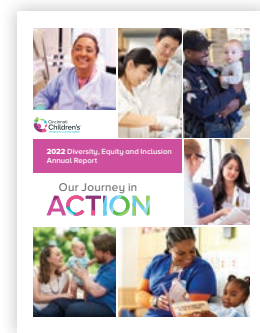


December 2021 Started multicultural communication

To better reach our diverse patients and families, we created a multicultural communication plan. The plan includes tactics such as translating patient materials, and marketing through radio, newspapers and direct mail to Black and Hispanic communities.

March 2022 Adopted use of pronouns and preferred names

We want employees to feel comfortable being themselves at work. One way we do that is to use their preferred names and pronouns. So we changed our systems to allow employees to display preferred names and pronouns in their online profiles, email signatures and Microsoft Teams.



December 2022 Released our first DEI report

This report highlights our DEI journey to date, celebrating where we made progress, indicating where we can improve, and previewing where we're headed next.



November 2021 Created ERG operating guidelines and charter

In alignment with our DEI Strategic Plan, the charter and operating guidelines provide standardization for creating and participating in ERGs.



April/May 2022 Created Diversity Council

This cross-organizational council integrates DEI into our vision, mission, operations and strategies to benefit patient families and our employees. They'll ultimately govern and oversee our efforts related to supplier diversity, talent attraction, communication and diversity data.



Shared DEI metrics publicly

We redesigned the DEI page of cincinnatichildrens.org to share our progress along key DEI metrics with employees, patient families and the community.

Completed HR policy review and assessment

We hired a consulting firm to review our workforce policies to identify and address any systemic barriers to equity and inclusion for our employees. This review was recently completed, and the next phase is to implement and adopt these recommendations.

Our DEI Commitment

At Cincinnati Children’s, we respect everyone.

Inherent in our vision of being the leader in improving child health is the inclusion of **all** children. As our world and demographics change, so too must our understanding of health implications, the services we provide and those who make up our organization. This means working to address factors such as social determinants of health and well-being. It means acknowledging racism and inequities as public health crises. And it means incorporating this information into the way we operate—seeing the **diversity, inclusion, cultural competence and equity** of our organization as instrumental in improving child health.

We are dedicated to ensuring every employee, patient, family and visitor feels welcome and safe.

Together, we commit to:

- Ending child health disparities
- Advancing diversity, equity and inclusion
- Standing against racism
- Creating an environment free of discrimination
- Taking personal and institutional responsibility



Focused and Determined

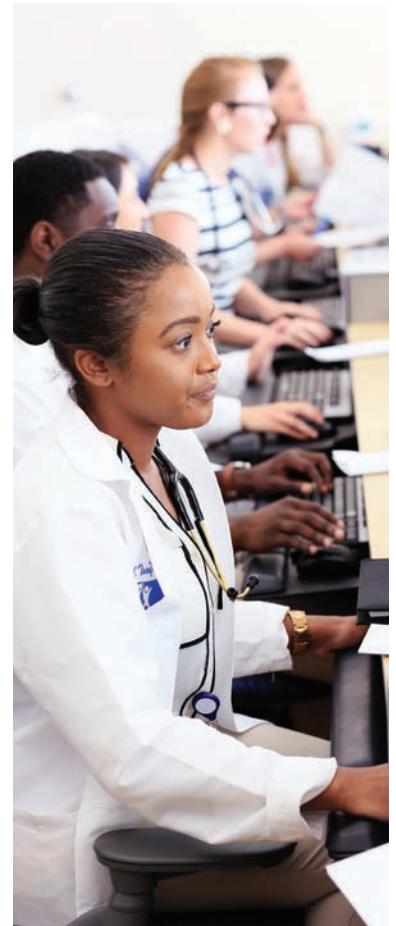
We believe a unified and unwavering focus on DEI strengthens our care, research and educational missions, which leads to better care and outcomes for our patients and their families.

We also believe it helps us create a place where everyone feels valued, supported and respected, and employees feel appreciated for who they are.

While Cincinnati Children’s has had a deep, long-standing commitment to DEI, we didn’t always have an overarching framework to guide us. That changed last fiscal year when we created a five-year DEI Strategic Plan that aligns with our overall strategic plan, essentially weaving DEI into everything we do. Now we are advancing DEI impact and outcomes through intentional strategies, active leadership engagement, inclusion of diverse employee voices and partnership in the community.

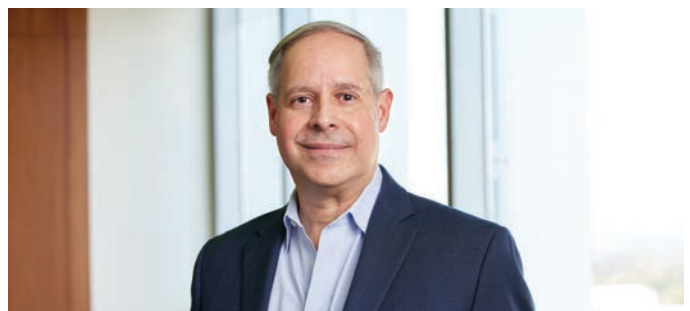
Our DEI Strategic Plan and its supporting elements—Employee Resource Groups, our Diversity Council, cultural celebrations, leadership development, community partnerships, supplier diversity accountability and more—give us a new focus and momentum. This includes transparently sharing our progress, which we aim to do with our first DEI report.

This report shows **our journey in action**, where we’ve been and where we’re headed. As you read it, know this journey is deeply personal for us. And we’re just getting started!



“We’re committed to DEI for the long term because it makes a difference—for our coworkers, for the people who want to work for us, for the community. And most importantly, it makes a difference in our research and in our care for patients and families who come to us every day from around the world.”

Nerissa Morris
Senior Vice President & Chief Human Resources and Diversity Officer



“Our journey is ongoing. There will be successes and setbacks, and we’ll need to reset and readjust periodically. But over time, if we stay focused on DEI and what’s best for our patients, we’ll grow into who we aspire to be—a place where everyone feels welcome, safe, valued and respected.”

Bobby Rodriguez
Vice President of Diversity, Inclusion & Community Relations

Our DEI Strategic Initiatives

Our five-year DEI Strategic Plan outlines bold goals that will take time, persistence and continuous learning to achieve. It will also take all of us working together as One Cincinnati Children's.

Inspired by our vision, mission and values, our initiatives are divided into four main categories: **People**, **Cultural Competence**, **Equity & Health Excellence** and **Community & Neighbors**. Each initiative is supported by robust data, accountability measures and detailed goals, strategies and actions for lasting change. With our DEI Strategic Plan as our guide, we aim to change our institution on the inside so we can positively impact the communities where we work and live.



[View our DEI Strategic Plan](#)



People

Cultivate diverse talent and foster a welcoming environment for all.

Focus Areas

- Talent Acquisition
- Talent Development & Retention
- Inclusion and Belonging
- Data & Knowledge



Cultural Competence

Build a supportive environment and skills to effectively interact with and connect people of all backgrounds.

Focus Areas

- Capabilities
- Environment & Infrastructure



Equity & Health Excellence

Co-create solutions to achieve equitable outcomes by understanding individual and population needs, barriers and assets.

Focus Areas

- Healthcare & Equity
- Safe & Supported Families
- Employee Equity



Community & Neighbors

Work alongside and as part of the community to advance the health and well-being of our region.

Focus Areas

- Community Outreach & Partnerships
- Community Giving
- Supplier Diversity
- Multicultural Communication & Engagement

DEI Infrastructure

Our DEI infrastructure adds accountability to our DEI Strategic Plan. It shows how our executive team, managers and employees will work together to advance the plan, monitor our progress, and assess and report where we're doing well and where we can improve.



Diversity Council

Once we had our DEI Strategic Plan in place, we created our first-ever Diversity Council, a cross-organizational roundtable committed to supporting our Plan.

The Council consists of 26 members appointed by the Office of Diversity & Inclusion and Community Relations. Serving for up to three years, their role is to integrate DEI into our vision, mission, operations and strategies to benefit patient families and our employees. They'll ultimately govern and oversee our efforts related to supplier diversity, talent attraction, communication and diversity data.

Diversity Steering Committees

We have 10 Diversity Steering Committees from departments such as Speech Pathology, Psychiatry, Allied Health and Academic Affairs.

Our Diversity Steering Committees are essential in spreading and cascading the importance of the DEI Strategic Plan and taking responsibility for designing departmental goals within the scope of the Plan.

Employee Resource Groups

Our seven ERGs help us deepen our cultural competencies and offer fun, casual ways for employees to meet, develop, network with and support each other.

Employee Resource Groups

Our ERGs are at the heart of making Cincinnati Children’s a better, more inclusive place.

“ERGs promote inclusion and belonging. It’s important for people joining our team to feel like they belong here and there’s a place for them,” said Charla Weiss, PhD, director of DEI. “As we have seen in our employee engagement scores, people are happiest when they can say they have a friend at work. And that friend at work could be someone they met in an Employee Resource Group.”

“ERGs offer an opportunity to not only get professional development, but to also serve in volunteer leadership roles, which gives employees a chance to connect and engage with members of the executive team,” said Katrina Franklin, vice president of Employee Experience. “Because executives sponsor ERGs, the participants have the unique opportunity to share their experiences with leaders at the highest level of the organization.”

We have seven ERGs, with a new one on the way. In fiscal year 2023, we will launch Disabled & Abled, an ERG for people with visible and invisible disabilities, and their allies.



AAPAC
African American Professionals Advisory Council

ACPG
Asian Cultural and Professional Group

CCAP
Cincinnati Children’s Administrative Professionals

EQUAL
LGBTQIA Resource Group

JUNTOS
Hispanic/Latino Resource Group

VAMFAN
Veterans and Military Family Advocacy Network

YP
Young Professionals

ERG Events

Each ERG has one or two signature events a year. They design, plan and promote events through flyers, emails, stories and online posts. Here are a few events from the past year:

Juneteenth

AAPAC hosted a panel discussion during the week of Juneteenth entitled “Juneteenth: Lessons From the Ancestors. A Discussion of Our Past, Present & Future.” This moderated discussion focused on advice that helped shape leaders into who they are today. AAPAC also helped local community organizers host a Juneteenth Block Party.

Asian/Pacific American Heritage Month

ACPG hosted a virtual panel themed “#Asian@CCHMC: My Experience.” Four ACPG members shared their experiences as Asian/Asian Americans in America, in Cincinnati and at Cincinnati Children’s.

Administrative Professionals Day

CCAP created opportunities for employees to send candy gram “thank you” messages to administrative professionals. CCAP delivered over 800 messages throughout the hospital.

Pride March and Festival

EQUAL members and allies participated in the Pride March and Festival in Hamilton, OH, and the Cincinnati Pride Parade and Festival. Employees also staffed booths at both festivals.

Hispanic Heritage Month

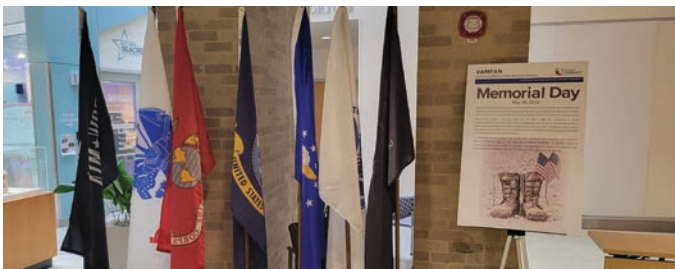
JUNTOS created a series of virtual events for Hispanic Heritage Month; offered a variety of classes, including Salsa dance, Zumba and cooking lessons on Latin cuisine; and held a Lotería (a Mexican card game like bingo) night.

Memorial Day

VAMFAN displayed the flags of the six branches of the U.S. Armed Forces as well as the POW/MIA flag. The flags—with a commemorative poster explaining the holiday’s significance—were on display in four principal areas around Cincinnati Children’s.

Professional Development Series

YP hosted a six-month series called “Only Professionals in the Building.” Members met regularly to discuss personal and professional development topics—from communication and goal setting to busting bias and work-life balance—in a safe, non-judgmental space.



People

Creating a diverse and inclusive environment where employees can be themselves.

We want our patients to see themselves reflected in us—to know they can grow up to be nurses, doctors and administration leaders, too. That’s why we aim to be as diverse as the communities we serve and create an environment where employees can be their authentic selves.

Our Diversity

We’re pleased to see an increase in the number of women and people of color in many areas at Cincinnati Children’s. We realize we have more to do, but we’re happy to be moving in the right direction.

From **FY2020 to FY2022**, we increased:

- Our overall representation of people of color (PoC) from 21.4% to **22.5%**
- Female representation among executives and senior managers from 36.4% to **44.5%**
- PoC representation among first- and mid-level managers from 10.0% to **12.9%**
- PoC representation among nurses from 7.1% to **7.4%**

We will continue to track our data and progress by quarter each year. One of our next steps is to capture more inclusive employee data, including employees who self-identify as veterans, people living with disabilities and/or members of the LGBTQ+ community.



Our Diversity by the Numbers

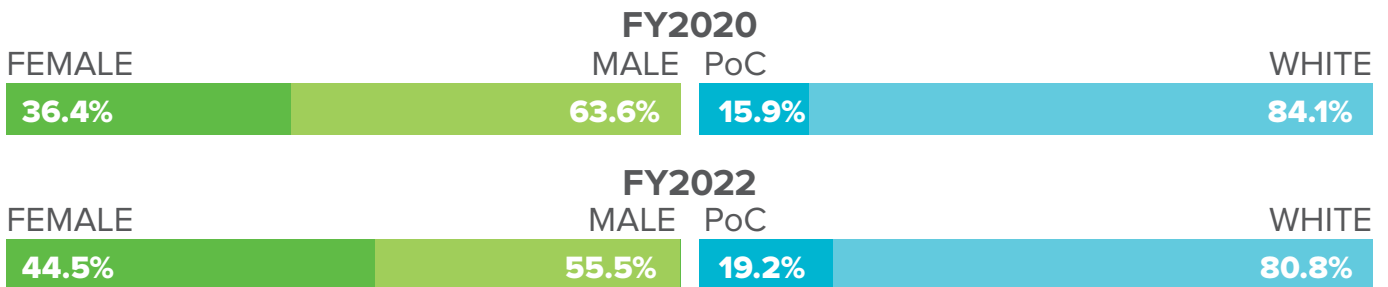
FY2022 Overall



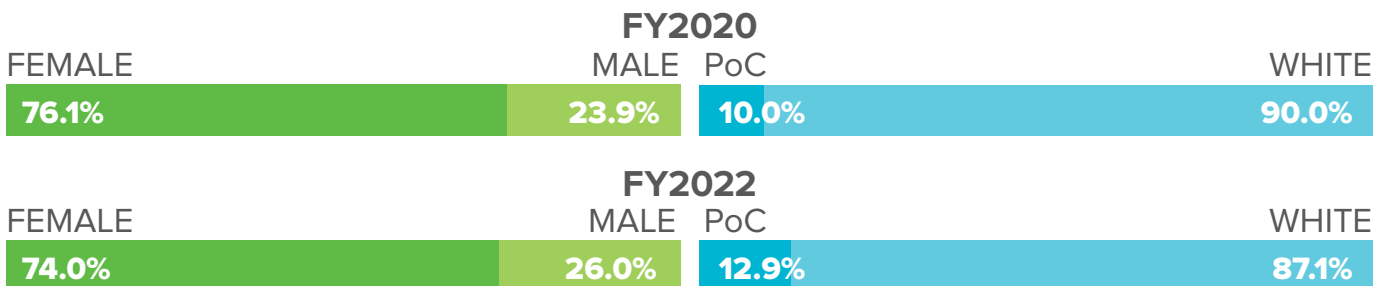
FY2022 Executive Team



Executive & Senior Managers¹



First- & Mid-Level Managers²



¹ Includes executives, senior vice presidents, vice presidents, assistant vice presidents and clinical directors.

² Includes senior directors, directors, managers and supervisors/leads.

**FY2022
Physicians**

**FY2022
Nurses**

**FY2022 Advanced
Practice Providers**

**53.0%
FEMALE**
47.0% MALE

**93.0%
FEMALE**
7.0% MALE

**93.8%
FEMALE**
6.2% MALE

**24.4%
PoC**
75.6% WHITE

**7.4%
PoC**
92.6% WHITE

**8.4%
PoC**
91.6% WHITE



Talent Acquisition

We've increased diversity representation at Cincinnati Children's thanks to new efforts by our Talent Acquisition team. Since 2020, the team has:

- Added an internal resource dedicated to diverse recruiting
- Recruited through new channels
- Advertised positions in specialty journals, professional organizations and websites targeting underrepresented groups
- Connected with Historically Black Colleges and Universities (HBCUs) featuring academic programs in areas we need
- Renewed our membership with the National Association of Health Service Executives (NAHSE)—a non-profit association of Black healthcare professionals—with plans to attend their annual conference
- Optimized job postings to eliminate bias
- Increased participation in community events targeted for jobs/careers

Diverse Hiring

Increasing Nurse Diversity

When we learned that more people of color were bypassing four-year BSN degrees for two-year associate degrees so they could enter the workforce earlier, we developed a program that allows them to join Cincinnati Children's while earning their BSN. When program participants join as patient care assistants, they're automatically enrolled in the University of Cincinnati College of Nursing BSN online program. They have five years to complete the program. We pay for their tuition and provide mentors, while the school helps them study for their nursing boards. Every year, we support more students in the program, which has helped us increase diversity among our nurses.

Tracking Progress

Through our DEI scorecard and dashboard, we track diversity within the organization quarterly and by level. Having key performance metrics in place and reviewing them helps us discover quickly where we're meeting our diversity goals and where we aren't. In addition, we examine our turnover data and feedback from exit interviews to ensure the experience is equitable across Cincinnati Children's.

Talent Development

We want people to build careers here, so we invested in career development for everyone and developed leadership programs for diverse employees who are nominated for consideration by their managers. For example, we offer professional education supplements for entry-level employees who want to pursue clinical positions in respiratory therapy or nursing.

Inclusion & Belonging

One of our core values is to **Respect Everyone**. So it's important to us that employees feel respected and like they can be themselves. We constantly look for new ways to make that happen. In the past year, we:

- Changed our systems to allow employees to display preferred names and pronouns in their online profiles, email signatures and Microsoft Teams
- Created stickers featuring the pride/transgender flags and messages like "Supporting Black Lives" that employees could affix to their work badges as a way to express themselves and support our patients and each other

Inclusive Benefits

Our employee benefits equal or surpass other hospitals in the region and are designed to meet the diverse needs of our employees—no matter how they identify or how their family is formed. Examples include:

Paid Parental Leave: Paid time away for new parents—regardless of gender—to bond with their newborn or newly adopted child

Foster Care Leave: Intermittent or continuous paid time away for our employees fostering children

Fertility and Family-Building Benefits:

Comprehensive benefits covering many family-forming procedures and services, providing equality for same-sex partners

Applied Behavioral Analysis (ABA) Therapy:

Unlimited sessions of best-practice treatment that improves outcomes for children with autism

Short-Term Disability: Enhanced benefit allowing birthing parents to save paid time off for bonding time or other needs



Cultural Competence

Developing the skills to effectively interact and connect with everyone.

Providing the best care to all kids requires that we know how to effectively interact and connect with people of all backgrounds. We do this every day with kids and families from everywhere. But we pride ourselves on being the best at getting better. So we're constantly looking for ways to be even more intentional about respecting values, attitudes, beliefs and experiences that may differ from our own. We start by developing our employees' capabilities and embedding cultural competence into our systems and environments.

Capabilities

Better Together Training

We want everyone who enters our doors—patients, families and each other—to feel respected and included. So in 2021, we introduced Better Together training to ensure a shared understanding of what diversity, equity and inclusion means at Cincinnati Children's. We're proud to say we achieved a 100% completion rate for this important training in the first nine weeks. We now offer the same course monthly to new hires and require everyone to complete it.

The self-directed online course focuses largely on identifying and confronting our own unconscious biases and promoting inclusion in all that we do.

"Awareness is one of the keys to driving positive change," said Barbara Tofani, MSN, RN, senior vice president, Patient Services & chief nursing officer. "And through training like Better Together, we can equip our employees to better serve our patients."





100%
employee completion of
Better Together training

Project SEARCH

Project SEARCH is a one-year transition-to-work program that prepares students with disabilities for employment. It originated at Cincinnati Children's and now has program sites throughout the United States and the United Kingdom. This immersive program combines classroom instruction, career exploration and hands-on learning through worksite rotations.

Language Access Services

In addition to having Spanish, Arabic and American Sign Language interpreters on staff, we provide free written and spoken translation services for our patients and families. Contracted medical interpreters and national networks of phone and video interpreters are available in any language.

Pastoral Care

The Department of Pastoral Care at Cincinnati Children's offers spiritual guidance and emotional support to people of all faiths who are struggling with a child's illness. Chaplains are available 24/7; one is assigned to every unit in the hospital. The Chapel of the Holy Child and Multifaith Chapel welcome those seeking a place of quiet and inspiration.



Cultural Competency Champions

Our innovative Cultural Competency Champions (C3) program teaches DEI concepts, practices and strategies—for clinical and non-clinical areas—in an effort to reduce health disparities. The goal is to equip participants with skills and behaviors they can share in their work areas.

We launched the program with 100 employees—some volunteers and others nominated by their directors. From October 2021 to June 2022, workshops covered topics such as religious differences, social determinants of health, community disparities, family dynamics and health literacy. Each workshop ended with a discussion of a real-life case study so participants could apply what they learned and benefit from others' experiences and perspectives.

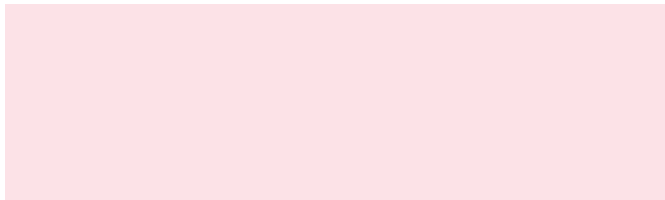
We're set to enhance the program in 2023 with a goal to increase nursing representation.

Diversity Dictionary

Our DEI infrastructure allows committees, departments and even individual employees to get involved with our DEI efforts. And they do. Eighteen social workers recently helped us create an online DEI dictionary, offering definitions and points of clarification for language often used in relation to diversity and inclusion.

DEI Toolkit for Educators

An advisory group of educators from around Cincinnati Children's created an online DEI Toolkit for Educators. The toolkit helps educators create inclusive education content. It also offers tips for avoiding stereotypes and misconceptions.



Environment & Infrastructure

We offer several programs and events to further embed cultural competencies throughout our systems, strategies and policies. Our employees can even earn continuing education credits for participating in many of our trainings and programs, including Better Together, Cultural Competency Champions, several of those listed below and more.

Grand Rounds

Through Grand Rounds, our continuing education program, we provide accredited continuing education for nurses, pharmacists, physicians, physician assistants and psychologists. Approximately 10% of those courses address a variety of DEI topics, including weight stigma, mental health for transgender youth and gender equity. With both in-person and virtual courses, Grand Rounds allows Cincinnati Children's employees to learn with clinicians around the world. Continuing education credit is available for most courses.

Health Equity Day

On Health Equity Day, Cincinnati Children's hosted a virtual forum: Moving Upstream to Achieve Health Equity. Our internal experts spoke on various topics, and our senior leaders participated in an online townhall on our pursuit of health equity. Keynote speaker Aliya Bhatia, executive director at Vot-ER, a not-for-profit organization focused on healthy communities powered by an inclusive democracy, spoke on voting as a determinant of health.

Quality Interactions Program

We're piloting a research-based Quality Interactions program for clinicians. It features cultural competency courses designed to develop the cross-cultural skills needed to reduce health disparities and improve healthcare for all patients. We will launch this program for all clinical employees in 2023.

National Speakers

We invite national diversity experts to hold educational forums with our employees. Recent examples include:

Removal of Bias to Increase Perspectives

Bryant T. Marks, PhD, founder and chief equity officer of the National Training Institute on Race and Equity, talked about the intersectionality between racism and mental health. He also held additional sessions for managers and leaders. Those sessions allowed leaders to examine their biases and learn ways to build an inclusive workforce.

Juneteenth

Annette Gordon-Reed, Pulitzer-prize-winning author of *On Juneteenth*, shared a historian's view of Juneteenth. She recounted its Texas origins and the hardships African Americans have endured since. A panel discussion followed.

Days of Understanding

2021

We hosted five sessions on "Unraveling Systemic Racism in Healthcare," presented by Dr. Deborah Plummer and co-hosted by various leaders throughout the organization. Throughout the sessions, Dr. Plummer, an international leader in the field of diversity and inclusion, explained how dismantling systemic racism first begins with having a shared understanding of its meaning and how it differs from other forms of racism.

2022

A speaker from Huckle Inclusive, a strategic diversity and inclusion consulting firm, spoke about the importance of LGBTQ+ inclusive healthcare. Using multimedia channels and personal stories, the speaker revealed the discrimination LGBTQ+ patients often experience in healthcare. Best of all, participants learned tangible steps they could take to ensure a welcoming environment at Cincinnati Children's.

Equity & Health Excellence

Creating equitable outcomes for everyone.

We want the best outcomes for our patients, families, communities and employees. To achieve that, we need to understand their needs and identify any barriers in the way. From there, we can help create solutions.

Healthcare & Equity

Health equity means everyone has a fair and equal opportunity to be as healthy as possible—no matter who they are, where they live or how much money they make.

At Cincinnati Children's, we believe every child deserves equal access to quality care, fair treatment and excellent outcomes. That means a constant focus on health equity—because **equity helps everyone reach their full potential.**

“Looking at our outcomes by race, ethnicity, language and socioeconomic status is important so we can identify any disparities that exist,” said Tina L. Cheng, MD, MPH, chair of Pediatrics, chief medical officer. “But more importantly, it helps us dig deeper into why those disparities may exist, understand them and then act.”

Here are recent examples:

- The Patient Harm and Relation to Equity (PHARE) committee partnered with other hospitals to examine central line infections (CLABSI) in children. When we look at the occurrence of CLABSI in children of color compared to white patients, we unfortunately see a higher incidence of CLABSI. We're beginning to look at that more closely to understand why.
- PHARE also reviewed outcomes for children using ventilators. They noticed that African American children are more likely to have an unplanned extubation (when the breathing tube comes out), which can be harmful. As we determine the causes, the PHARE committee has participated in presentations across the institution to make clinicians aware of the issue.

Based on this work, a group of clinicians is developing a standard screening process for social determinants of health that may impact our patients. The screening includes substance abuse, suicide and depression. Once complete, it will be launched across the continuum of care at Cincinnati Children's. Our nursing intake process already checks for food insecurity, violence and housing.



Michael Fisher Center for Child Health Equity

Our new Michael Fisher Center for Child Health Equity aims to address social, environmental and healthcare factors to improve health outcomes for every child, regardless of where they live or their economic background.

“The Center will take what we’ve been doing to look at health equity and unify it under a single umbrella,” said Evie Alessandrini, senior vice president and chief operations officer. “It will also help us combine resources and share results to enhance our ability to make a difference.”

Named after Cincinnati Children’s former CEO, the Center will anchor our efforts to improve child health, including:

- **Our clinical efforts to measure and understand social determinants of care**—and develop innovative approaches to addressing those issues, leveraging our resources
- **Our partnerships with families, schools, social service agencies and more** to address factors that influence child health—from education to economic mobility to emotional well-being
- **Our research arm**, featuring research we conduct as well as other studies related to health equity

“The Center really brings to life our aspirations to make the children in the Cincinnati community the healthiest children in the nation,” said Nerissa Morris, senior vice president and chief human resources and diversity officer. “It’s exciting for us to take this step, invest even more in the work we’ve been doing, and bring together a greater focus for more impact.”

We announced the Center in December 2021 and selected the leadership team and structure in late 2022.



Safe & Supported Families

Reducing Mental Health ER Visits

Mental health issues among children are a growing concern. And it has been leading to more kids needing inpatient or emergency mental health care. To reduce that number, we increased access to outpatient mental healthcare. We embedded behavioral health services into primary care, and our Psychology program placed psychologists in our own primary care clinics and specialty clinics, as well as our community pediatric clinics and school-based health centers. We're already starting to see a reduction in emergency department visits for depression and anxiety.

The Right Medication for the Right Kid

We've done cutting-edge work on pharmacogenomics, which looks at how your genetic markers might impact how a medication works with your metabolism. We're one of the first inpatient psychiatry programs to look at pharmacogenomics on an individual patient to ensure we're giving the right drug and the right dose to the right kid.

Helping Kids Breathe Easier

We recently focused on children living with asthma in underserved communities. **Within three years, we:**

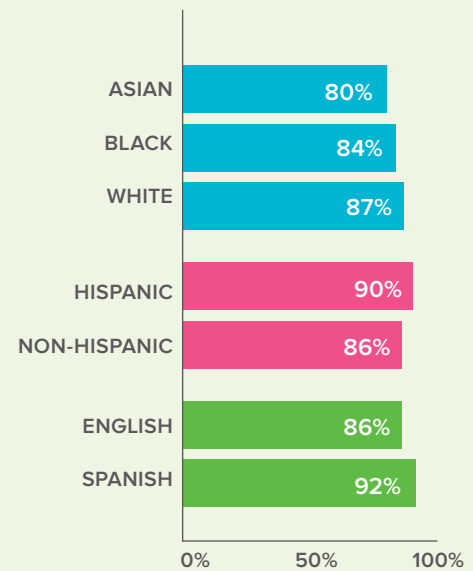
- **Reduced asthma-related hospitalization rates by 20%.** We proactively called families to make sure they had the supplies they needed.
- **Lowered the inpatient bed-day rate by 18%.** We reduced the rate by supporting families during inpatient stays and hospital-to-home transitions, and focusing on preventive, proactive deployment of resources (community health workers, care managers, legal aid, etc.).
- **Removed key barriers to care.** To make it easier on families with work demands, child care needs and transportation issues, we launched school-based health centers, medication delivery and telehealth visits.

Supported Families

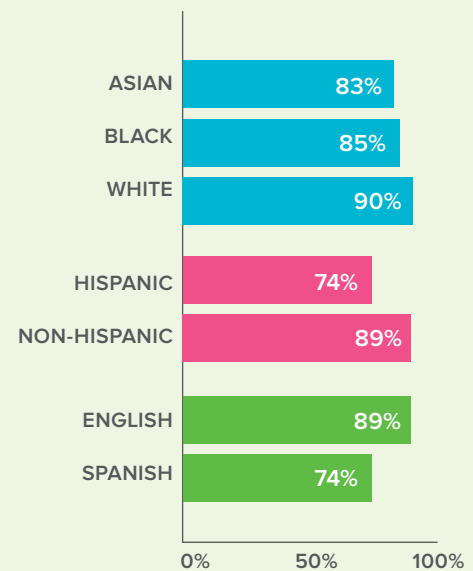
As we aim to provide the best patient and family experience, we need to ensure that we do so for all patients and families. First, we need to understand what we do well and where we fall short. So we send brief surveys to patient families after they receive care. We use these responses and family feedback to redesign our system so we can continue improving patient care and experience.

The responses show we're on the right track. Most families rated the experience as a 9 or a 10 and said we listened to them. Better yet, there were no significant differences in responses by ethnicity. That said, we need to focus on ensuring Hispanic and Spanish-speaking families feel heard.

Families Rating Their Experience as a 9 or 10 Out of 10 in FY2022



Families Saying That “Yes, Definitely” We Listened to Them in FY2022



In 2021, the Center for Patient and Family Experience published an analysis of our survey showing that our survey respondents closely match the racial, ethnic and socio-demographic status of our broader patient population.



Employee Equity

Just as we want every child to reach their full potential, we want the same for our team members. To ensure everyone has an equitable path to success, we embed equity into the policies, practices, processes and benefits that affect our employees.

Peer Support

Our Cultural Competency Champions serve as peer-to-peer resources for their work areas. Their training prepares them to listen to their colleagues, guide them through difficult conversations, and escalate issues if necessary. See page 18 to learn more.

Harassment-Free Workplace

We expect everyone at Cincinnati Children's to treat others fairly and with respect. Our anti-harassment policy is designed to help that happen. We will not tolerate harassment or unlawful discrimination. The policy defines harassment, outlines employee expectations and tells employees how to report discrimination if it happens.

Internal Policy Review

We want to identify and address any systemic barriers to equity and inclusion for our employees. So we partnered with a consulting firm to conduct a comprehensive assessment of our workforce policies. As part of their review, they compared our policies to best practices in our industry. We are reviewing the recommendations and will implement the changes.

Community & Neighbors

Work alongside and as part of the community to advance health and well-being.

As one of the largest employers in Cincinnati, we recognize that our people come from everywhere. So do our patients—coming from all 50 states and 90 countries. To positively impact the places where we work and live, we need to partner with our communities to advance health. We also invest in related causes, champion diversity and support supplier diversity.

Community Outreach & Partnerships

We partner across the organization as well as with underserved and vulnerable communities, local organizations and civic leaders on outreach and services to advance child and community health.

17,000+

children and families
reached in fiscal
year 2021

\$425M+

delivered in community
benefit services in fiscal
year 2021

1,100+

employee volunteers
engaged in fiscal
year 2021

Community Partnerships

Our commitment to child health doesn't stop at our doors. We collaborate with schools, family services, the United Way and local businesses like Kroger and Fifth Third Bank to improve health, safety and outcomes for children in our communities. This includes outreach, volunteerism, sponsorships and collaborative investment.

Together, we are developing solutions to this region's greatest health challenges, including mental and behavioral health, infant mortality, preventable injuries, and chronic diseases like asthma and obesity. And we're already making a difference. In FY2021 alone, we reached over 17,000 children and families through community outreach.



Community Investments

We invest in rehabbing vacant properties around our main campus, with an excess of 70% of our housing rehabilitation investment—totaling over \$5 million to date—going toward minority spend. “We have exciting things coming, including a collaboration that will bring diversity of employment in the Avondale area through job training to adults with disabilities, many of whom are former patients,” said Maura Moran-Berry, assistant vice president of Real Estate. Since 2016, we’ve invested \$11.5 million in the local community of Avondale for child and community health programs.

Multicultural Communication & Engagement

We champion the diversity of our patients, employees and community through culturally competent and inclusive communication and experiences. One example of this is our app, Caren. Launched in 2018, Caren is a digital concierge available in English and Spanish to help make patients’ visits as easy as possible.

In addition, we leverage communication channels to reach diverse communities, such as *The Cincinnati Herald*, an African-American newspaper; Radio One, an African-American radio station; and La Mega, a Spanish radio station and newspaper. And we ensure our internal and external communications are designed to reflect our employee and patient diversity.



40,000+
COVID-19 vaccines
administered through
clinics in 2021

Outreach All Around

Solving for social determinants of health means offering outreach programs to all demographics. “Our community mission is linked to our diversity mission,” said Monica Mitchell, PhD, senior director of Community Relations.

To make access to healthcare easier, we deliver care in the community. In fall of 2022, we hosted the Back-to-School Health Fair in rural Adams County. An overwhelming 1,000+ people attended with a line of hundreds before the doors even opened. We’ve made a five-year commitment to partner with community organizations and providers in Adams County to support healthcare access and improve health outcomes.

Literacy in Cincinnati Public Schools

One of the greatest determinants of a child’s overall well-being is literacy. We’re proud of our focused efforts and partnership with Cincinnati Public Schools—and so are our employees. Our JUNTOS ERG donated books to a local elementary school with a large Hispanic population and assembled bookshelves for the school’s library.

Community Vaccine Clinics

It’s harder to access care when you have to work, lack transportation or need child care. Hosting clinics allows us to serve those with limited vaccine access. Administering hundreds of vaccines is only part of the positive outcome. Through these outreach events, we’re able to provide education and dispel myths, and we address other social determinants of health by providing nutritious boxed meals to participants.

Through a partnership with Cincinnati Public Schools, we continue to deliver COVID-19 vaccines in schools, making it easier for students and their families to access the preventive care they need to stay well. One such event at Winton Hills Academy wrapped up with a special “Ickey Shuffle” led by former Cincinnati Bengal, Ickey Woods.

To provide equal access, these community events are promoted through non-traditional media outlets and areas to reach minority audiences. The communication materials showcase diversity of people and are multi-lingual.

Supplier Diversity

We support employment and health in our local community by proactively identifying, building relationships with, and purchasing goods and services from certified diverse suppliers. We've recently honed our efforts by focusing on historically underrepresented communities and have plans to expand our supplier list over the next 12 months.

Community Giving

We invest in causes that affect the health of children and families in diverse communities and align with our mission and goals.



\$76M diverse spend
in fiscal year 2022, accounting
for 8.1% of total tier-1 spend

Minority-Owned Businesses
Over \$29M

Women-Owned Businesses
Over \$22M

Veteran-Owned Businesses
Over \$4M

Over \$1.5M
raised for the community
through employee giving
campaigns with 5,500+
employee donors in 2021

34%
of overall contracts
for our Critical Care
Building Project were
with certified minority-
and women-owned
business enterprises,
totaling **\$111 million**

Awards and Recognition

We continue to be recognized as a top employer for diverse employees, and we've improved our scores in the Great Places to Work® Inclusion Index over the past year. We believe this is a direct result of our unwavering commitment to diversity, equity and inclusion.

We're proud to earn the following distinctions:

- Ranked in the top three in the nation among all Honor Roll hospitals and ranked in all 10 subspecialties on the 2022–2023 Best Children's Hospitals list (*U.S. News & World Report*)
- Named among America's Best Large Employers and #38 in the nation (*Forbes*)
- Named among America's Best Employers for Diversity and #2 among employers in Ohio (*Forbes*)
- Ranked among the top 25 Best Employers for Women, #4 among healthcare employers and #1 among children's hospitals (*Forbes*)
- Rated the #2 pediatric program at a medical school in the United States (*U.S. News & World Report*)
- Received the Healthcare Equity Leader award for exceptional LGBTQ+ healthcare (Human Rights Campaign)
- Certified as a Great Place To Work® for two consecutive years (2021 to 2022 and 2022 to 2023; USA)
- Recognized as a Best Employer for New Graduates and #89 in the nation (*Forbes*)
- Named among "World's Best Hospitals" (*Newsweek*)
- Named among the 20 most innovative children's hospitals (*Parents* magazine)
- Recognized as one of Healthcare's Most Wired (College of Healthcare Information Management Executives)
- Recognized with a CLIMB Award for "Committing to Change with Accountability," recognizing our overall efforts to champion diversity, equity and inclusion (*Cincinnati Business Courier*)



Want to Make Children's Health Better?

Join us—a best-in-class leader in improving health for *all* kids.

Browse careers: cincinnatichildrens.org/careers

Volunteer: cincinnatichildrens.org/giving/volunteer

Donate: cincinnatichildrens.org/giving/gifts



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Cincinnati Children's is proud to be an Equal Opportunity Employer that values and treasures diversity, equity and inclusion. We are committed to creating an environment of dignity and respect for all our employees, patients and families (EEO/AA).