



Community Benefit Report 2017

Cincinnati Children's and partner organizations work together to meet community needs and improve the health and quality of life of local children and families.



Dear Friends,

Each year, we look forward to sharing our community benefit report with you. This report annually highlights ways Cincinnati Children's and partner organizations work together to meet community needs and improve the health and quality of life of local children and families.

In this year's report, you'll learn about two programs that address the special needs of children who are exposed to traumatic experiences — including abuse, neglect, poverty, drugs and neighborhood violence.

Our clinic for children who must be taken into the protective custody of the county helps their new foster parents gain access to much-needed medical information about the child now in their care.

And our collaboration with College Hill Fundamental is helping Cincinnati Public Schools do pioneering work creating a trauma-sensitive environment in which its young students can thrive and learn.

Other initiatives showcased in this year's report include our participation in an annual health fair organized by the female leaders of area churches; a community-based training program that's giving moms, dads and grandparents in Avondale new parenting skills and greater self-confidence; and a training program that's helping leaders of non-profit organizations improve their skills running effective community service programs.

Through these and other programs, as well as free and undercompensated health care services and institutionally funded research, Cincinnati Children's provided over \$452.5 million in community benefit in fiscal 2017.

We want to thank the many employees, partner organizations, community leaders, volunteers and supporters whose passion for building a stronger and healthier community helps make this important work possible. And above all, we thank the patients and families who inspire us every day.

Sincerely,

Michael Fisher
President and CEO

Jane Portman
Chair, Board of Trustees



What is Community Benefit?

Total **\$452.5 million**

Community benefit encompasses programs or activities that provide treatment, or promote health and healing, in response to identified community needs.

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.

\$221 million

Charitable Patient Care

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

\$167 million

Research

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

\$4.8 million

Subsidized Health Services

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

\$8.4 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.

\$51.3 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



Creating A Safe Environment Where Students Can Thrive



Alanna Walker takes notes as her group designs their perfect school.

At 7:45 am, Jane Zimmerer calls the crew together. The “crew” is every child in her 5th grade classroom at College Hill Fundamental.

For the next 35 minutes, the classroom buzzes with energy as the students do activities that are fun, but also teach them to work together to achieve a goal — like the crew of a ship.

Today’s exercises explore a theme: love of learning. First they learn a magic trick and help each other set it up and be able to do it well. Next they work in groups to imagine their perfect school (built of candy is one idea!) and reflect on how well they could learn in this school.

Like all the teachers at College Hill Fundamental, Zimmerer has created a cozy space in her room where students who are struggling with difficult emotions — sadness, anger, frustration, fear — can choose to spend a few quiet minutes to calm themselves before returning to the class activity.

No one enters the “safe zone” this morning, though it will surely be used as the day goes along.

For Zimmerer, crew time and the safe zone are game changers in the classroom. “Giving children a voice and allowing them to use that voice has been wonderful for them.”

A New Environment for Learning

Crew and safe zones are new this year, introduced by principal **Monica Battle** to create an environment where her students can thrive and learn.

She was searching for a better way to get students ready to sit and learn — and found it when she attended a presentation by **Robert Shapiro, MD**, director of the Mayerson Center for Safe and Healthy Children at Cincinnati Children’s.

“As principal, my first responsibility is academic performance,” she says, but often the problems children experience outside of school — abuse, neglect, violence, poverty, drugs — get in the way.”

— Monica Battle, *College Hill Fundamental Principal*

He spoke about Joining Forces for Children, a new community effort by educators, health professionals and others to address the negative outcomes of toxic stress, and to build children’s resilience.

Research shows that adverse childhood experiences (ACEs) cause biological changes that affect health and mental health, Shapiro explained. Prolonged exposure to ACEs affects the DNA and the immune system. Toxic experiences affect behavior and brain functioning.

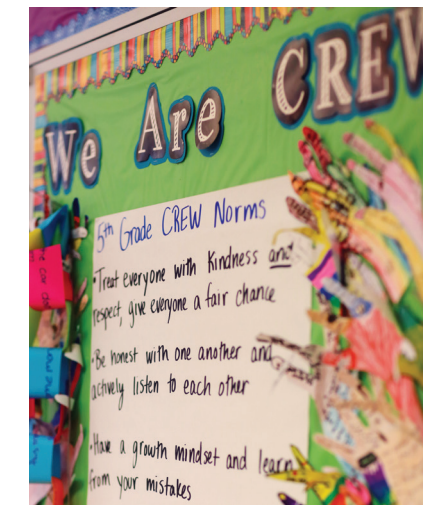
For Battle, a light turned on. “This is what I’m experiencing,” she realized. “It’s why kids are acting out, flunking out. We have so many kids who deal with so many traumatic situations. We’re unable to reach them.”



Zoe White, Mrs. Zimmerer, Myasia Collins, Riana Taylor



Brooklynn Green benefits from a quiet moment of reflection in the safe zone.



Jane Zimmerer and her students begin every school day with learning activities that encourage teamwork.

An Environment Where Students Can Thrive

A Work in Progress

The good news Dr. Shapiro has to offer schools is that there are ways to create an environment where students have fewer outbursts and are better able to learn — though there's no recipe for creating a trauma-sensitive school.

“This is new, pioneering work,” says Dr. Shapiro.

Battle is passionate about creating a trauma-informed environment at College Hill Fundamental to meet the social and emotional needs of her students.

To start the academic year, she invited Dr. Shapiro to speak to the school's teachers about ACEs, giving them a better understanding of their students' behavior and the impact of their disciplinary practices.

Battle chose crew time and safe zones as priorities, along with other changes at the school. She emphasized that crew is about community: we're all doing the work together. And safe zones are never for punishment. They're a safe place children go to on their own to get their feelings back under control.

Teachers and students are learning to use these tools to build a new culture daily. Cincinnati Children's and Joining Forces for Children provide ongoing guidance and support.

They're tracking outcomes, looking for decreases in disciplinary incidents and increases in grades.

But Battle also measures success by overall improvement in student happiness. “Smiles and hugs can be a huge milestone.”



Over 7,424 screenings for social determinants of health (or ACEs) were completed by parents/caregivers at 12 pediatric primary care practices.

Providing services for nearly 2,000 children each year, the Mayerson Center for Safe and Healthy Children is the largest Child Advocacy Center in Ohio.



Principal Monica Battle was inspired to create a trauma-sensitive school after she heard Robert Shapiro, MD, speak about the impact of adverse childhood experiences.



Robert Shapiro, MD, and Monica Battle

3rd Annual Health Day Reaches 1,600 Children and Adults



Lisa Crosby, RN, NP-PC, gives Kahmari Richmond a flu shot, while her mother, Jaquala, lends support.

On a Sunday in October, services are getting under way at churches across Cincinnati. As families gather in the sanctuary, teams of volunteers are also arriving, preparing to offer free health services later that morning. No appointment needed.

In 2015, Cincinnati's first lady, **Dena Cranley**, wife of the mayor, brought the First Ladies for Health program to Cincinnati, with the goal of reducing health disparities. The program began in Chicago in 2008; Cincinnati was the fourth city to introduce it.

The program addresses community health needs by coordinating with the first ladies of churches, women who know their congregations and neighborhoods.

The first ladies sponsor an annual Health Day, in partnership with local hospitals, health organizations, Kroger, the Cincinnati Health Department and the Cincinnati Recreation Commission. In 2017, 30 churches and five community centers participated; 1,600 children and adults attended.

A special priority for Cincinnati Children's this year was to educate families about the importance of getting a flu shot. With the help of 150 employee volunteers, Cincinnati Children's provided 595 health screenings to 304 children, and gave 156 flu shots — more than twice the number given the previous year.

Kahmari Richmond, 12, got her flu shot at New Jerusalem Baptist Church. Her mother also took advantage of the opportunity for Kahmari's glucose level to be tested, since members of her family have diabetes. Her glucose level was high. Fortunately, follow-up testing at Cincinnati Children's was able to rule out diabetes.

Says **Barbara Lynch**, first lady of New Jerusalem Baptist Church and co-chair of First Ladies for Health, **"It is paramount for the community to become more educated about the indicators of poor health that impact a child's well-being, and to catch and prevent problems before they become a barrier to good health. The screening that Cincinnati Children's provides at Health Day makes a positive step."**



Cincinnati Children's is happy to participate in Health Day to help achieve our strategic goal of improving population health:

150 employee volunteers

595 child health screenings and education to 1,135 children

156 flu shots to children — 114% increase over previous year



Health Services

- Asthma control screening
- Behavioral health screening
- Blood pressure screening
- Body mass index screening
- Dental screening
- Flu shots
- Hearing screening
- Speech/language screening
- Vision screening

Educational Services

- Asthma awareness
- Obesity prevention
- Primary care vs. emergency room care
- Sickle cell management





CLI Provides Tools to Tell the Story

Megan Schmittauer holds a photo of some of the young boxers she mentors through Fighting Chance.

Boxing Plus Mentorship Give Kids a Fighting Chance

In 2010, Cincinnati Children's co-created the **Community Leaders Institute (CLI)** to help nonprofit organizations use data and quality improvement methods to improve their programs and compete successfully for grant funding. In the years since, 156 community leaders from 94 agencies have benefited from CLI training.

Megan Schmittauer is one. In 2014, Schmittauer found a Groupon for a fitness class at a boxing gym, and decided to try it. There, among all the adults, she met three boys, who were training hard.

She befriended them, became their mentor, and realized that the combination of disciplined training and mentorship was making a difference in their lives and their success at school.

Inspired by this experience, Schmittauer created Fighting Chance to bring after-school tutoring and mentorship to kids in boxing gyms.

"But I didn't go to school to learn how to run a nonprofit," she says. For Fighting Chance to reach its potential, she needed a new set of skills. Fortunately, she found the Community Leaders Institute, a training program offered through the Center for Translational Science and Training (CCTST) at Cincinnati Children's.

"Fighting Chance has helped me stay focused and kept me on the right track. It feels good to be doing well in school again. We do fun things and that keeps us out of trouble and off the streets."

— Turik, age 16, *Fighting Chance* participant



Leaders from a wide range of nonprofit organizations benefit from training offered by the Community Leaders Institute.

Tracking Data, Documenting Impact

CLI taught Schmittauer that she needed to document the impact of her work. The class helped her decide what data to track and taught her techniques for doing it.

Today she tracks data of interest to funders, including students' school attendance and grades. Within the first semester of tracking grades, she documented that students' average grade point rose from 1.6 to 2.2.

CLI also allowed Schmittauer to network with other nonprofits, which led to a partnership with the food ministry of United Methodist Church. Fighting Chance now provides hot meals five nights a week to 50 kids.

"What funders were not seeing," Schmittauer says, "is that we're not a boxing program. We're a mentoring program that reaches kids not reached before."

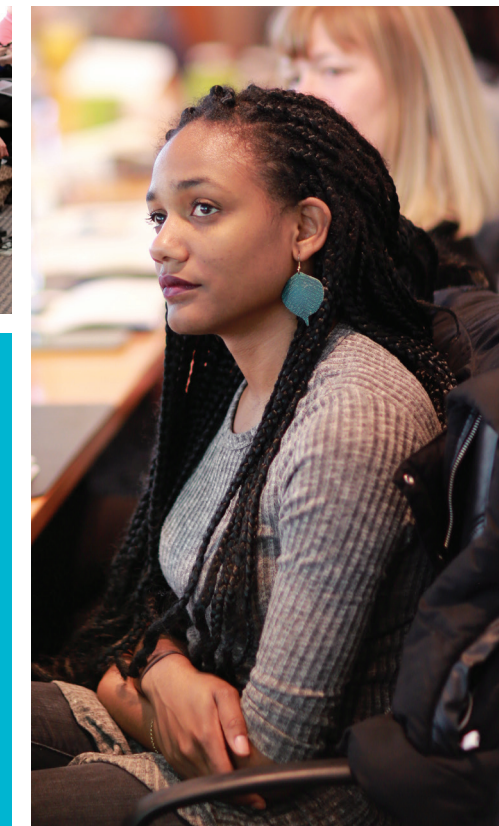
CLI training gave her the tools to tell that story. "It was a huge game changer!"

156 Community Leaders Institute trainees from **94** community agencies since 2010

- Participants from
- ▶ social service agencies
 - ▶ school-based health clinics
 - ▶ public health clinics
 - ▶ private practice doctor's offices



CLI training resulted in participants receiving more than **\$5 million** in grants for their programs.



Parents on Point



Parents on Point: Teaching Skills to Improve Parenting

The tables are set with crisp tablecloths and bright flowers, because tonight is a time to celebrate.

Over the last three months, these parents and grandparents have met weekly to improve their parenting skills and support each other through the joys and challenges of raising children 2 to 5 years old.

Tonight they celebrate the fruits of their commitment to being the best parents they can be.

Bringing Parents on Point to Avondale

Parents on Point is modeled on a successful parent education program developed in Chicago. Cincinnati Children's, Rockdale Academy and New Beginnings Church of the Living God partnered to introduce the program in Avondale.

The school and church provide group leaders to conduct classes at their sites. Cincinnati Children's brought the program's founder here to teach group leaders how to use the curriculum and educational videos. The medical center underwrites program costs, including training materials, childcare and dinner.



Rosalind Sistrunk leads parents in a discussion of effective parenting techniques.



Parents on Point graduates celebrate their new parenting skills.

Assessing Their New Skills

Tonight's class will end with the graduation ceremony, explains group leader **Rosalind Sistrunk**, but first they'll review the many skills they've learned.

She shows video clips of parents using specific parenting techniques. The class discusses how the technique is being used (or not used), to promote positive behavior in their own children.

Their comments show how much insight they've gained. They recognize when a mom in the video gives instructions that are not clear enough for her child to follow, and when another promises a reward but gives it before the child performs the desired action.

After one parent gives a detailed analysis of why the mom in the video is struggling, a fellow student exclaims, "Well, look at you being a parent on point!" It's a compliment they've all earned. **They're all graduating with stronger tools in their parenting arsenal and greater confidence in themselves.**



In the next year, Parents on Point will reach over **100** parents in Avondale.



Parent Comments

"One thing I learned is being more purposeful in my parenting — thinking about techniques."

"I've changed my strategies, and this works."

"I had to look at myself and start handling situations much better."

"What this group is doing for my self-esteem as a parent is amazing."

"If something's not working, I have another solution that I can use."

"I already felt like I had some good skills, but I learned some new ideas and tricks."

Health Screens for Kids Entering Foster Care



Christian with his adoptive parents, Brittni and Mike O'Leary and his sister, Riley. Brittni began fostering Christian when he was 10 months old.

Being removed from home and placed into foster care can be terrifying for any child, especially if home was a place of drugs, abuse or neglect, and foster parents often lack information about the medical history of the child now in their care.

In 2012, Cincinnati Children's opened the CHECK (Comprehensive Health Evaluations for Cincinnati's Kids) Foster Care Center to respond to the special health needs of children in foster care.

The program met a significant community need. In fact, within a year of its opening, says founder **Mary Greiner, MD**, the CHECK Center received a contract to screen every child placed into foster care in Hamilton County.



Mary Greiner, MD, CHECK Foster Care Center founder



Comprehensive Evaluation

Children are seen twice during their first months in a new foster home. At the first visit, within five days, doctors check for conditions that need immediate attention.

A follow-up visit is devoted to comprehensive medical, dental, developmental and mental health screenings. The center also provides trauma-informed teaching to help foster parents understand behavior issues, stressors and health concerns.

Understanding Christian's Medical History

Brittni O'Leary began fostering Christian when he was 10 months old. Thanks to the CHECK Center, she learned that he had been to the hospital multiple times, each time registered under a different name.

The CHECK Center found and combined four medical charts to piece together his complicated medical history. They discovered that he had suffered severe head trauma, respiratory issues, and ear and eye infections.

"It was important to understand his medical history," Brittni says. "They got him back on track."

Brittni adopted Christian in 2015. She has become an advocate for parent education on newborn care, and collects donations to provide educational materials and sleep sacks for the CHECK Center to distribute.

She brings Christian with her to deliver their donations to the CHECK Center. "I tell him, you came here when you first came to me, and they made you better."



CHECK Foster Care Center
3,000 visits in 2017

Number of visits increases every year, due in part to the opioid crisis

Now testing a healthcare guide for teens aging out of foster care

IDENTITY, a data portal developed with Hamilton County Jobs and Family Services, includes real-time updates to medical history and custody status, for medical caregivers and case workers



Working Together: Partnerships and Investments in Avondale



Cincinnati Children's is deeply committed to our Avondale neighbors. The medical center is investing \$11.55 million in the Avondale community to improve child and community health, including \$10 million in community development and \$1.55 million in capacity building.

Through our investments and constructive partnerships in the neighborhood, Cincinnati Children's is encouraging economic and community development, strengthening local nonprofits, and supporting workforce development.

Community Development

Cincinnati Children's works with Uptown Consortium and other partners to develop new residential housing, improve existing real estate and plan other community development projects.

Capacity Building

Cincinnati Children's provides grants to other nonprofit organizations that serve the Avondale community and work to improve child and community health.

Community Development Grantees, 2017-18

- **Avondale Comprehensive Development Corporation** — Housing Renovation Partnership
- **Greater Cincinnati Redevelopment Authority** — Affordable and Inclusive Housing Program
- **Greater Cincinnati Urban League** — Development of Social Innovation Center for Community Engagement
- **The Community Builders** — Avondale Town Center Redevelopment
- **The Homeownership Center** — Home Ownership Savings Program
- **Uptown Consortium** — New-Single Family Housing Development



Workforce Development and Economic Inclusion

In addition to our \$11.5 million financial investment in Avondale, Cincinnati Children's advances workforce development and economic inclusion. As the hospital selects contractors and vendors, we maintain a high standard of supplier diversity. We also offer ongoing employment training workshops to introduce the community to opportunities for careers in healthcare.

Partnerships and Investment Governance and Committees

As we invest in Avondale, we are guided by those who know the community best. We work with governance and advisory committees that include representatives from a broad range of Avondale residents and organizations, as well as the city of Cincinnati.

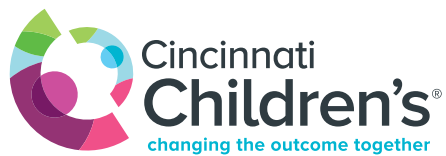
See website for more details about Cincinnati Children's Avondale Partnership and Investment Initiative. www.cincinnatichildrens.org/about/community



Capacity Building Grantees, 2017-18

- **Avondale Community Council** — Avondale Youth Council and Business Planning
- **Avondale Comprehensive Development Corporation** — Community Engagement and Strategic Planning
- **Avondale Coalition of Churches** — Workforce Development Training and Employment
- **CWFF Child Development Center** — Quality Preschool Initiative
- **Greater Cincinnati Urban League** — Healthcare Workforce Training Program
- **Gabriel's Place** — Junior Chef Training Program
- **J-RAB** — Resident Training Initiative
- **MORTAR** — Entrepreneurship Training
- **Rockdale Academy** — Early Literacy Enrichment
- **Shiloh Little Footprints Learning Center** — Early Literacy Program and Quality Preschool
- **South Avondale Elementary** — Safe Spaces in Classrooms
- **The Community Builders** — Health Champions Program
- **Wesley Education Center for Children and Families** — Professional Development/Quality Preschool

www.cincinnatichildrens.org



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