

2018
COMMUNITY
Benefit Report





Dear Friends,

Cincinnati Children’s vision is to be the leader in improving child health. While we are committed to providing outstanding clinical services for our patients, we also understand that our responsibility to the Greater Cincinnati community extends beyond the walls of the hospital.

We work with families and community partners to address the physical and mental health needs as well as social determinants of health of children in greater Cincinnati.

In this community benefit report, you will learn about:

- **Bridge Clinic**, an initiative through which we are working to improve mental health by increasing access to care and reducing Emergency Department visits.
- **All Children Thrive**, a network of more than 30 local organizations and schools to improve literacy, prevent housing evictions, and solve other community health challenges.
- **Avondale Mothers Empowered to Nurse (AMEN)**, a partnership that inspires advocacy while increasing rates of breast-feeding in Avondale.
- **Career Insights**, a collaboration with the Urban League of Greater Southwest Ohio that is successfully preparing participants for in-demand jobs in healthcare.
- **Imagination Library**, a reading program based in primary care clinics that enrolls preschool children and their parents during the critical stage of development from birth to 5 years old.
- Cincinnati Children’s partnership and investment in community development and capacity-building projects in Avondale.

These are a few examples of how our work with schools, civic and community organizations, health professionals, and most importantly parents and communities, is critical to our goal of “changing the outcome together.”

We want to thank our many partners who share our commitment to improving child health. As we continue our work together, we will build a healthier community and brighter future for children and families.



Michael
Michael Fisher
President and CEO



Jane Portman
Jane Portman
Chair, Board of Trustees



Cincinnati Children’s and partner organizations work together to improve the health of local children and families.

What is Community Benefit?

Community benefit encompasses programs or activities that provide treatment, or promote health and healing, in response to needs identified by the community. Cincinnati Children's, a global leader in pediatrics, is deeply rooted in the community that has been our home since 1883. We are committed to providing community benefit, including services that are discounted or subsidized by Cincinnati Children's or other funding sources.

FY18* Total \$503.9 million

*FY18 = July 1, 2017 to June 30, 2018

\$256.5 million

Charitable Patient Care

Free or discounted services for those unable to pay and unreimbursed medical expenses.

\$173.6 million

Research

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

\$370,231

Subsidized Health Services

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

\$13.2 million

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.

\$60.3 million

Health Professionals Education

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

We demonstrate our commitment to children and families in Hamilton County and Greater Cincinnati 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 other community efforts
- Promote equity and inclusion



Psychiatric Intake Center's Bridge Clinic Lives Up to its Name

Over the past 6 years, the number of child mental health evaluations in Cincinnati Children's Emergency Department rose 91%. For children who need mental health services, but not necessarily a trip to the emergency department, the Bridge Clinic — part of the Psychiatric Intake Response Center (PIRC) at Cincinnati Children's — provides a timely path to a healthy future.

Coping with a child's mental health issue can be frightening for parents, and it's often tough to navigate the health care system to find the treatment their child needs.

Issues that bring patients to the Bridge Clinic include suicidal thoughts, anxiety, depression and bullying.

The Bridge Clinic offers immediate evaluation and intervention in a less stressful environment than the emergency department. It also provides referrals for additional treatment, usually within one or two days.

Now in its third year, the Bridge Clinic continues to grow to meet the needs of children and teens who might otherwise miss out on treatment.

Access to Immediate Care

"The chaos of the emergency department can be intimidating and create even more anxiety," says Linda Richey, clinical director of the Bridge Clinic. She has a master's degree in Social Work.

"We're asking intense and difficult questions, but in a calm, quiet environment," she says. "We want families to feel like we have a personal relationship with them."

That's what happened for Pamela and her family.

Every workday, Pamela sees how teens' anxiety and depression have increased in recent years. She's a high school English teacher. But she didn't see how deeply her son, Jakob, 16, was impacted by the recent suicides of two schoolmates at his high school. One was in his math class.

He told his girlfriend about his suicidal thoughts. She told a school counselor, who told Pamela about the Bridge Clinic.

After an assessment, both with and without the mom, Pamela felt greatly indebted for the staff's caring nature. Then that appreciation grew.

"Before we even got out of the parking lot, they called to say they had a follow-up appointment set in two days," she said. "The level of care was amazing. Jakob is getting better. I'd definitely tell people about the Bridge."

Transitioning to Ongoing Services

Linking families to resources for continuing care is a key role for the Bridge Clinic.

Families get support making upcoming appointments, as well as phone calls reminding them of their appointments.

This level of support is making a difference. More than 90 percent of Bridge Clinic patients successfully transition to ongoing mental health services.

Clinic at a Glance

778 Bridge Clinic referrals year-to-date

Patients diverted from emergency department (ED): **370**

Success rate in helping patients transition to mental health services: **>90%**

Phone Follow-up Makes the Difference

422 Bridge Clinic patients

Follow-up calls to parents/caregivers: **616**



Top: A counselor with Cincinnati Children's Bridge Clinic meets with a family
Bottom: Jakob is doing better after visiting the Bridge Clinic

When All Children Thrive, We All Do

Child health is an indicator of the overall wellbeing of a community. In Cincinnati, one of the strongest advocates and resources for child health is Cincinnati Children's.

In 2015, Cincinnati Children's helped launch All Children Thrive, a network of more than 30 local organizations, schools and hundreds of caregivers. All Children Thrive (ACT) partners are invested in tackling issues that affect child health, well-being, and the social determinants of health. That's why a diverse group of leaders from Cincinnati Children's and the community meet weekly to share data and solutions. Conversations focus on improving early reading, reducing hospital stays, and improving health outcomes in children ages 5 and younger.

According to Dawn Denno, senior director of Population Health at Cincinnati Children's, "One focus is for young children to receive all preventive services such as immunizations and lead screening, as well as dental, vision, hearing, literacy, BMI and other screenings by age 5." To do this All Children Thrive and pediatric clinics work closely with parents to ensure that children 5 and younger attend well-visits so that developmental screenings can be completed on time and children receive the follow-up treatment they need.

"Parents are the key," according to Denno. "We understand that to have healthy children, parents, clinicians, and partners must actively work together."

Working together means that parents, like Jeneya Lawrence, are critical to improving outcomes for her child and others in her neighborhood. Lawrence, the mother of two children, has been involved with All Children Thrive for three years. In her role in All Children Thrive's Reading Bears Program, she inspires parents and grandparents to read to children daily. Lawrence sees the positive impact that All Children Thrive is making and notes that as a result of the collaborative, "Parents are reading more to children. When parents read more, they get more comfortable and open up, and their children learn and benefit."

ACT takes learning and connects
with policy makers to make change,
ensuring that children are physically,
mentally and emotionally ready to
begin kindergarten at age 5.



Top: Jeneya Lawrence shares information on the importance of reading.

All Children Thrive: Justice Promoters Empowers Price Hill Families

With support from parents, All Children Thrive leads an innovative program promoting advocacy among residents in rental housing units. The Justice Promoters Program teaches participants to know and understand their tenant rights, how to read important language in leases, and how to file a report with the Health Department if they feel their rights have been violated. Led by people like Maria and Alejandra Garcia, sisters and mothers of seven children, as Justice Promoters their goal is to make their community a healthier place to live. Natasha Miles, another Justice Promoter, said she didn't know such a program existed. "I only knew about Cincinnati Children's as a medical provider but not about programs like the Justice Promoters."

According to Kenya Simmons, coordinator of the program, and a community engagement consultant, "If residents don't know their rights and fear eviction, they may not speak out. All Children Thrive and the Justice Promoters are working to change this. Children's health can be fragile. Some renters in Price Hill face a lot of risk factors, including mold, rodents, broken windows, unsafe electric wiring, and water outages." These housing and environmental conditions are related to asthma and other child health outcomes, so as we improve housing, we are also improving health.

The Justice Promoters program partners with the Health Department, Legal Aid Society of Greater Cincinnati, and other organizations to support families as they become advocates for safe and healthy housing.

"When families have support from the Justice Promoters and other partners, they are relieved. They feel compassion and empathy. Families also find their voice and learn how they can make a difference for themselves and for their children. We are building trust with residents and working together," says Simmons.



Top: The Justice Promoters work with families to understand their lease and promote advocacy among residents.
Bottom: Layne and her daughter Ariadna work with the Justice Promoters in Price Hill

Partnered with more than 20 organizations in Avondale to address child health, employment, and housing needs



Served 27,932 children and families, in our region, through outreach and health education programs



1,700 employee volunteers contributed to more than 100 outreach events



Donated 2,000 dental, hygiene, and welcome home kits to local community organizations



Empowering Women to Breastfeed

Dominique Love wanted to do everything right for her new baby — and that included breastfeeding.

When she heard that breastfeeding expert Julie Ware, MD, was recruiting women to launch a breastfeeding support group in Avondale, Dominique was one of the first to join.

Today, after intensive training, Dominique is a breastfeeding champion for Avondale Moms Empowered to Nurse (AMEN), helping other moms in her neighborhood get their babies off to a healthy start.

Benefits and Obstacles

The health benefits of breastfeeding are well established. Breast milk is easier for babies to digest than formula. Breastfed babies are less likely to develop diarrhea and vomiting, ear and respiratory infections, asthma and allergies.

Yet lack of role models, misinformation, fear and embarrassment can keep women from breastfeeding. For women who try but have difficulty, lack of education and support to overcome obstacles can put an early end to the effort.

AMEN aims to break these barriers.

Education, Support and Fun

AMEN meetings are social events, where moms come together for friendship, learning and fun. In this supportive environment, women feel comfortable talking about their bodies and their experience breastfeeding.

At a recent meeting, the women play one of their favorite educational games, Breastfeeding Bingo.

Dominique asks the questions: What is the first milk the baby gets? Colostrum. How big is the baby's stomach at birth? The size of a marble. What are some reasons mothers may be discouraged and stop breastfeeding? Milk supply. Baby's latch to the breast. Going back to work.

Each answer opens the opportunity for further explanation. Colostrum is like the baby's first immunization shot. With their tiny tummies, newborns need only a small amount of milk at each feeding.

The women agree: The support they get at AMEN is awesome. The information they get makes them better moms and better advocates for nursing.

Dr. Ware is now recruiting women to launch breastfeeding programs in other neighborhoods — and Dominique is looking forward to helping train future breastfeeding champions.



Disparities in Hamilton County

Moms who initiate breastfeeding

- 78% of white mothers
- 63% of African American mothers
- 52% of mothers in Avondale

- More than 50 moms have attended AMEN meetings since the program began
- Some attend all the meetings; others attend occasionally
- 8 AMEN moms have had new babies; all initiated breastfeeding
- 4 AMEN moms have attended training to be Certified Lactation Counselors



Bottom: Dr. Julie Ware (second from left) and members of AMEN



Opening Doors to Careers in Healthcare

The job is a good fit for Andrea Stroud. Outgoing and friendly, she enjoys getting to know new people. Since joining Cincinnati Children's as a patient escort, Andrea gets to meet new people every day. She loves talking with families as she transports patients across the hospital.

Stroud was hired at Cincinnati Children's soon after she completed Career Insights, a training course offered by the Urban League in collaboration with Cincinnati Children's.

The goal of Career Insights is to prepare motivated candidates for careers in healthcare, and to address some of the barriers to employment and retention of diverse employees. Program graduates interview for open positions at Cincinnati Children's.

Steps to Success

Candidates for Career Insights first take a job fit assessment that identifies their strengths and interests. Once enrolled in the program, they attend weekly training sessions, with classes co-taught by staff from the Urban League and Cincinnati Children's.

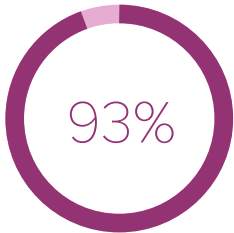
The core curriculum includes workplace basics, such as attendance, professionalism and ethical behavior. Other elements of the curriculum are customized for jobs in healthcare, including communication with patients and families, confidentiality and introduction to medical terminology.

Trainees learn about specific jobs, among them patient escort, health unit coordinator, patient care assistant and call center scheduler. They tour Cincinnati Children's, visiting areas of the hospital where they might work. They get guidance in writing a resume and participate in a mock interviews.

Ongoing Support

Since job retention is a key goal, ongoing support is built into the program. Those hired at Cincinnati Children's are matched with employment support specialist Shereia Hill. As their job coach, she meets them bi-weekly, helping the new employees through their probationary period and beyond.

For Andrea Stroud, Career Insights opened a door to opportunity. "I always wanted to work here," she says. Now past her six-month evaluation, she's looking to the future. "I want to grow in the hospital."



The job retention rate after 6 months

>70% of graduates were hired/offered jobs

85% participants graduated from the program



Career Insights was launched in March 2018



Top Left: Andrea Stroud shares a smile with a patient **Top Right:** Shereia Hill, a job coach for Cincinnati Children's, talks about career opportunities **Bottom Left:** Andrea Stroud escorts a patient with Shereia Hill, her job coach **Bottom Middle:** Ranon Smith, a patient escort, tells Career Insights participants about her job **Bottom Right:** Ta'Yana Edwards, a Patient Care Assistant, explains her job duties

Reading to Babies: A Building Block for Brain Development

Each family leaves their baby's well-child checkup at the Pediatric Primary Care Center (PPCC) at Cincinnati Children's with a gift that has the potential to last forever: a children's book.

Research proves that it's never too early to read out loud to children, and that young children who embrace reading benefit throughout their lives.

Thanks to Cincinnati Children's participation in the national Reach Out and Read program, children from birth to 5 years get a new book and guidance on the importance of reading at every well visit with their primary care provider.

In addition, the PPCC through its Imagination Library program, mails a book every month to enrolled children until they reach age 5.

The unique combination of two well-known literacy programs that serve children in need was started at Cincinnati Children's in 2015. Known as Prescription for Reading, the program combines the power of guidance about reading from health care professionals with monthly books delivered to the home.

The program, in partnership with Every Child Capital, is offered at all six of Cincinnati Children's primary care sites plus 17 community clinics.

Benefits of Reading to Babies

Reading to kids is great fun. Reading with kids is even better. And teaching a child to love reading — that's a lifetime gift to both the child and community.

Reading books to babies is beneficial long before they understand the meaning of words.

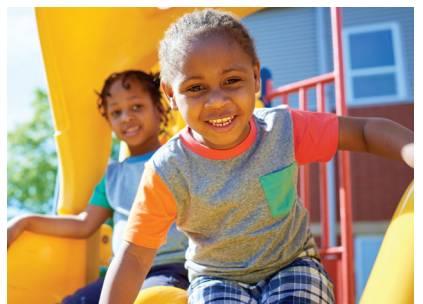
The act of reading together creates a bond between parent and child — and that comforting connection is a building block for healthy brain development.

As babies start to speak, reading out loud introduces them to sounds, letters and words. And as toddlers understand more, hearing stories can spark their curiosity and imagination.

Step by step, reading out loud to young children lays the foundation for school readiness and a lifetime of learning. That's A'Shan Moore's hope for her two sons, Kemuel Moore, 3, and Kah-zuri Rodgers, 4. The Avondale family attended two of Cincinnati Children's reading events last year.



"It's been excellent," Moore says. "It's helped a lot with their development."



Over 350,000 books

delivered to the community via Prescription for Reading since August 2015

23 sites participate

all 6 primary care clinics at Cincinnati Children's and 17 clinics across the community

Over 10,800 children

currently enrolled in the Imagination Library portion of Prescription for Reading

Preliminary analysis of the program's impact shows significant improvement in scores on the kindergarten readiness assessment.

Top: Tiana Henry reads with a child

Top Right: Tiana Henry shares with A'Shan about Cincinnati Children's literacy programs

Building Together through Partnerships and Investments in Avondale

Cincinnati Children's is deeply committed to serving our community. We are investing \$11.5 million in our base campus neighborhood of Avondale to improve child and community health, through constructive partnerships in the neighborhood. By working together, Cincinnati Children's is expanding economic and community development, building capacity in local nonprofits and supporting workforce development.

Capacity Building

Cincinnati Children's is strengthening Avondale nonprofits and enhancing organizational sustainability by providing grants to organizations committed to improving child and community health.

Workforce Development and Economic Inclusion

Cincinnati Children's is also collaborating to advance workforce development and economic inclusion. The hospital maintains a high standard for supplier diversity when selecting contractors and vendors. Employment training workshops are offered to introduce the community to opportunities for careers in healthcare and beyond.

Community Development

Cincinnati Children's investment is encouraging economic and community development by partnering to improve residential housing, community assets and other development projects.

Partnerships and Investment Governance and Committees

Our investment is guided by a diverse group of stakeholders, including representatives from Avondale non-profits, funding organizations, the City of Cincinnati, Cincinnati Children's, and residents of the community.



Above: Michael and Leah Ellsworth pose in front of their home

Community Development Grantees, 2018-19

- **Activities Beyond the Classroom**
South Avondale Playfield Partnership
- **Cincinnati Recreation Center**
Community Walking Track
- **Powernet**
Community Wi-Fi Expansion

Capacity Building Grantees, 2018-19

- **Avondale Community Council**
Avondale Youth Council and Business Planning
- **Avondale Development Corporation**
Avondale Quality of Life Study and Report
- **Cincinnati Boys and Girls Club**
Technology-Based Learning for After-School Programs
- **Cincinnati Recreation Center**
Summer Camps for Children in Avondale
- **Urban League of Greater Southwestern Ohio**
Healthcare Workforce Training Program
- **MORTAR**
Entrepreneurship Opportunities for Avondale/Uptown Residents
- **Rockdale Academy**
Student and Parent Engagement in Literacy
- **Shiloh Little Footprints Learning Center**
Increasing Quality to Achieve Star Rating
- **South Avondale Elementary**
Safe Spaces in Classrooms and Arts Integration
- **The Community Builders**
Health Champions Program
- **Wesley Education Center for Children and Families**
Summer Learning and Early Education Tools





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