





Cincinnati Children's health systems, one of the oldest pediatric hospitals 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 one of the world's premier children's hospitals and a leader in pediatric healthcare 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.

FY22 = July 1, 2021 to June 30, 2022

Dear Friends,

As proud leaders of this extraordinary organization, we are pleased to share our Fiscal Year 2022 Community Impact Report, which highlights ways we are positively affecting the lives of patients, other children, families and the community. Whether providing clinical care, conducting research, advancing education, serving in the community, or advocating for healthcare access and equity, our more than 18,000 employees are transforming child health and making a difference. Our work is guided by our commitment to Pursuing Our Potential Together, which focuses on our four “C”s: Care, Community, Cure and Culture, and includes our goal of ensuring Diversity, Equity and Inclusion (DEI).

We are excited to share the Community Impact Report along with our successes and stories from this year:

Care: The new Critical Care Building on our Burnet Campus in Avondale has increased our capacity to serve the most medically complex patients. As we expand care across the region, children are receiving excellent medical care closer to home.

Community: With the launch of the Health Equity Network, Cincinnati Children’s and community partners are finding innovative ways to eliminate health inequities and improve child health outcomes.

Cure: Scientists in the Pestian Research Lab are using innovative approaches to identify depression, anxiety and suicidal ideation risks using artificial intelligence and early intervention.

Culture: Cincinnati Children’s has consistently ranked among the top pediatric hospitals in the nation. In 2023 (the release date for this report), Cincinnati Children’s was ranked the #1 pediatric hospital in the country and is a certified Great Place to Work®. We have also been named one of America’s Best Large Employers, one of the nation’s Top Hospitals and Health Systems for Diversity by *DiversityInc*, and one of America’s Best Employers for Diversity by *Forbes*.

Diversity, Equity and Inclusion: Employee Resource Groups (ERGs) offer opportunities for employee engagement, service and volunteerism. Our 18,000+ employees work together to support our vision of improving child health and safety and ensuring diversity, equity and inclusion.

As we Pursue Our Potential Together, our commitment is to deliver excellence in care, research, training and community outreach. Our employees and their tireless commitment are critical to our success. Guided by our vision and mission, we celebrate our wins—big and small—and are excited to share our impact along the way.



We celebrate
our wins—
big and small.

The painting above is one of the more than 40 works featured in the Critical Care Building (CCB) completed by nationally renowned artist, Cedric Michael Cox. Paintings were created in collaboration with students from elementary and high schools in the Greater Cincinnati area.



Steve Davis MD MMM

Steve Davis, MD, MMM
President and Chief Executive Officer

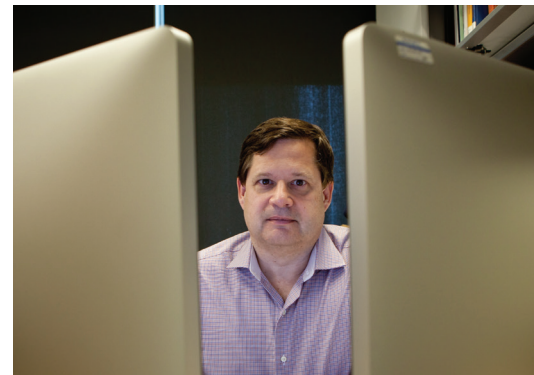
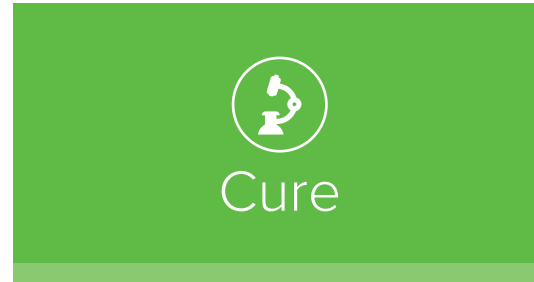


Nerissa Morris, MBA
Chief Human Resources
and Diversity Officer



Pursuing Our Potential Together

Cincinnati Children's 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.



Cincinnati Children's Launches Michael Fisher Center

Cincinnati Children's is expanding on its goal of achieving health equity for all children in the region through its newly launched Michael Fisher Child Health Equity Center.

"Health equity is central to Cincinnati Children's mission and is a fundamental part of the community aspiration of ensuring that every child reaches their full potential," says Tina Cheng, MD, chair of Pediatrics, chief medical officer, and Research Foundation director. **"The Fisher Center is committed to measurable impact and continuous improvement while serving as a catalyst for new knowledge and innovations."**

The Fisher Center allows Cincinnati Children's to align existing initiatives around social factors that influence child health—from education to economic mobility to emotional well-being—while exploring new, innovative approaches to address deep and challenging inequities. Partnerships—with families, community members, schools, social service agencies, businesses, government and more—will be central to the work of the center. The Fisher Center will support these partnerships and help determine what is effective in addressing child health equity gaps.

Robert Kahn, MD, vice president of the Fisher Center, says the center is a model for the region and the country, ensuring that children's health outcomes are "excellent and equitable" by eliminating disparities associated with race and ZIP code.

The next step for the center is to bring together key initiatives to accelerate progress on community health and health equity. The Fisher Center will also partner both internally and externally to strengthen our diverse talent pipeline focused on child health equity.

Above: Rob Kahn, MD, vice president of the Michael Fisher Child Health Equity Center



The name of the center recognizes Cincinnati Children's former president and CEO, Michael Fisher (not pictured), who championed diversity and efforts to ensure that the region's kids can be the healthiest in the nation. Michael Fisher retired in 2021 after serving 12 years as the chief executive.

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.

Patient Care Impact FY22*

 **207,475**
Mental Health Visits, Admissions,
ED Screenings, and Consultations

 **168,278**
Emergency and Urgent Care Visits


 **123,269**
Telehealth Visits

 **1,437,094**
Outpatient Visits

 **31,407**
Admissions (includes short stay)

 **1,636,799**
Total Patient Encounters

Critical Care Building Impact FY22[^]

 **2,510**
Operations/Surgeries

 **16,000**
Radiology Exams

 **15,000**
Prescriptions

 **79**
Helipad Flights

 **56,680**
Urgent Care Encounters

 **89,327**
Emergency Department Encounters

New Resources Help Us Deliver the Best Care to Pediatric Patients



Above: Ahna Mae, a patient at Cincinnati Children's, stands in the new CCB, which houses the Newborn Intensive Care Unit that gave her a fighting chance.

The opening of the new Critical Care Building (CCB) in November 2021 elevated Cincinnati Children's capacity to treat serious pediatric injuries and illnesses. Designed to meet increasing demand, the innovative 630,000-square-foot facility closed a broadening gap in the treatment of medically complex patients from Cincinnati and around the world.

The eight-story CCB includes 249 private patient rooms, which are double the size of previous rooms. Each unit includes the latest advancements in medical equipment to administer timely intervention 24 hours a day, 365 days a year for children like Ahna Mae. Born a micro-preemie at just 27 weeks, Ahna Mae faced many challenges. Access to the highly skilled medical team in the Newborn Intensive Care Unit (NICU) at Cincinnati Children's gave Ahna Mae a fighting chance. **“Having Cincinnati Children's doctors, nurses and staff help guide and care for you through each storm is the lighthouse every parent needs. The cutting-edge care, support, and guidance we received from our team at Cincinnati Children's is unmatched,”** said Lauren, Ahna Mae's mother. The new CCB combined the Emergency and Urgent Care departments, expediting services to accommodate over 100,000 visits annually. Tripling the space available, the new 90,000-square-foot department comprises 60 treatment rooms, 12 mental health treatment rooms, five trauma bays, a decontamination center, a research lab, and two trauma elevators with direct access to the helipad. The facility is equipped with an onsite 24-hour pharmacy as well as embedded imaging for patients to receive MRIs, X-rays, CT scans or ultrasounds all in one location. The CCB is also the first medical building in the world to integrate spectral lighting. Developed by Cincinnati Children's researchers, spectral lighting mimics natural sunlight, supporting healthy sleep cycles and stimulating growth for newborns.

In FY22, Cincinnati Children's had more than 1.6 million patient encounters, including kids from all 50 states and dozens of other countries. The CCB propelled Cincinnati Children's to the forefront of innovation in the field of critical medicine and exemplifies the Care aspiration of Pursuing Our Potential Together.

CARE: Patient Care Impact

Expanding World-Class Pediatric Care Throughout the Region

Many families living in communities throughout Ohio, Kentucky and Indiana travel far for pediatric care. Cincinnati Children's is addressing this challenge by expanding clinical care across the region.

Our Maysville, Kentucky, location opened in August 2021, offering in-person and telehealth visits. The clinic provides care closer to home for many families, improving the health of children in and near Maysville. In collaboration with PrimaryPlus-KidCare, the clinic offers specialty services by appointment in orthopaedics (gait), otolaryngology (ENT), urology, gastroenterology, and pulmonology.

Cincinnati Children's expanded pediatric specialty care in Batesville, Indiana, in 2022. This expansion provides convenience for children and their families in Southeast Indiana who need clinical care. Families can come to the Batesville clinic for pediatric gastroenterology; pulmonology; ear, nose & throat; neurosurgery; and sports medicine.

Another expansion at the College Hill hospital will enhance Cincinnati Children's ability to provide care as the largest behavioral healthcare system for children and adolescents in the nation. The ground was broken in FY 2022, and the state-of-the-art facility is scheduled to open in late 2023. The new five-story building will encompass 160,000 square feet and provide private rooms for inpatients plus dedicated spaces for



group therapy. There also will be a playground and two greenhouses. The facility demonstrates Cincinnati Children's commitment to improving pediatric mental health in the region.

In November 2021, Cincinnati Children's celebrated the opening of the Critical Care Building at its main campus. (See full story on page 7.) Our largest expansion in hospital history, the \$600 million investment expands and enhances services for children and our ability to serve the most medically complex patients from our community and around the globe.

All Cincinnati Children's expansions are directly tied to the Care pillar of Pursuing Our Potential Together, providing the opportunity for children to receive excellent care where they need it. We will continue to grow, adapt and scale to increase accessibility and deliver the best outcomes for patients.

Cincinnati Children's
is expanding services
to ensure that children
receive excellent care
closer to home.





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 community partners to transform child health and reduce disparities in vulnerable populations. We do this work by building trust and connecting with schools, community organizations, health partners and other stakeholders throughout the region. Employees are empowered to engage with the community through various initiatives such as the Volunteer Ambassador Program. Cincinnati Children’s robust community engagement efforts support the organization’s mission and are creating a healthier place for children to grow and thrive.



Community Impact Data FY22

 **21,296**
Children and Families Reached through Community Outreach

 **1,005**
Cincinnati Children’s Employee Volunteers Engaged

 **50**
Community Outreach Events

 **4,165**
Donors Involved in Employee Giving

 **525**
Workforce Development - Community Engagement*

 **\$1,377,381**
Donations to Employee Giving Campaigns

**Workforce Development programs were not operating in FY22 & FY23 due to COVID restrictions.*

Meeting Children Where They Are to Ensure Equitable Health

Cincinnati Children's believes in health equity—that every child has the opportunity to achieve their full potential. Cincinnati Children's is invested in advancing health equity by addressing multiple social determinants of health, dismantling structural barriers, and identifying and eliminating disparities directly at the point of care.

One innovative initiative to address these challenges is the Health Equity Network (HEN). Launched by the Community Health team in 2020, HEN is now a strong collaborative effort between the Michael Fisher Child Health Equity Center and HealthVine. HEN is co-led by Ndidi Unaka, MD, MEd, and Andy Beck, MD, MPH. HEN's vision is to foster excellent and equitable health outcomes for youth. The network convenes teams working on reducing inequities in clinical areas across Cincinnati Children's to pursue our institutional goal of having zero gaps in child health outcomes by race and socioeconomic status.

HEN teams collaborate inside and outside the organization to quantify disparities and develop shared solutions that promote equitable access to resources and opportunities. Currently, 10 HEN teams are making progress in closing racial inequities in hospitalizations and achieving positive outcomes for families. **“The dream,” says Unaka, “is for all children to have an opportunity to live their best life.”**

An example of a shared solution is our partnership with the Legal Aid Society of Greater Cincinnati. The Cincinnati Child Health-Law Partnership (Child HeLP) is a medical-legal partnership that serves more than 1,000 children and families annually. Child HeLP connects low-income families with legal



advocacy to alleviate social and environmental risks that can impact their health and well-being, including poor housing conditions and evictions, delays and denials of public benefits, and special education needs. Since 2008, Child HeLP has helped more than 20,000 children in referred households and recovered \$1.7 million in public benefits for families. A recent study showed that children seen in primary care whose families were referred to Child HeLP had a significantly greater reduction in hospitalizations in the subsequent year than those who had not been referred. HEN is actively working to spread this meaningful clinical-community partnership to subspecialty populations. The work of the Health Equity Network is just one example of Cincinnati Children's commitment to ensuring that ALL kids thrive.

For more information about The Health Equity Network (HEN) and All Children's Thrive, a community-engaged initiative that supports HEN, **visit: actcincy.org.**



Building Partnerships to Promote Child Health

Building strategic community partnerships is one of the important ways that Cincinnati Children's improves child health in our region. This work is rooted in building and sustaining trust with key stakeholders. Outreach efforts include sponsoring health fairs, volunteer service projects, community health screenings and school-based health clinics. In FY22, our work included strengthening existing partnerships and creating a new partnership in Adams County.

Adams County Partnership

Cincinnati Children's developed a new partnership with Adams County as part of a five-year commitment to improve child health there. Adams County is a rural area where access to health resources is a major obstacle for many families. Adams County residents, on average, have one of the longest commute times to receive pediatric primary and specialty care compared with residents living in other counties in Ohio.

We collaborated with the Adams County Health Department to host a countywide Back-to-School Health Fair. We enlisted more than 40 organizations to help address the health disparity gap and provide a central location for families to receive health screenings, health education and information. More than 1,000 children and families participated. More than 500 children received vision, hearing, mental health and developmental screenings.





First Ladies for Health Partnership

For the eighth consecutive year, Cincinnati Children's partnered with the First Ladies for Health (FLFH) initiative to address health disparities and connect children and families to critical health services. FLFH is a community-based volunteer group that leverages the leadership of the First Ladies (women leaders in the churches) and their congregations whose goal is to improve the health of families and communities. Each year, FLFH and Cincinnati Children's collaborate to co-host a Family Health Day that brings together 30 churches and 50 community organizations bound by the shared goal of improving health in Cincinnati. More than 100 Cincinnati Children's employees volunteer,

providing free health screenings and health education to nearly 1,000 children and families across Greater Cincinnati. The collaboration has provided asthma screenings and education, mental health screening and education, and COVID vaccinations. This has resulted in increases in flu vaccinations over the past five years.

Alliances, both new and existing, are consistent with the Community pillar of our Pursuing Our Potential Together strategic plan. Our goal is to help kids in the region become the healthiest in the nation through strong community partnerships.

Cincinnati Children's Community Benefit

What is Community Benefit?

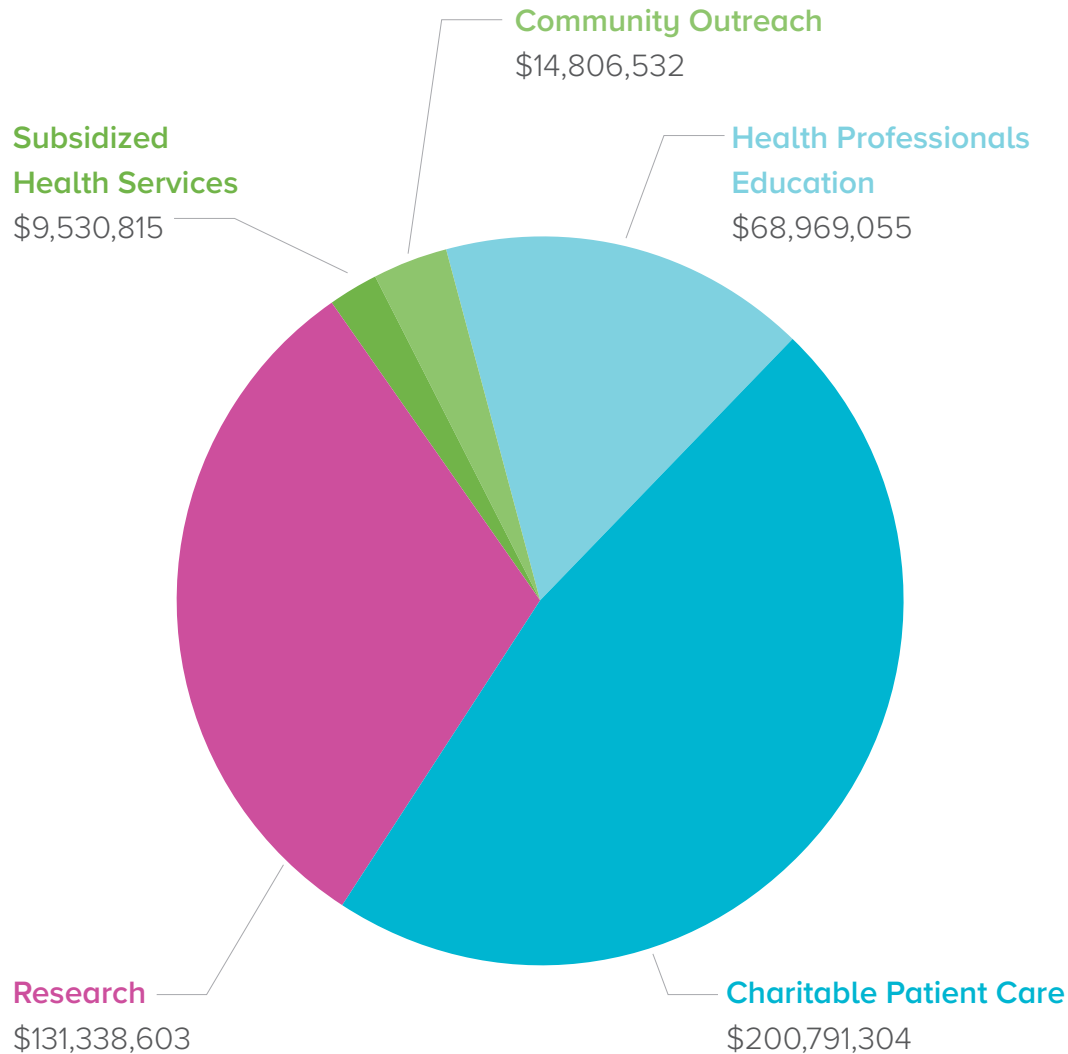
Community benefit encompasses programs or activities that provide treatment or promote health and healing in response to needs identified by area residents. Cincinnati Children's is deeply rooted in the community that has been our home since 1883. We are committed to providing community benefit, including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

We demonstrate our commitment to children and families in Hamilton County and the rest of 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 community efforts
- Promote equity and inclusion



Cincinnati Children's delivered **\$425.4 million** in community benefit services in fiscal year 2021.*



*FY21 = July 1, 2020, to June 30, 2021

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: \$425,436,309

CURE: Innovative Research Impact

As one of the preeminent pediatric research institutions in the world, the Cincinnati Children's Research Foundation (CCRF) has served as a hub for top scientists who have redefined pediatric health through their remarkable record of discovery. Founded in 1931, the CCRF is our research arm. CCRF's accomplishments in science, innovation and discovery continue to truly change outcomes for children. Healthcare providers here and around the world are using treatments for cures, medications and more that were created, tested and taught at Cincinnati Children's. CCRF supports Cincinnati Children's goal of advancing medical research, discovery and technology that will improve children's health and quality of life.



Additional information on the history of medical breakthroughs at Cincinnati Children's can be found here:

cincinnatichildrens.org/breakthroughs

Research Statistics FY22

 **1,067**
Faculty

 **2,400**
Peer-reviewed Journal Articles

 **3,537**
Total Publications

 **\$283M**
External Funding

 **\$21.5M**
Philanthropic Support (Research)

 **50+**
Research Divisions and Institutes

Top 3 in the nation in NIH grants and funding for pediatrics

Using AI to Improve Mental Health Outcomes

What if you could identify when a child might harm themselves or others? What if you could estimate the chance of a child developing a mental illness? With such information, you could anticipate the services needed and create an early intervention plan.

These ideas underpin current investigations conducted by Cincinnati Children's researchers, using the power of artificial intelligence (AI).

John Pestian, PhD, co-director of the Mental Health Trajectories program and director of the Pestian Research Lab at Cincinnati Children's, runs the project with co-director Tracy Glauser, MD, and a team of 25 scientists at nine different institutions. The team recognizes that mental illness is a complex and multifaceted disease influenced by numerous factors, such as genetics, environment, society and personal experiences.



With the creation of unique software, the team developed and implemented a process that uses artificial intelligence to identify individuals at risk of suicide, depression, school violence and anxiety disorders.

In partnership with experts from the Oak Ridge National Laboratory, researchers are teaching Summit, the world's second-fastest supercomputer, how to understand emotions in written texts and identify critical variables described in the medical record and other data. Summit conducts repeated analysis and computes trajectories that make it easier to understand how mental illness is projected, allowing for early intervention.

Pestian Research Lab scientists are producing real-time mental health trajectories by combining medical, environmental, electronic health record, and social determinants of health data. The project goal is early identification of at-risk kids, particularly for depression and suicidal thoughts. According to Pestian, "Forty percent of adults have a mental illness before the age of 18. Early identification means we can treat for and alleviate almost 50% of the mental illness that goes into adulthood—catching it young, catching it early and giving care is a very important part."

Pestian and his team believe this advanced technology may have a significant impact and give caregivers a new tool to stop the progression of mental illness locally, nationally and globally.

Top: Summit, the world's second-fastest supercomputer, at Oak Ridge National Laboratory

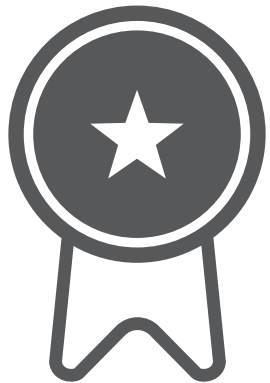
Bottom: John Pestian, PhD, director of the Pestian Research Lab, partnered with Oak Ridge National Laboratory to use AI to improve mental health outcomes.



CULTURE: Employee and Workplace Impact

Cincinnati Children's is the region's second-largest employer with over 18,000+ team members, including more than 4,000 nurses and 1,900 active medical staff. Through a culture of teamwork and caring for patients and their families, as well as a dedication to advancing science and discovery, we work together toward a common goal: to improve the lives and health of children. Cincinnati Children's has been recognized nationally for our healthcare leadership as well as our efforts to provide a strong, equitable and inclusive organizational culture.

Awards & Recognition



- **Ranked the #1 pediatric hospital in the nation in *U.S. News & World Report's* 2023-24 ranking of Best Children's Hospitals**
- Named one of the nation's Top Hospitals and Health Systems for Diversity. (*DiversityInc.*)
- Cincinnati Children's faculty constitute the Department of Pediatrics at the University of Cincinnati College of Medicine, which ranks as the second-best pediatric program at a medical school in the United States, tying Harvard Medical School in the 2022 edition of the *U.S. News & World Report* guide to America's best medical schools
- Ranked among the Top 100 "Best Places to Work 2022" for Large Companies in the United States (Glassdoor)
- Named among America's Best Large Employers (*Forbes*)
- Ranked No. 1 children's hospital employer for Women and Diversity, No. 8 healthcare employer for Women, and No. 37 Best Employer for Women (*Forbes*)
- Received the Healthcare Equity Leader award for exceptional LGBTQ+ healthcare (Human Rights Campaign)

Employee Groups Make a Difference Through Volunteerism

One way that Cincinnati Children's creates an inclusive culture for employees and patients is through its Employee Resource Groups (ERGs). These groups offer opportunities for employee engagement and professional development. ERGs also provide ways for employees to volunteer and address patient and community health goals.

JUNTOS is Cincinnati Children's ERG that works closely with the Hispanic/Latino population. "Our neighbors need our support, and we wanted to be there for them," explains Anamar Naish, manager, Talent Acquisition, and co-chair of JUNTOS. The group spearheaded a project that provided bilingual books to Rees E. Price Academy in East Price Hill. JUNTOS also built bookshelves in the school's library, which serves over 600 pre-kindergarten to sixth-grade pupils in East Price Hill. Other projects included partnering on the Hispanic Community Cookout, Día del Niño, and Cincy Cinco Festival. As a result of its civic engagement, JUNTOS earned a Community Impact Award in 2022.

The African American Professional Advisory Council (AAPAC) also sponsored community impact projects in 2022. The group hosted Juneteenth events, volunteered for the Freestore Foodbank, and served as an Adopt-a-Class, donating children's books to Cincinnati Public Schools, preschools and libraries.

More than 1,500 employees participate in Cincinnati Children's employee resource groups. We currently have nine ERGs: the African American Professional Advisory Council (AAPAC); Asian Cultural and Professionals Group (ACPG); Cincinnati Children's Administrative Professionals (CCAP); Disabled & Able; EQUAL; JUNTOS; Veterans and Military Family Advocacy Network (VAMFAN); Young Professionals; and Women In Search of Excellence (WISE). All our ERGs are making an impact on child health and equity through service and volunteerism.



Top: Members of the AAPAC ERG leadership **Bottom:** Members of the JUNTOS ERG

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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)."