



# Community Impact Report 2023





Cincinnati Children's, one of the oldest pediatric health systems in the United States, was established in 1883 by three compassionate women who converted a house into a small hospital. Over the years, Cincinnati Children's has become a world leader in pediatric health-care research and education.

**Our Vision** is to be *the* leader in improving child health.

**Our Mission** is to improve child health and transform 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.

FY23 = July 1, 2022 to June 30, 2023

**Cover:** Henry, a patient at Cincinnati Children's, in the Clinical Sciences Pavilion atrium.

**Left:** Henry and his parents on the campus in Avondale.

# Dear Friends,

In 2023, Cincinnati Children's celebrated a historic milestone: We were honored to be recognized as the No. 1 children's hospital in the country by *U.S. News & World Report*. This achievement was the result of decades of work and a shared commitment to being the best at getting better. Our outstanding patient quality and safety measures, coupled with our intentional and widespread efforts around diversity, equity and inclusion, had a direct impact on our rise to the top.

Many of our clinical specialties were also ranked No. 1, including: cancer care, diabetes & endocrinology, neonatology and urology. Cincinnati Children's was represented in the top 10 of every ranked specialty.

This year's Community Impact Report highlights important ways Cincinnati Children's is making a difference and Pursuing Our Potential Together (POPT). POPT is our strategic plan designed to take us to our 150th birthday in 2033, outlining specific goals related to the 4Cs of our strategic priorities: Care (Patient Care), Community (Community Engagement), Cure (Research) and Culture (Employee Experience).

Stories and data within this report highlight ways we continue in our journey to be the leader in improving child health. Features include:

- **Care:** Advancing Mental and Behavioral Health
- **Community:** Volunteer Ambassador Program and Partnership
- **Cure:** ADHD Research Helps Teen Drivers
- **Culture:** Project SEARCH Puts Those with "Other Abilities" to Work

We would not be the unique, incredible place we are without our employees, including our clinical care teams and researchers, as well as our valued donors and community partners. We are especially grateful for our patients and families who inspire us each and every day.

Finally, thank you for your interest and your ongoing support of Cincinnati Children's. Together, we can move further, faster to see a world where every child can live their best possible life.



*Steve Davis MD MMM*

**Steve Davis, MD, MMM**  
President and Chief Executive Officer



*Liza D. Smitherman*

**Liza Smitherman**  
Chair, Board of Trustees



**Above:** "Kids in nature" is a collaborative set of acrylic painted portraits led by Brent Billingsley. The collection was painted by over 30 young people, including patients at Cincinnati Children's College Hill location. Each image tells its own story concerning life and nature. The picture above shows a girl holding a caterpillar (the beginning of life). In the background are butterflies, showing the full evolution of life.





## Pursuing Our Potential Together

Cincinnati Children's recently launched Pursuing Our Potential Together (POPT), an initiative aimed at accelerating our work in the areas of Care, Community, Cure and Culture by 2033, the year in which the health system will celebrate its 150th birthday. By advancing efforts in these four areas, Cincinnati Children's will improve child health so all kids can pursue their potential.





# Fisher Center Sees Growth and Opportunities to Address Food Insecurity

The Michael Fisher Child Health Equity Center launched in 2022 with the vision of aligning, accelerating, and expanding important work across Cincinnati Children's and in collaboration with the community to ensure that all children have an equitable opportunity to live their best lives. The Center addresses social factors that influence child health—from education to economic mobility to emotional well-being—while considering innovative approaches to addressing deep-rooted and challenging inequities. Creating family-centered community networks and partnering with schools, social service agencies, businesses, government and others is important to the work of the Center.

One area of priority and partnership is in current work to address the complex and challenging issue of food insecurity, which affects thousands of patients, families, and community members in Greater Cincinnati and can significantly impact child health and well-being. The Fisher Center is collaborating with internal departments and community food pantries and organizations, including the Freestore Foodbank, Kroger, La Soupe and others, to address hunger and food insecurity within our health system and in the community.

Currently, Cincinnati Children's supports more than 25,000 children and families a year experiencing hunger and food insecurity through a variety of important programs including:

- Cincinnati Children's meal cards and voucher program for patients and families with proven needs
- Pediatric Primary Care Center and Hopple Street Food Pantries in partnership with Freestore Foodbank and communities



Above: Sifa and Alexander visit the Cincinnati Children's Pediatric Primary Care food pantry.

- Produce Pop Ups in partnership with Freestore Foodbank and communities
- Center for Better Health and Nutrition Education for Families
- All Children Thrive SAFE (System to Achieve Food Equity) Network
- KIND Infant Formula for Families in partnership with Freestore Foodbank
- Cincinnati Children's Food Donation Program to Address Hunger and Reduce Waste

"Cincinnati Children's partners with families and community organizations to ensure child health equity. For children to be healthy, we have to make sure they are never hungry," says Melissa Klein, MD, MEd, Associate Division Director, Division of General and Community Pediatrics.

Cincinnati Children's and the Fisher Child Health Equity Center will be expanding efforts to advance health equity, including working to ensure that no child is ever hungry. To achieve this goal, strong collaboration is needed with families, food solution partners and others who can meet families where they are.



# CARE: Patient Care Impact

As one of the nation's largest pediatric primary and specialty care health systems, we are reimagining care because we believe all children should have access to high-quality treatment. As we continue to grow to accommodate the needs of our region, we are evolving how we approach delivering care to children. This includes how we personalize treatment and bring the most appropriate care to our patients, wherever they are. We are pushing ourselves to develop a concept of care that can be scaled, delivers the best outcomes, increases affordability and convenience, and extends our reach.



**Above:** Nakia, a clinical lab supervisor, speaks with Saniya, a patient at Cincinnati Children's.

## Patient Care Impact FY23\*



212,671

Mental Health Visits, Admissions,  
ED Screenings, and Consultations



173,507

Emergency and Urgent Care Visits



106,892

Telehealth Visits



1,445,961

Outpatient Visits



33,116

Admissions (includes short stay)



1,652,584<sup>†</sup>

Total Patient Encounters

\*July 1, 2022 to June 30, 2023

<sup>†</sup> Includes Admissions (includes short stay), Emergency and Urgent Care Visits, and Outpatient Visits



# Cincinnati Children's Expands Behavioral Health Care in Primary Care Clinic

The Integrated Behavioral Health (IBH) model is provided by a team of pediatric and mental health professionals who support prevention and wellness. The IBH team includes primary care providers, medical/psychology residents and fellows, psychologists, social workers, clinical counselors, care managers and other allied health professionals. All team members are trained on providing culturally responsive, trauma-informed approaches to promote holistic, equitable care. The team supports children and families who come to primary care clinics and are managing a range of concerns that include common parenting and developmental issues, adherence with medical recommendation, and mental and behavioral health problems.

Dr. Rachel Herbst, pediatric psychologist and director of Integrated Behavioral Health, says that she partners with families to promote social-emotional health. She focuses on working with families to identify their values and goals for their child. The goal can be to understand how parents can support development and positive behavior and focus on using evidence-based strategies to address the family's concerns. Additionally, Dr. Jessica McClure, medical director of Population Behavioral Health, notes "we have spread the IBH model to community primary care practices to increase access to effective, evidence-based behavioral health care across our region." To date, Cincinnati Children's has partnered with 14 practices, covering 22 locations across the tri-state to implement this model. The outcomes of this work include increased access to behavioral health care, as well as lower rates of mental health-related emergency department visits. In 2023, Cincinnati Children's Integrated Behavioral Health team was recognized by the Association of the American Medical College for its excellence in multidisciplinary training, and accessible, equitable and integrated behavioral healthcare.



**Above:** Gianna, a patient at Cincinnati Children's, and her parents speak with Dr. Herbst, a behavioral health clinician at Hopple Street Clinic.

**Right:** Gianna and Dr. Herbst interact during a visit at the Hopple Street Clinic.





# College Hill Campus Expands and Innovates to Meet Needs

In 2023, Cincinnati Children's opened its newly expanded College Hill Campus to address the growing mental health needs of children and youth in our region.

College Hill Campus features:

- 100 inpatient beds, plus 30 residential beds
- 650 clinical and support staff
- 160,000 square feet; 68% larger than previous building
- Therapeutic spaces and services
- Safe and private rooms
- Gymnasium and outdoor spaces
- Natural light and supportive design
- Access for parents/caregivers and families

The expansion of the College Hill Campus comes at an important time. “Rates of mental and behavioral health challenges are increasing among children and youth,” notes Dr. Michael Sorter, director of the Division of Child and Adolescent Psychiatry. “The building is important, but what’s more important are the programs, people, and connections that can happen. That really helps children and families heal, and here we’re able to offer a whole spectrum of care—from treatment for depression and anxiety disorders to developmental issues, autism, and everything in between.”

Cincinnati Children's is the largest provider of mental health care in the country among pediatric hospitals. In addition to providing inpatient and residential care at its College Hill Campus, Cincinnati Children's provides and coordinates school-based, outpatient, and inpatient programs through:

- Division of Development and Behavioral Pediatrics
- Division of Behavioral and Clinical Psychology
- Division of Psychiatry



Photos of Cincinnati Children's new College Hill Campus. **Above:** Atrium; **Center:** Outdoor patient space; **Right:** Lobby (top) and Group meeting space.





For more information visit: [cincinnatichildrens.org/mbhi](https://cincinnatichildrens.org/mbhi)

# COMMUNITY: Community Investment Impact

In support of our mission, we strive to reach outside our walls to improve outcomes for all children in the region. We are deeply committed to collaborating with communities to improve child health equity and transform child health. We do this work by connecting and building trust with schools, community organizations, health partners and other stakeholders throughout the region. Our employees engage with the community through various initiatives such as the Volunteer Ambassador Program. Cincinnati Children's robust community engagement efforts support our mission and create a healthier place for children to grow and thrive.



Above: Vision screening at a community health event.

## Community Impact Data FY23\*



70

Community Outreach Events



68,316

Children and Families Reached  
through Community Outreach



940

Cincinnati Children's Employee  
Volunteers Engaged



5,250

Workforce Development -  
Community Engagement



\$1,357,272

Donations to Employee Giving Campaigns



4,607

Donors Involved in  
Employee Giving



# Partnership Key to Improving Health Access for Children

Partnerships with schools, social service agencies, businesses and non-profit organizations are important to achieving our vision of being the leader in improving child health and providing care beyond the walls of Cincinnati Children's. Some examples of these relationships include:

- Collaborating on events like Liberty First Aid Day to promote education on poison control, safety and CPR.
- Partnering with the Butler County Health Department, Lakota Schools, Edge Teens Center and others to improve child health and mental health.
- Working with Centerville schools to support reading and health initiatives. Our Community Relations and Centerville Clinic teams also work closely with Centerville government and the Centerville Music Series to promote education and wellness among children and families.
- Collaborating with the Avondale Community Council, Avondale Development Corporation, Urban League of Greater Southwest Ohio, Hirsh Recreation Center, YWCA, Rockdale and South Avondale Schools, The Community Builders, and other organizations to advance child and community health in the neighborhood our Burnet Campus calls home.

Cincinnati Children's is also expanding services and collaboration in Eastgate, Northern Kentucky and Indiana, and increasing school-based health programs and partnerships in these three locations. We are achieving our goal of increasing access to care and improving outcomes for children who need it most.



**Above and Right:** Cincinnati Children's has a long-standing partnership with Wesley Education Center, one of the city's oldest childcare centers, located in Avondale. The playground and turf were donated by Cincinnati Children's.



# Volunteers Improve Health and Wellness in the Community



**Above:** Cincinnati Children's employee reads and completes activities with students at local elementary schools for Read Across America Day.

Cincinnati Children's outstanding employees are the driving force behind our top ranking. Cincinnati Children's employees are not only committed to excellent healthcare, they also are deeply invested in improving the health and well-being of children in our communities. More than 2,000 employees volunteer throughout the year through Cincinnati Children's Volunteer Ambassador Program. Volunteers participate in programs throughout Greater Cincinnati and Northern Kentucky, including the Adams County Health Fair, International Women's Day, Martin Luther King Service Month, Ronald McDonald House Taste of Hope, Avondale Health Fair, Liberty First Aid Day, Read Across America and more than 50 other events each year.

One of Cincinnati Children's biggest volunteer events is Read Across America Day, during which employee volunteers read in 60 classrooms in 16 schools. Cincinnati Children's donates more than 500 books to the participant schools for their classrooms and libraries. Volunteers inspire literacy and learning through interactive reading and fun art activities.

Rog Gilford, a long-time volunteer and program manager in Biostatistics and Epidemiology, describes her experience: "Not only do I get to represent Cincinnati Children's as I share the joy of reading with children in the community, I also get the chance to meet fellow Ambassadors from across the hospital. Getting the opportunity to participate in community events through Cincinnati Children's helps me spread our impact beyond hospital walls and keeps me connected to our reason for being a volunteer...the kids!"

Cincinnati Children's employees also volunteer at the Ronald McDonald House, which served 2,525 families for 60,058 nights of care in 2023. Cincinnati Children's partnership involves employees volunteering by



preparing meals for patients and families. Volunteers also host Family Fun Nights, where employees provide snacks and games, including scavenger hunts, face painting and dance parties.

Shawnie Dukes, community development manager at the Ronald McDonald House, describes the partnership: “When volunteers prepare meals and provide entertainment, these acts of kindness bring smiles to children’s faces. We are grateful to the many volunteers who give of their time and energy.”

Cincinnati Children’s volunteer and outreach programs reach more than 60,000 children and families each year.



**Above and Left:** Cincinnati Children's employees volunteer at Taste of Hope with Ronald McDonald House.

# Cincinnati Children's Community Benefit

## What is Community Benefit?

Community benefit encompasses programs or activities that provide treatment and/or promote health in response to needs identified by community residents. Cincinnati Children's is deeply committed to providing community benefit, including services that are discounted or subsidized by organizational or other funding sources.

We demonstrate our commitment to children and families in Greater Cincinnati and the surrounding region by investing significant resources in programs and services that meet these community benefit objectives:

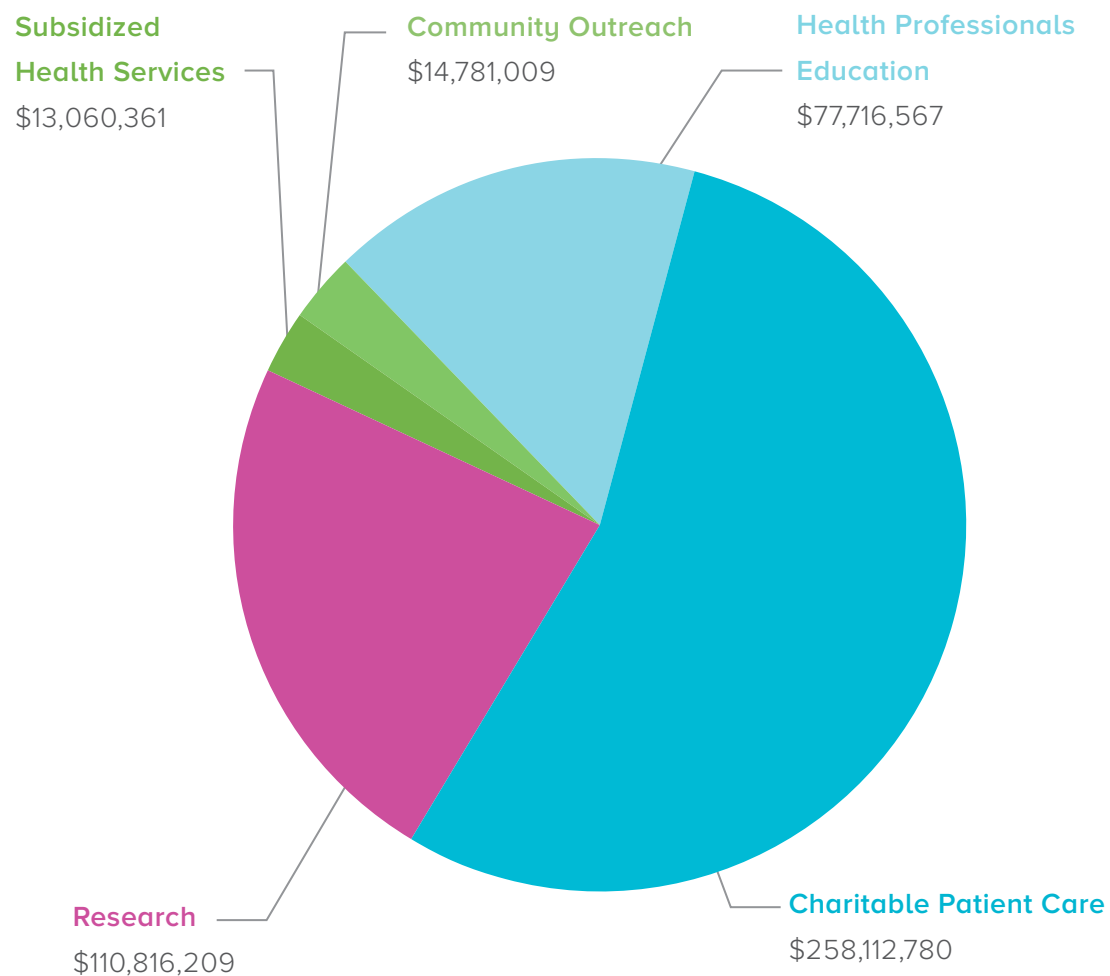
- Improve access to healthcare
- Enhance the health of the community
- Advance medical or healthcare knowledge
- Lessen the burden on government or community efforts
- Promote equity and inclusion



**Above:** Saniya and her mother, Rogelle, at Cincinnati Children's.



# Cincinnati Children's delivered **\$474.5 million** in community benefit services in fiscal year 2022.\*



## Types of Benefit

### Subsidized Health Services

Clinical services operated at a financial loss, including mental health and primary care.

### Community Outreach

Programs that provide services or support directly to the community or to nonprofit organizations with similar missions of service, including health education, injury prevention and wellness initiatives.

### Health Professionals Education

Cost of providing education to prospective physicians and healthcare professionals, less federal support of our graduate medical education program.

### Charitable Patient Care

Free or discounted services for those unable to pay and Medicaid shortfall.

### Research

Laboratory science and applied research costs that are supported by internal or eligible grant funding.

**Total: \$474,486,926**

\*FY22 = July 1, 2021, to June 30, 2022

# CURE: Innovative Research Impact

Since the Cincinnati Children's Research Foundation (CCRF) opened in 1931, our researchers have made major life-saving discoveries, including the Sabin oral polio vaccine, the first practical heart-lung machine, artificial surfactant, and the rotavirus vaccine. Today, CCRF is one of the top two recipients in the nation of research grants from the National Institutes of Health to pediatric institutions. Our work encompasses basic, translational, clinical and quality outcomes research aimed at improving child health. Research breakthroughs from our past inspire us today as we apply the most advanced research techniques to discover new ways to prevent and treat pediatric disease. Additional information on the history of medical breakthroughs and discoveries at Cincinnati Children's can be found at: [cincinnatichildrens.org/breakthroughs](https://cincinnatichildrens.org/breakthroughs).



**Above:** Betsy, a lab operations supervisor, working in the Integrated Pathology Research Facility Laboratory.

## Research Statistics FY23\*



1,097  
Faculty



\$304.7M  
External Funding



\$24.8M  
Philanthropic Support (Research)



4,729  
Total Publications



50+  
Research Divisions  
and Institutes

#2 among all  
children's hospitals  
for National Institutes  
of Health funding



# Keeping Teens with ADHD Safer Behind the Wheel

## Integrated Desktop and Simulator Training Reduces Crash Risk

Teens with attention-defecit/hyperactivity disorder (ADHD) are at increased risk for motor vehicle collisions. A driver training program recently developed by Cincinnati Children's offers promising results in reducing crash risks for teen drivers diagnosed with ADHD. The FOCAL+ training program, designed to reduce long glances away from the roadway, a contributor to collision risk, reports a 40% reduction in crashes and near-crashes among trained teens, compared with those in the control group.

The FOCAL+ program, led by principal investigator Jeff Epstein, PhD, involved multiple training sessions with special eye-tracking monitors to detect prolonged glances away from the road during simulated driving. Teens in the FOCAL+ group demonstrated a 42% edge in avoiding long glances compared with the control group, and the impact extended to real-world driving, with 40% fewer crashes and near crashes.

This successful program is now being offered at Cincinnati Children's, with the aim of making it available to all teen drivers with ADHD to enhance safety and provide parents with added comfort about their teen driver's well-being.

Moving forward, the team plans to further investigate program efficacy and expand the program to other ADHD care providers and driving instruction providers, with the ultimate goal of reducing teen driving injuries and fatalities in the community.



**Above and Right:**  
Research demonstrates that teens with ADHD who used the simulation program had fewer accidents compared with those who did not use the program.



# CULTURE: Employee and Workplace Impact

Cincinnati Children's recently became the region's largest employer with over 19,000+ team members, including more than 4,000 nurses and 1,900 active medical staff. Through a culture of teamwork, our employees are committed to caring for patients and their families, advancing science and discovery, and working together toward a common goal: to improve the lives and health of children. Cincinnati Children's has been recognized nationally for our healthcare leadership and for our efforts to provide a strong, equitable and inclusive organizational culture.

## Awards & Recognition

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- Ranked No. 1 in the nation in the 2023-2024 list of Best Children's Hospitals published by *U.S. News & World Report*. Cincinnati Children's has been named in the top 10 of each of the specialty areas, including being ranked No. 1 in four areas: cancer care, diabetes & endocrinology, neonatology, and urology.

- Of the 20 hospitals and health systems recognized by DiversityInc for 2023, Cincinnati Children's ranked No. 17—the only pediatric health system to make the list.



- Of the 300 companies recognized by *Forbes* for 2023, Cincinnati Children's ranked No. 34 among the Best Employers for New Grads—the highest of any health system in Ohio.
- Of the 500 companies recognized by *Forbes* for 2023, Cincinnati Children's ranked No. 38 among the Best Employers for Diversity.
- Cincinnati Children's is No. 10 on *Forbes'* annual list of Best Large Employers for 2023.



# We All Win: Project Search Benefits Participants and Our Health System

One of the ways Cincinnati Children's enhances its workplace culture and inclusion is through Project SEARCH, a program that provides skills training, internships and employment for individuals with significant disabilities. Project SEARCH was started in 1996 by Cincinnati Children's (Erin Riehle) and Great Oaks (Susan Rutkowski) with a goal of supporting young people transitioning to adulthood. Through Project SEARCH, participants obtain job skills training and employers benefit by diversifying their workforce.

As part of its mission, Project SEARCH supports young people aged 16 and older with chronic illnesses, traumatic injuries, rehabilitation issues or other disabilities. Staff meet with participants and families to understand educational and vocational interests, abilities, aptitudes and needs. This information is used to make referrals as needed and to assign a job placement for participants. According to Erin Riehle, the program's co-founder: "We have had more than 3,000 people participate in the program nationally each year. We have participants in the program who have been employed at Cincinnati Children's for 10, 15 years and in some cases even longer. Employees in the program are important to our workforce and the everyday operations of the organization."

Project SEARCH provides important support to participants, especially those who are newly enrolled in the program. The program addresses the vocational, educational, training and employment goals of each participant. A plan is individualized to coordinate programs, develop appropriate career, technical or college choices, and/or encourage the adoption of appropriate assistive technologies. This information may be used to assist schools in making Individual Education Plans and referrals for needed services. Project SEARCH originated at Cincinnati Children's and now has been recognized as a best-practice nationally and internationally, with more than 700+ program sites throughout the United States and England, Ireland and Scotland.

**Right and Below:**  
Employees with Project SEARCH fill vital roles in everyday operations for Cincinnati Children's.



[cincinnatichildrens.org](http://cincinnatichildrens.org)

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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)."