

# Community Impact Report FY21





We pursue our potential together,  
so all kids can pursue theirs.

Cover: Mia Cooper with Dr. Bill Brinkman. Above: Mia Cooper at The Rubinstein Library at Cincinnati Children. FY21 = July 1, 2020 to June 30, 2021

## Dear Friends,

At Cincinnati Children's, we have big dreams. We believe that every child should receive excellent and equitable healthcare and grow up in safe and supported families and communities.

We want Cincinnati's kids to be the healthiest in the nation. We can accomplish this by working together with community members and supporters like you.

This year's Community Impact Report highlights just some of the important ways Cincinnati Children's continues to partner with others and lead the way in improving child health:

**Care:** Through the launch of HealthVine, Cincinnati Children's and community partners are finding innovative ways to reach children in underserved communities, making it easy for them to receive our world-class preventative and ongoing care where they live.

**Cure:** Cincinnati Children's researchers are closing the information gap and removing technical barriers to care for children in foster care through their newly licensed software, IDENTITY.

**Community:** A multidisciplinary team of Cincinnati Children's clinicians, administrators, and Community Relations partnered to bring COVID-19 vaccination education and clinics to the community.

**Culture:** As the second largest employer in Greater Cincinnati, Cincinnati Children's is dedicated to diversity and cultivating a culture of teamwork and caring for patients, families, and our colleagues.

**Diversity, Equity and Inclusion:** Cincinnati Children's launched a new strategic plan for Diversity, Equity and Inclusion to champion diversity, equity and inclusion across our organization, in our community, and around the globe.

**Employee and Workplace:** Through onsite and virtual hiring events, Cincinnati Children's is connecting community members directly with hiring managers, creating opportunities for employment.

On behalf of our 16,000+ team members, I'd like to thank you for coming alongside us to care for our communities like only we can.

Our path forward is bright. By working together, we will build a healthier, more equitable, and truly inclusive community where all children reach their full potential.



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



*Nerissa Morris, MBA*  
Nerissa Morris, MBA  
Chief Human Resources and Diversity Officer



"Fountain of Life" mural in the Critical Care Building lobby. The mural pays homage to a popular landmark, the Tyler Davidson Fountain, which has stood on Fountain Square in downtown Cincinnati since 1871.

# Pursuing Our Potential Together (POPT)

In fiscal year 2021, Cincinnati Children's launched a long-term aspirational plan, called **Pursuing Our Potential Together (POPT)**, to elevate and accelerate our work to transform child health by our 150th birthday in 2033. Our four aspirations focus on **Care**, **Cure**, **Community**, and **Culture**. Between now and 2033, we will pursue our potential together so all kids can pursue theirs.



## Care

Providing hope to children and families in Cincinnati and around the world by delivering best-in-class personalized care, outcomes, experiences, and value.



## Cure

Harness the discovery power of Cincinnati Children's clinical and research teams to prevent, cure, or radically improve the course of pediatric and adolescent mental illness and one or two additional diseases of high morbidity or mortality.



## Community

Together with families and the community, help Cincinnati's kids to be the healthiest in the nation.



## Culture

Lead the way as a model employer with a vibrant culture that is a magnet for extraordinary people who live our values, advance our mission, and fulfill their dreams.



In November 2021, we opened our new 249-bed Critical Care Building (CCB), which includes a new emergency department, operating rooms, and many spaces to support patients and families. The building expands and enhances our ability to serve patients with the most medically complex health challenges from our community and around the globe.

### Quick facts about the Critical Care Building:

**632,500** Square Feet

**249** Private Rooms, which are 50 Percent Bigger than Current Patient Rooms

**90,000** Square Feet in the New Emergency Department

**4** New Garden Spaces for Patients, Families, Staff, and the Community

**34%** of Overall Contracts with Certified Minority- and Women-owned Business Enterprises, Totaling \$111 Million

**26%** On-the-Job Personnel Identify as People of Color

The Critical Care Building opened in November 2021. The state-of-the-art and innovative facility expands and enhances our ability to serve patients with the most medically complex health conditions from our community and around the globe.

# CARE: Patient Care Impact

Cincinnati Children’s Hospital Medical Center (“Cincinnati Children’s”) is a private, not-for-profit 501(c)(3) corporation, which owns and operates a comprehensive pediatric academic medical center located in Cincinnati, Ohio. Cincinnati Children’s includes one of the nation’s largest pediatric primary and specialty care facilities. Cincinnati Children’s operates four hospital facilities — Burnet/Main Campus, College Hill, Liberty Township, and the Lindner Center of HOPE — along with 39 neighborhood and outpatient locations in Indiana, Kentucky, and Ohio. Cincinnati Children’s has 622 total registered beds, including 110 registered inpatient psychiatric beds and 30 registered residential psychiatric beds.



**28,211** Admissions  
(includes short stay)

**125,114** Emergency and  
Urgent Care Visits

**1,336,660** Outpatient  
Visits



**707,423**

Admissions, Visits, Emergency Room  
Screenings and Consultations Related  
to Mental Health



**222,892**

Telehealth  
Visits



**1,489,985** Total Patient  
Encounters



## COVID-19 Impact:

Telehealth visits jumped from about 200 per month to more than 20,000 per month during the COVID-19 pandemic.



HealthVine: Bringing Innovation  
to Patient Care

Launching HealthVine is one of the many ways that Cincinnati Children’s is innovating healthcare. HealthVine is a network that connects pediatric care providers, health organizations, and other community providers with children and their families to deliver more effective, and affordable healthcare services. HealthVine brings together Cincinnati Children’s expertise in care delivery and quality improvement to evaluate and improve health outcomes, such as pediatric asthma and mental health in children. HealthVine is focused on eight counties in southwest Ohio: Adams, Brown, Butler, Clermont, Clinton, Hamilton, Highland and Warren. For more information on HealthVine, please visit <https://healthvine.cincinnatichildrens.org>

Above: Jak Sawyer, Salem Van Kalker, and their mom, Nikki Van Kalker, with Medical Assistant Cindy Blevins.

# CURE: Innovative Research

Since the Cincinnati Children’s Research Foundation (CCRF) opened in 1931, researchers here have made major lifesaving 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-3 recipients in the nation of research grants from the National Institutes of Health (NIH) 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 here:

[cincinnatichildrens.org/breakthroughs](https://cincinnatichildrens.org/breakthroughs)



**\$271M** External Funding

**\$26.6M** Philanthropic Support

**Top 3** in the Nation in NIH Grants and Funding for Pediatrics

Some research funding qualifies as community benefit



**3,200+**

Total Publications



**1,035**

Faculty Members within the Medical Center



**50+** Research Divisions and Institutes



## COVID-19 Impact:

Cincinnati Children’s experts played important roles in clinical trials to evaluate two vaccine candidates against COVID-19: one made by Pfizer and BioNTech, and another by AstraZeneca.



Cincinnati Children’s Licenses Technology to Improve Well-Being of Kids in Foster Care

Cincinnati Children’s researchers and Hamilton County Job and Family Services are partnering to close the information gap and remove technical barriers for children in foster care. Nationally, nearly 500,000 children are in foster care and are at higher risk for medical, dental, developmental, behavioral, and mental health concerns.

Due to system communication limitations, information is often lost or inaccessible to healthcare providers and case managers. These limitations can result in healthcare providers not knowing that their patient is in foster care, who should provide treatment consent, or when medical information can be shared. At the same time, case managers

might not have information needed to ensure new caregivers are aware of critical medical information such as medications and allergies.

Researchers at Cincinnati Children’s created IDENTITY (Integrated Data Environment to eNhance ouTcomes in cusTody Youth), a software designed to reduce treatment risk and help prevent gaps in care, such as missed appointments and vaccinations.

IDENTITY creates definitive matches between a healthcare organization’s electronic health record and a county’s Comprehensive Child Welfare Information System. This real-time data sharing between medical teams and case workers improves overall outcomes of children in foster care.

To expand IDENTITY’s impact, the researchers worked with Cincinnati Children’s Innovation Ventures, a team that helps find commercial partners for technologies conceived and developed at the medical center. In 2021, IDENTITY was licensed to Cordata Healthcare Innovations LLC, a Software as a Service (SaaS) company which specializes in connecting communities and healthcare organizations to better serve at-risk populations.

# Cincinnati Children's Community Benefit\*

## What is Community Benefit?

We demonstrate our commitment to children and families across the Greater Cincinnati 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 other community efforts
- Promote equity and inclusion

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.



\*Based on FY20 Benefit Numbers

### 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

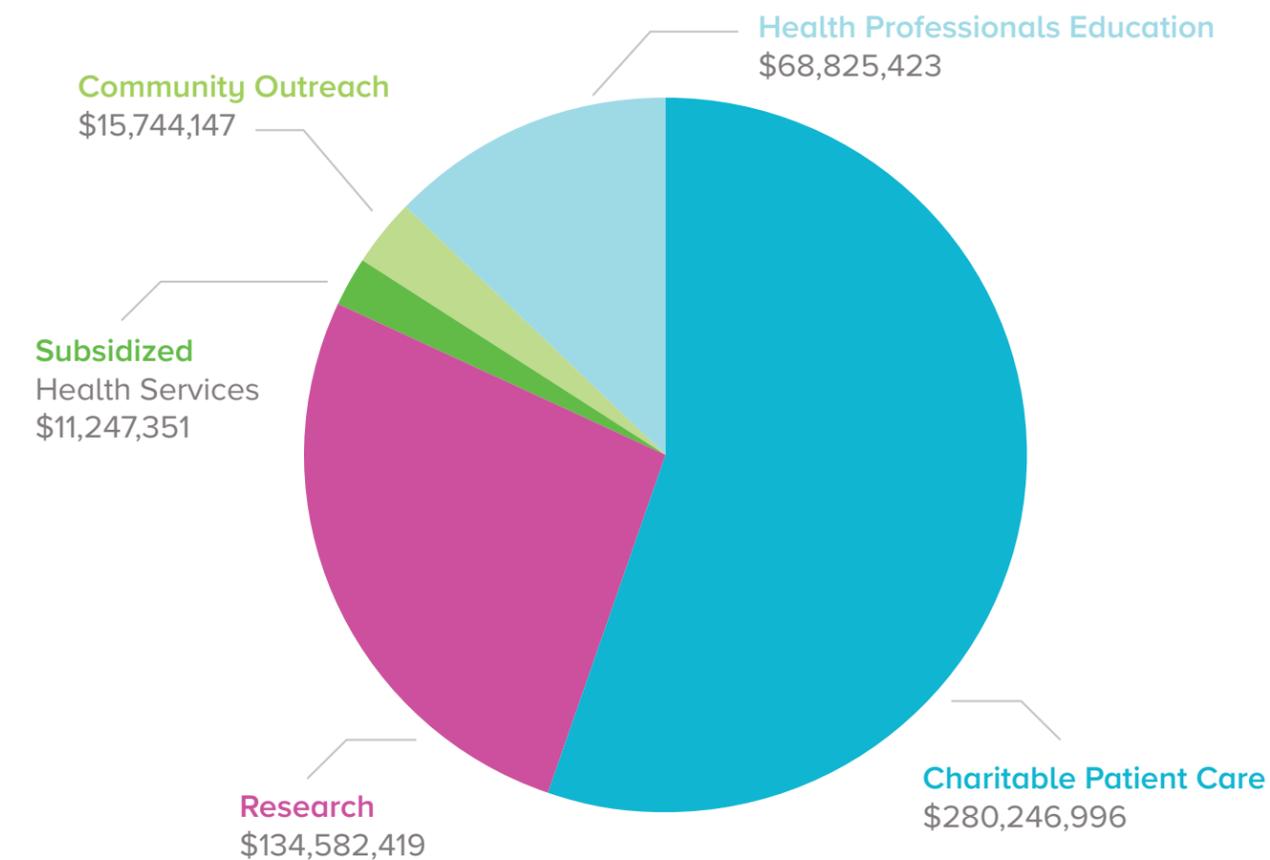
Free or discounted services for those unable to pay and Medicaid shortfall.

#### Research

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

\*FY20 = July 1, 2019 to June 30, 2020

Cincinnati Children's delivered \$505.6 million in community benefit services in fiscal year 2020.\*



# COMMUNITY: Community Investment Impact

Cincinnati Children’s is deeply committed to collaborating with partners across the area to improve health outcomes and health equity for children in our local communities. Our work with community partners includes outreach, volunteerism, sponsorships and collaborative investment. In fiscal year 2021, Cincinnati Children’s awarded more than \$942,000 in grants through the Avondale Partnership and Investment initiative. In addition, the Community Relations sponsorship program awarded \$437,707.



**17,130** Children & Families Reached through Community Outreach

**5,584** Employee Donors Participated in Employee Giving Campaigns

**1,197** Cincinnati Children’s Employee Volunteers Engaged

**3,090** Students and Community Members Reached through Workforce Development Programs

**\$1,541,495** Raised through Employee Giving Campaigns Benefiting United Way, ArtsWave, and March of Dimes



## COVID-19 Impact:

Collaborated to support children, families and communities during COVID. More than 20,000 items — including hygiene products, masks, food, computers and school supplies — were donated to help address basic needs.



**40,118**

COVID-19 vaccinations were administered in calendar year 2021.

### Vaccinating the Community



Above: Soroya received her COVID-19 booster, with her son, 6-year-old Ethan, who was also vaccinated at a community vaccine clinic sponsored by Cincinnati Children’s at the Cincinnati Museum Center.

As soon as a vaccine for COVID-19 became approved, Cincinnati Children’s went to work to ensure that the vaccine was available to children and adults in the Greater Cincinnati area. We quickly established vaccine clinics at our main campus and at each of our neighborhood locations and school-based health clinics. At the same time, we partnered with the Cincinnati Health Department, Cincinnati Museum Center, and First Ladies for Health to reach children, caregivers, and community members who might not come to a clinic or hospital setting. Cincinnati Children’s also brought vaccines to several local schools. The goal of every COVID clinic and event was to provide an accessible, welcoming, and positive experience. We often provided multi-lingual communication, vaccine education, and addressed vaccine hesitancy. In 2021, Cincinnati Children’s provided more than 40,000 COVID-19 vaccines to children and adolescents.

“Going directly to the community is an important way to deliver vaccinations to children, especially those who may not have access to come to us,” said Susan Wade-Murphy, Assistant Vice President of Patient Services. “And it enables us to continue addressing the hesitancy that some people might have about getting vaccinated.”

# Culture: Diversity, Equity and Inclusion (DEI) Impact

At Cincinnati Children’s, respecting everyone is a central pillar of our values. We are dedicated to ensuring every employee, patient, family, and visitor feels welcome and safe. In fiscal year 2021, the medical center introduced “Better Together,” a diversity, equity and inclusion training program, which has achieved a 100% completion rate among our employees. In addition, between fiscal year 2020 and fiscal year 2021, there was a significant increase in diverse leadership at all levels, from mid-level managers to senior executives. We also saw growth in the number of Black and Asian physicians and male nurses.



**75%** Women in First and Mid-Level Management



**40%** Women in Executive/ Senior Leadership



**21%** of Employees Identify as People of Color



**19%** People of Color in Executive/ Senior Leadership



**\$79.8**

Million Tier-1\* Diverse Spend



## Supplier Diversity Metrics\*:

### Minority-Owned Businesses

\$40.6m; 144 Suppliers;

### Women-Owned Business

\$25.3m; 399 Suppliers;

### Veteran-Owned Business

\$5.6m; 103 Suppliers;

### Disadvantaged-Owned Business\*\*

\$35.8m; 428 Suppliers

\* Small Business suppliers can show up in multiple categories. For e.g., A woman who is a PoC, can be a minority-owned supplier, women-owned supplier or LGBTQA+ owned supplier. Only certified and classified are listed

\*\* Disadvantaged-owned business can be minority-owned, women-owned, disabled and include other economical disadvantages

† Payments are made directly to these diverse suppliers by Cincinnati Children's



Construction of the medical center’s new Critical Care Building would not have been complete without construction cleaning and debris removal by Innovative Labor and Cleaning Services (ILCS). Founded by CEO and owner, Troy Parker, this certified minority-owned business is family-owned and operated. It is also state-certified and a member of the Better Business Bureau. The partnership with ILCS aligns with our commitment to ensuring that diverse and local businesses are part of our projects.

Cincinnati Children’s contract with ILCS allowed the company to employ more than 25 men and women to work daily for nearly two years. The collaboration with ILCS continues with another large construction project underway at our College Hill Campus and is one of the many examples of Cincinnati Children’s commitment to using diverse suppliers.

Above: Troy Parker and eight ILCS employees that worked on the Critical Care Building (CCB).

# Culture: Launch of Diversity, Equity and Inclusion (DEI) Strategic Plan

## DEI Five-year Strategic Plan

Cincinnati Children’s launched a five-year strategic plan in FY21 that embeds DEI in every part of our work and is based on research, leadership involvement, and best practices. The plan elevates our responsibilities, combines our efforts, and embeds diversity, equity and inclusion throughout the organization.

Cincinnati Children’s is integrating DEI programs with the hospital’s vision, mission, operations and strategies to provide positive employee experiences. Together as “One Cincinnati Children’s,” we can provide exceptional patient care that improves the health of children from our local and global communities.

At Cincinnati Children’s, We Respect Everyone.

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



Above: Clarissa Doggett, Senior Director, Ambulatory Operations and member of the Diversity Council.

## FY21 DEI Strategic Plan Priorities

	 People	 Cultural Competence	 Equity & Health Excellence	 Community & Neighbors
Develop search committees and recruitment training/guidelines to improve consistency in hiring practices	●			
Assess the impact of inclusion and belonging by including questions/statements in institutional employee surveys as an “inclusion index”	●			
Define enterprise diversity and inclusion scorecard, dashboard, and KPIs	●			
FY21 progress on leadership representation of diverse leaders	●			
<b>Better Together</b> foundational online training for diversity and inclusion	●	●		
Definition and launch of an enterprise Diversity Council	●	●		
Conduct a comprehensive assessment of workforce policies and practices to identify and address any systemic barriers to equity and inclusion		●	●	
Reduce health equity gaps through transformed health systems, effective community solutions and activated families		●	●	
Support Cincinnati Public Schools efforts to assure a healthy return to learning			●	●
Convene a leadership table of external partners and improve internal coordination of community-facing efforts (IC3)			●	●
Create a multicultural marketing and communication plan				●
Development of a supplier diversity strategic plan				●

# CULTURE: Employee and Workplace Impact

Cincinnati Children's is the second largest employer in Greater Cincinnati with 16,317 employees. At Cincinnati Children's, employees work together for a common goal: to improve the lives and health of children. Through a culture of teamwork and caring for patients and their families, along with advancing science and discovery, we work together to impact the lives of children every day.

Cincinnati Children's ranked in the top 5 in the nation among all Honor Roll hospitals in *U.S. News & World Report's* 2021–22 Best Children's Hospitals list.\*



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 #3 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**)

\*Since this report content was finalized, updated rankings were released. In the new rankings, Cincinnati Children's is ranked #3 in the nation among all Honor Roll hospitals in *U.S. News & World Report's* 2022 -23 Best Children's Hospitals list and has the #2 pediatric program at a medical school in the United States.



## COVID-19 Impact:

During the COVID-19 pandemic, any employee who was unable to be on-site remained on payroll with financial support, and no positions were eliminated because of the pandemic.



Above: Thomas Houston, newly hired as a monitor technician in the NICU.

Thomas Houston always wanted to work at Cincinnati Children's, so when he heard about a hiring event, he decided to take a chance and attend. Thomas was most excited about the chance to meet job recruiters and hiring managers face to face. A month after the event, he started a part-time job as a monitor tech in the Newborn Intensive Care Unit (NICU). The job was the perfect opportunity for Thomas, who works part-time as an Emergency Medical Technician (EMT) and wanted additional clinical experiences before transitioning to a career in nursing.

Cincinnati Children's provides opportunities for professionals like Thomas to learn about careers across the medical center. In some cases, job offers are extended the same day or within a few days. Cincinnati Children's offers comprehensive benefits to its employees, including tuition assistance and reimbursement, which allows employees to pursue educational training and advancement at no or low cost.

"The hiring event was a chance to meet face to face and actually talk to a hiring manager on the spot. It seemed to really speed up the process," said Thomas Houston. "This job is helping me gain experience for my ultimate career goal of being a nurse. It's a great learning opportunity on the critical care side and will make my transition to nursing even easier."

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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)."