



2022-2024 Implementation Strategy



When your child needs a hospital, everything matters.

Community Health Needs Assessment Implementation Strategy 2022-2024

As set forth in Nationwide Children's Hospital's Community Health Needs Assessment, Nationwide Children's Hospital and several community partners completed the Franklin County *HealthMap2022*. The Franklin County *HealthMap2022* identifies four health priorities, and Nationwide Children's adopted two additional priorities based on pediatric needs identified within the Franklin County assessment. This Implementation Strategy explains how Nationwide Children's will address and impact the priorities identified in Nationwide Children's Hospital's Community Health Needs Assessment.

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1. Basic Needs

Description:

Basic needs are the highest priority based on the Franklin County *HealthMap2022*. This comprises the following specific and interrelated indicators: housing security; financial stability; neighborhood safety; food security; and increased access to nutritious foods. Other social factors impeding optimal health outcomes include racism, which results in disparities in health care quality and utility, as well as mental health outcomes and access to resources.

In Franklin County, the median net household income is \$64,713, which is higher than the median in Ohio, but slightly lower than the national figure. There is a higher percentage of families living below 100% of the federal poverty level (FPL) in Franklin County compared to Ohio and national rates. However, the percentages of families and children living below 100% of the FPL have decreased since *HealthMap2019*.

PERCENTAGES OF FAMILIES AND CHILDREN LIVING BELOW 100% OF THE FEDERAL POVERTY LINE



2019

Families: 12.5%

Children: 24.5%

2022

Families: 10%

Children: 18.4%

A similar percentage of children enrolled in school in Franklin County (52.7%) are eligible for free or reduced lunch compared to *HealthMap2019* (52.6%). Franklin County residents also are affected by rates of violence and property crime. Though we are seeing improvements, there is still more progress to achieve.

Nationwide Children's Programs and Partners

Substandard housing, financial instability, unsafe neighborhoods, food insecurity and limited access to nutritious food are barriers to basic needs for many families in Franklin County. Affected families and children are at higher risk for infant mortality, low birth weight, chronic illness, poor nutrition, exposure to environmental hazards, toxic stress, injury and more adverse health outcomes with lifelong implications. Nationwide Children's and its partners are engaged in several initiatives to address basic needs including housing, income, neighborhood safety, food security and access to nutritious foods.

HOUSING SECURITY

In Franklin County, households that spend over 30% of the total household income on housing-related costs are at increased risk of housing insecurity. The percentage of Franklin County households who spent 30% or more of income on housing remains similar to *HealthMap2019* at around 31%.

Healthy Neighborhoods Healthy Families

Through the Healthy Neighborhoods Healthy Families (HNHF) initiative, Nationwide Children's, Community Development for All People and other partners have treated Columbus' Southern Orchards neighborhood, the area directly by the hospital, as a patient instead of the traditional health care model of treating one child at a time. The neighborhood, composed of 4,300 residents near the hospital, was marked by gun violence, high infant mortality rates and high asthma rates in children before the initiative began in 2008. Half the children lived in

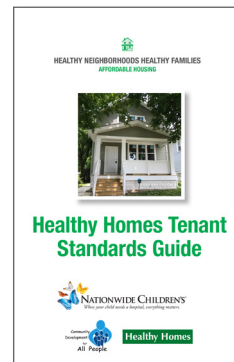
poverty, local school populations were highly transient, and one in three residents 16 or older were employed full time. While poverty rates, transiency and health outcomes have improved, there is still more work to do.

The initiative has now expanded to the Linden area, a community facing similar factors as the South Side. The HNHF initiative targets five impact areas: affordable housing, education, health and wellness, community enrichment and economic development.

Affordable Housing

Affordable housing through Healthy Neighborhoods Healthy Families is coordinated through Healthy Homes, a nonprofit housing organization and collaboration between Community Development for All People and Nationwide Children's. Healthy Homes remains dedicated to providing and preserving affordable housing through the provision of homeownership, rental and home repair services in the neighborhoods in which HNHF serves. Plans include impacting up to 405 units of affordable housing over the next three years.

Tenant Support



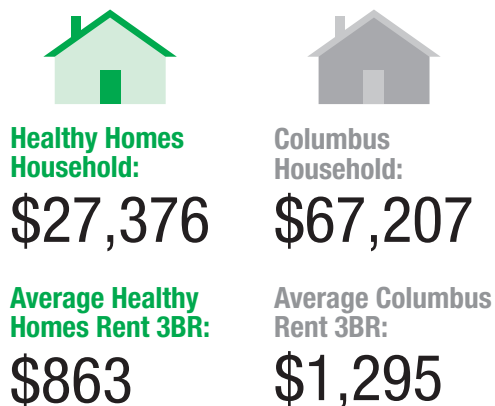
Healthy Homes offers resources to support rental home tenants. The *Healthy Homes Tenant Standards Guide* outlines interior and exterior maintenance expectations for renters and offers tips to ensure the homes remain neat, clean, compliant and in good repair. Tenant Success Meetings are held to educate renters on best practices for a safe

and healthy home as well as information on other HNHF services. In early 2021, Healthy Homes added a new staff position called the tenant resource coordinator to focus on connecting residents with resources throughout the COVID-19 pandemic. Navigation services include rent and utility assistance as well as food and furniture assistance.

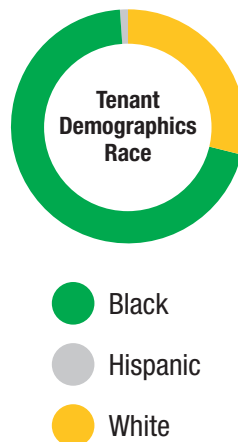
HEALTHY NEIGHBORHOODS HEALTHY FAMILIES, WHO WE SERVE

Healthy Homes serves 90 households on Columbus' near south and east side. Most properties are two- or three-bedroom single family homes with some duplexes and multi-family buildings. In addition to affordable rental housing, each of our residents has access to workforce development and educational opportunities provided by Nationwide Children's Healthy Neighborhoods Healthy Families initiative.

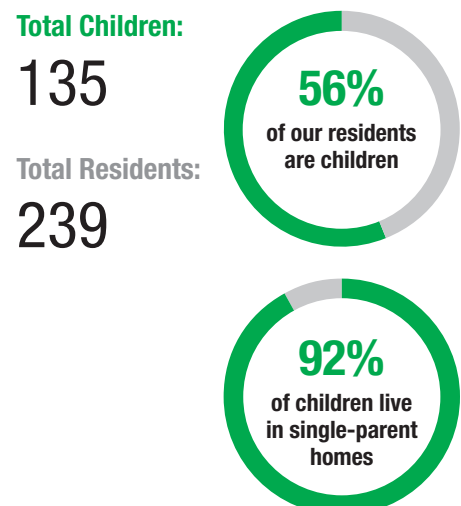
Median Household Income:



Race:



Our Residents:



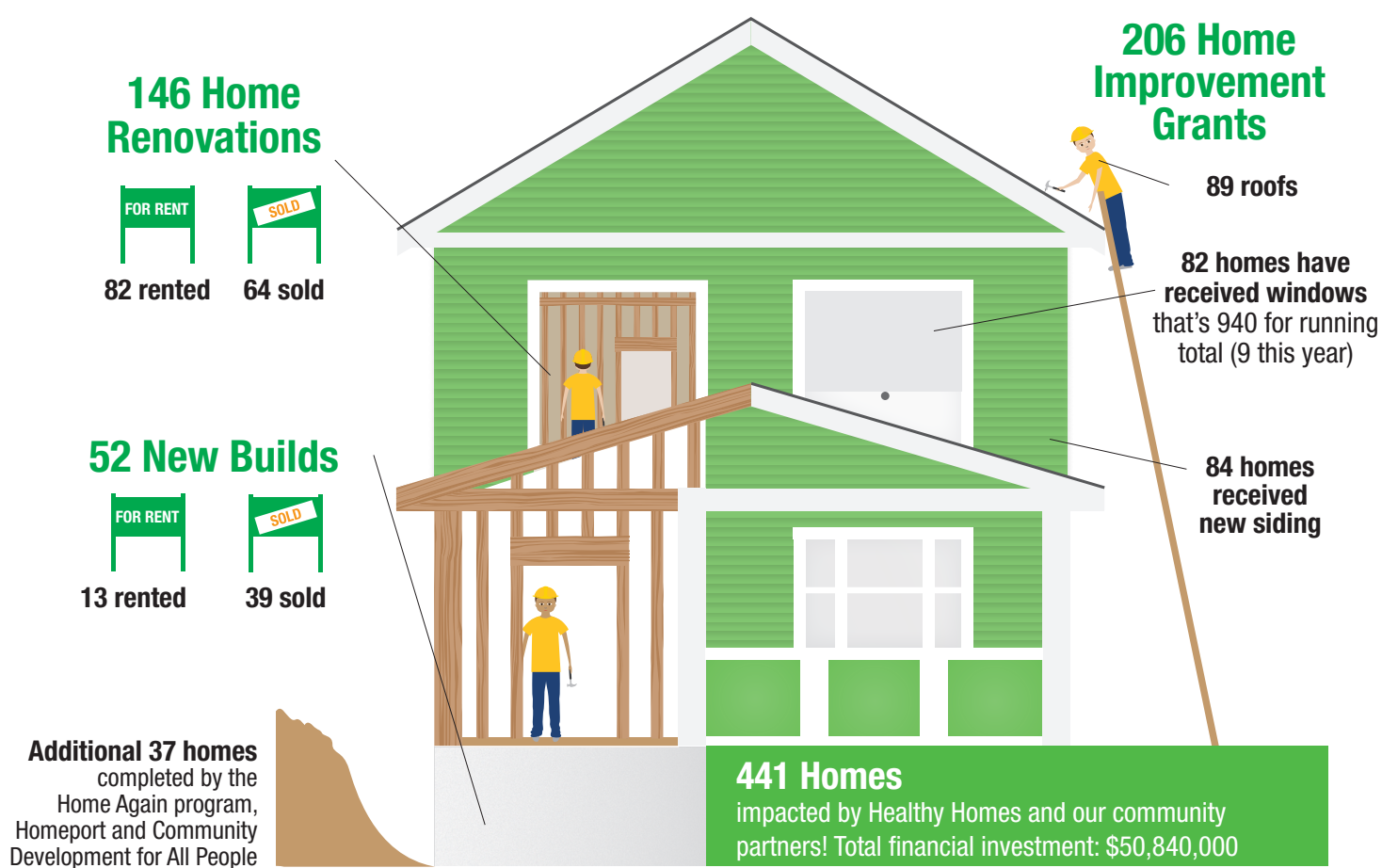
Home Improvement

Another important component of Healthy Neighborhoods Healthy Families is to make sure families have access to affordable rental housing and pathways to home ownership. Despite major slowdowns in production due to COVID-19, Healthy Homes added 45 rental units and 13 homeownership units from 2019 to 2021. Healthy Homes issued 37 home improvement grants in Linden, and 206 home improvement grants on the South Side. Upcoming plans include completing 40 home repairs on the South Side and completing 200 home repairs in South and North Linden.

HEALTHY HOMES HOME IMPROVEMENT GRANTS, SOUTH SIDE

An affordable housing initiative aimed at creating and preserving affordable housing in the neighborhoods around Nationwide Children's. Focusing on blighted homes, Healthy Homes and its partners builds, rehabilitates and repairs homes.

Check out our South Side progress...

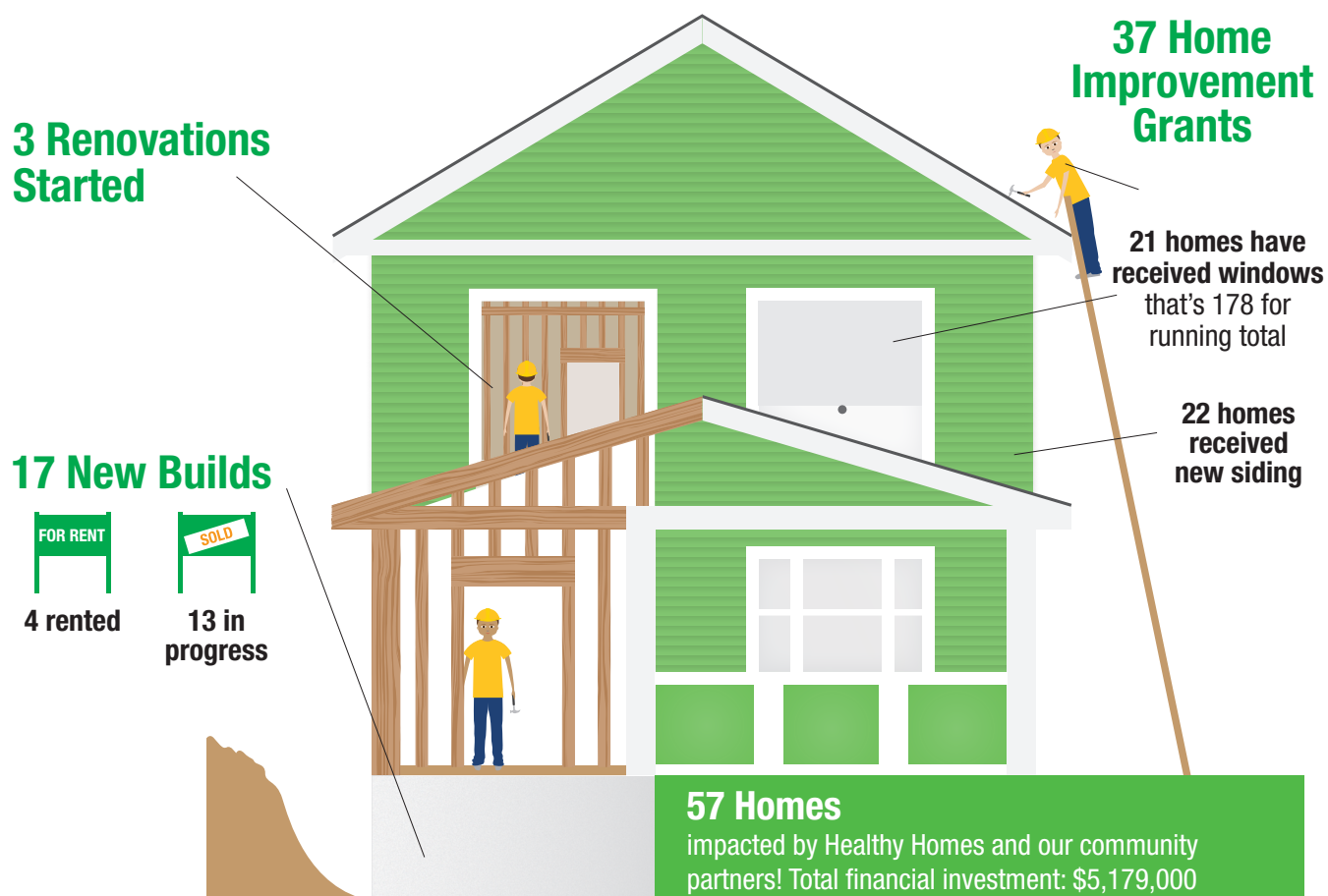


HEALTHY HOMES HOME IMPROVEMENT GRANTS, LINDEN

An affordable housing initiative aimed at creating and preserving affordable housing.

Healthy Homes and its partners build, rehabilitate and repair homes.

Check out our progress in Linden from kick off in 2019 through today!



FINANCIAL STABILITY

My Bridge 2 Success

Nationwide Children's began the Mobility Mentoring program, *My Bridge 2 Success*, in 2020 to assist employees and external partners in achieving goals in five outlined pillars: family stability, well-being, financial management, education and training and employment and career. For the internal program, employees from Nationwide Children's Nutrition Services were paired with trained peer coaches, who were equipped with motivational interviewing skills to focus on various areas for up to one year.

All employees and partners were provided with access to 1) various individuals within the housing sector if housing goals were identified, 2) social workers if family stability and well-being goals were identified, and 3) financial professionals if financial management issues were identified. This program and its services were also offered to tenants within the Healthy Homes program, and there are plans to expand the program to incorporate other departments within Nationwide Children's as well as developing a larger impact in the extended community.

Volunteer Income Tax Assistance Program (VITA) and Earned Income Tax Credit (EITC)

Some of the most important outcomes of increasing filings for the Earned Income Tax Credit (EITC) are related to improved maternal and child health. And yet, low rates of Black women who are pregnant or with young children seek tax preparation help or are aware of EITC and other tax credits as measured by attendance at tax sites, filings and awareness in maternal child health settings in Columbus. An innovative partnership among central Ohio's infant mortality collaborative (CelebrateOne), the regional United Way VITA collaborative (Tax Time) and Nationwide Children's enhanced EITC filings and improved maternal child outcomes.



Residents making under \$65,000 could get taxes filed for free.

CelebrateOne staff and agencies were trained in referral, outreach and the value of EITC and related tax credits, while Tax Time staff were trained in adverse childhood experiences (ACEs), risk and protective factors and community referrals. Nationwide Children's managed the outreach and coordination activities, conducted an independent evaluation through its Center for Innovation, hosted project management staff, provided five new VITA tax preparation sites focused on women with young children from CelebrateOne neighborhoods, and monitored birth outcomes, maternal depression and child maltreatment reports.

In 2021, just its second year, Nationwide Children's free family tax preparation effort became perhaps the largest program run by a pediatric health care institution in the country. The hospital helped over 500 families receive more than \$1 million in tax refunds in some of Columbus' most under-resourced neighborhoods. To further provide education on these efforts, Nationwide Children's has partnered with the Columbus City Auditor's Office on the importance of the EITC to Black, female-led households. The implementation plan includes expansion of these free tax clinic sites.

Volunteer Income Tax Assistance Program 2021 Data

Free income tax filing services for households with income of \$65,000 or less

6 Locations

(Linden, Northland, Eastland, Westside) Primary Care Centers, Community Development for All People and Epworth United Methodist Church

521

Tax returns were prepared

\$1,091,143

in tax credits
(Earned Income and Child Tax)
accessed



\$1,411,547

in total refunds

\$198,100

in stimulus recovery
claims filed in that
year's tax returns

NEIGHBORHOOD SAFETY

PlayStreets

PlayStreets events promote outdoor play and social interaction in communities. PlayStreets are block parties with recreational activities designed to encourage kids within the community to be physically active. Residents reported that the events made them feel connected to the community and that PlayStreets made the neighborhood feel safer. More than 400 children attended in 2021 and 300 meal kits were distributed at the six PlayStreets events. Twelve events are scheduled for 2022 to increase feelings of neighborhood safety.

FOOD SECURITY

Increased Access to Nutritious Food

One of the most important factors for good health is access to fresh, nutritious food. Along with high-quality affordable housing, educational opportunities, good jobs and neighborhood safety, access to nutritious food is a critical part of a family's well-being. Over 40% of Franklin County residents eat fruit less than one time per day,

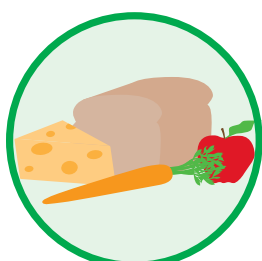


similar to rates in *HealthMap2019*. The percentage of residents eating vegetables less than once per day remains over 20%. Community members stated that having access to grocery stores is essential to eating healthy. However, grocery stores are not accessible enough, particularly in low-income neighborhoods. By contrast, corner stores often don't have nutritious foods, and restaurants cannot guarantee affordable prices.

Because of access barriers to healthy food, HNHF, Nationwide Children's and Community Development for All People created the All People's Fresh Market. Started in 2018, the free food market serves 40,000 people per year on the South Side of Columbus. In collaboration with the Mid-Ohio Food Collective, it's now the largest point of free fresh food distribution in the entire state of Ohio.

After years of planning, partnership and investment, the new Linden Fresh Market opened its doors in September 2021. With the Fresh Market came a new location of the Charitable Pharmacy of Central Ohio, which provides free medication and pharmacy services for those who struggle to afford them. Just a month after opening, the market was serving 315 families per week.

PROJECTIONS FOR LINDEN FRESH MARKET



Total Pantry Visits



Total Children Served



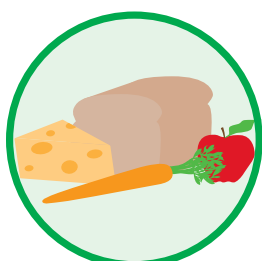
Total Adults Served



Total Seniors Served

| | | | | |
|-------------|---------------|---------------|---------------|---------------|
| 2022 | 37,000-39,000 | 27,000-29,000 | 30,000-32,000 | 15,000-17,000 |
| 2023 | 43,000-45,000 | 31,000-33,000 | 33,000-35,000 | 16,000-18,000 |
| 2024 | 44,000-46,000 | 32,000-34,000 | 34,000-36,000 | 17,000-19,000 |

PROJECTIONS FOR SOUTH SIDE FRESH MARKET



Total Pantry Visits



Total Children Served



Total Adults Served



Total Seniors Served

| | | | | |
|-------------|--------|--------|--------|-------|
| 2022 | 70,000 | 12,000 | 18,000 | 6,000 |
| 2023 | 75,000 | 12,800 | 19,200 | 6,400 |
| 2024 | 80,000 | 13,600 | 20,500 | 6,800 |

To help improve residents' access to basic needs including housing, income, neighborhood safety, food security and access to nutritious foods, Nationwide Children's and Healthy Neighborhoods Healthy Families will:

- Add 25 rental units to the South Side.
- Complete 40 home repairs on the South Side.
- Complete 200 home repairs in South and North Linden.
- Add 80 scattered-site rental units to South and North Linden.
- Add 60 homeownership units to South and North Linden through the Central Ohio Community Land Trust.
- Continue tenant success meetings to educate renters on best practices for safe and healthy homes as well as information on other HNHF services.
- Continue financial stability initiatives including My Bridge 2 Success and expand Volunteer Income Tax Assistance Program.
- Increase filings for the Earned Income Tax Credit, especially for Black, female-led households.
- Increase feelings of neighborhood safety through PlayStreets events.
- Expand Linden Fresh Market reach between 44,000 and 46,000 annual visits by 2024.
- Serve more than 13,100 unduplicated families at the South Side Fresh Market by 2024.

Community Partners:

Housing

- Community Development for All People
- The City of Columbus – Department of Development
- The City of Columbus – Land Bank
- Central Ohio Community Improvement Corporation
- United Way of Central Ohio
- JP Morgan Chase
- Ohio Capital Corporation for Housing/Ohio Capital Finance Corporation
- Columbus REALTORS
- South Side Renaissance LLC

Financial (Income and Poverty)

- United Way of Central Ohio
- The Columbus Foundation
- Columbus Works
- Goodwill Columbus
- Center for Employment Opportunities
- The Reeb Center
- Mid-Ohio Foodbank
- Community Properties of Ohio
- Community Development for All People
- CelebrateOne
- PrimaryOne
- I Know I Can
- Boys & Girls Clubs of Columbus
- Columbus City Schools
- Harmony Project

Food Security (Food Access) Community Partners

- Mid-Ohio Foodbank
- Local Matters
- The Ohio State University School of Agriculture - Buckeye ISA
- The Reeb Center

2. Racial Equity

Description:

Racial equity is tied with behavioral health as the second highest priority in Franklin County. Practices of racial and ethnic discrimination, including redlining, preclude residents' access to economic stability, quality health care services, and optimal maternal and infant health outcomes, among other health needs. The National Center for Chronic Disease Prevention and Health Promotion states that health equity is achieved when every person can attain their full health potential and no one is disadvantaged from achieving this potential because of social position or other socially determined circumstances.

Nationwide Children's Programs and Partners

Nationwide Children's established Stand Against Racism, Stand for Health Equity in 2020, a program to strengthen and invigorate the hospital's diversity, equity and inclusion (DEI) initiatives. The hospital's Stand Against Racism, Stand for Health Equity initiative has been organized into seven pillars: Education, Talent & Employee Experience, Community Engagement, Research and Outcomes, Clinical and Equity Interventions, Faculty and Training Programs, and Social Justice.

These pillars are designed to:

- Encompass all intertwined aspects of the organization and shared work.
- Help to identify ways to make antiracism and equity a priority in each of them.
- Provide lenses to evaluate progress.

As part of these efforts, four educational modules covering topics including unconscious bias, microaggressions and cultural competency were created for all employees. In addition, more than 700 hospital leaders will complete an educational track as part of Nationwide Children's commitment to creating a more inclusive physician workforce.

SOCIAL DETERMINANTS OF HEALTH



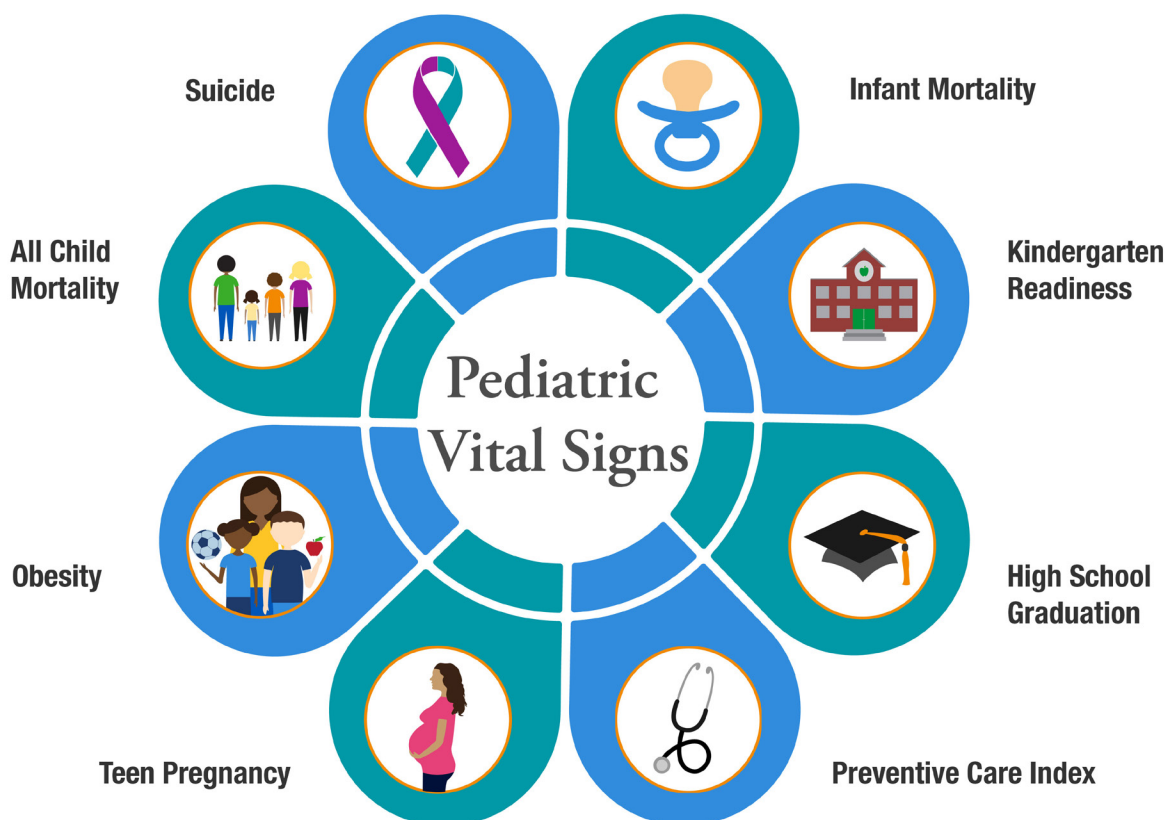
EFFECTS ON ECONOMIC AND HOUSING STABILITY

Healthy Neighborhoods Healthy Families (HNHF)

Healthy Neighborhoods Healthy Families (HNHF) creates and sustains mixed-income communities by working with community partners and stakeholders. This recognizes the importance of housing as a social determinant of health, impacting the health and wellness of children and families served. As an anchor institution within the community, Nationwide Children's will continue to invest and lead in creating safe and healthy spaces where individuals can live, learn, work, play and thrive in their neighborhoods.

Pediatric Vital Signs

While traditional vital signs such as temperature and blood pressure assess an individual child's health, Pediatric Vital Signs uses eight metrics to measure the well-being of all children in Franklin County, Ohio. The program then leverages that information to improve overall outcomes, regardless of where or how children receive health care. Education is the foundation for lifelong success, which is why kindergarten readiness and high school graduation rates are prioritized in this model.



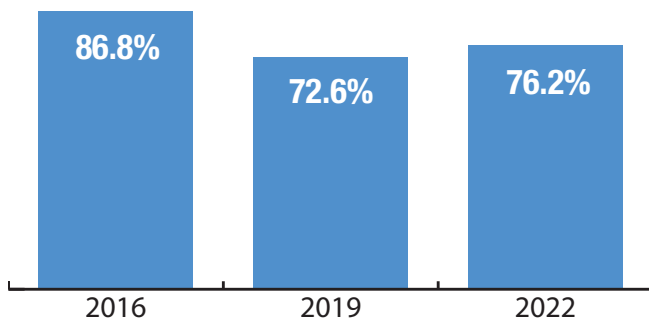
Promoting Kindergarten Readiness: Supporting Partnerships to Assure Ready Kids (SPARK)

According to *HealthMap2022*, Columbus City is among the school districts in Franklin County with the lowest rates of kindergarten readiness. Graduation rates and future educational attainment can be impacted by a child's proficiency in school, measured as early as kindergarten. Supporting Partnerships to Assure Ready Kids (SPARK) helps prepare children for kindergarten by working with families, schools and the community to engage up to 80 preschool-age children per year. Through a home visit each month, children receive a new book, an activity and educational supplies, and participate in learning opportunities — all with the goal of increasing the child's success in school and life. The program also helps develop parents as children's first — and best — teachers. In 2020, 98% of children were kindergarten-ready based on pre- and post-test scores. Children who have been in the SPARK program do better on school tests than children who have not been in SPARK.

Improving High School Graduation Rates

The overall graduation rate of high school students in Franklin County exceeds the national goal. However, rates of graduation for Black and African American as well as Hispanic students are still lower than overall numbers and rates for other groups. Graduation rates for Black or African American residents in Franklin County have declined.

HIGH SCHOOL GRADUATION RATES FOR BLACK OR AFRICAN AMERICANS IN FRANKLIN COUNTY



This is below Ohio's 86.8% average and the U.S. average of 79.6%. In response, Nationwide Children's has partnered with Be The One initiative at Linden McKinley. Students in grades 7 to 12 can enroll in this elective class and work to enhance leadership skills through relationship building and service within the school and the community. Additionally, there is a focus on increasing school attendance rates and establishing goals for graduation and beyond.

School and Community Mentoring Programs

Since the last assessment, more than 500 Nationwide Children's employees and others volunteered through a variety of ways. One included serving as mentors at neighborhood schools and in partnership with the Boys & Girls Club of Columbus and the Harmony Project. Mentors met weekly with their students and provided homework help, reading support and guidance. The COVID-19 pandemic greatly affected this program's capabilities. Employees also had the opportunity to volunteer at PlayStreets, events held in neighborhoods to promote community enrichment.

Upward Bound Math and Science

Nationwide Children's Upward Bound Math and Science (UBMS) aims to increase the number of students who pursue post-secondary education in math and science. Students receive support through the academic year-long program, including mentor-tutoring and Saturday morning sessions with cultural and career exposure and hands-on learning. A six-week summer session provides students with a college-going experience and expanded experiential learning and work-study opportunities. One hundred percent of seniors participating in the program graduated high school, and 30 of 60 students were on the honor roll.

Workforce Development

To reduce unemployment and poverty in the community by creating pathways to employment at Nationwide Children's and other area employers, HNHF's attention to economic development focuses on the importance of wealth building and examines the barriers neighborhoods face to achieve it. Work readiness training, career development, experiential learning, free tax preparation, credit education and financial coaching are all components of the economic development program. More than 1,200 residents of HNHF neighborhoods are employed at Nationwide Children's.

To help improve racial disparities in economic and housing stability, Nationwide Children's will:

- Create or preserve 1,000 units total (from when work began in 2008) of affordable housing on the South Side.
- Create goals in collaboration with stakeholders for developing affordable housing in Linden by 2025 and by improving 100 to 150 homes and developing 20 to 30 homes and 50 rental units by 2025.
- Increase the number of underrepresented minority (URM) community members who participate in workforce development programs and obtain a living wage career pathway as a result.
- Increase the number of jobs and businesses created within the community.
- Increase the URM youth employment rate in the community.
- Increase the percentage of Nationwide Children's purchases from local underrepresented minority businesses.

- Increase kindergarten readiness of URM children in Linden and the South Side.
- Reduce chronic absenteeism by URM children in Linden and the South Side.
- Increase high school graduation of URM children in Linden and the South Side.
- Improve the sense of community and engagement as reported through neighborhood programming.

EFFECTS ON QUALITY HEALTH CARE, MENTAL HEALTH AND SAFETY

Nationwide Children's Stand Against Racism, Stand for Health Equity community engagement and partnerships pillar addresses social determinants of health to contribute to successful outcomes in the lives of racially, ethnically and socio-economically diverse families. This population health outreach supports the community and neighborhoods surrounding Nationwide Children's. This is important because only 20% of an individual's health and wellness can be directly impacted within a health care setting, while 80% is impacted within the community.

Social Determinants of Health Screening (SDOH)

The American Academy of Family Physicians (AAFP) defines social determinants of health as the conditions under which people are born, grow, live, work and age. These factors strongly influence every person's health outcome.

In 2018, Nationwide Children's intensified its focus on addressing the impact of social determinants as part of its board-approved strategic plan to implement an institution-wide annual social needs screen for Nationwide Children's families in ambulatory, emergency and urgent care departments. Nationwide Children's Primary Care and selected other clinics screen patients and families to identify income-related social factors associated with health, such as housing instability, food insecurity, utility needs and transportation needs, and refer families to appropriate resources.

The Primary Care Network is an early adopter of universal screening of patients for social determinants of health. The network takes advantage of systems in place to implement interventions based on a patient's and/or family's level of need, ranging from providing a resource list to immediate crisis intervention from behavioral health services.

In 2021, 4% of patients identified a social need, although some clinics reported social need rates as high as 22%. Food insecurity and transportation are the most frequently reported needs, followed by utilities and housing. In 2022, the social determinants of health module in Epic, the hospital's electronic health records system, went live in 340 clinics. The goal is to complete SDOH screening at 70% of eligible visits by the end of 2022.

2021 SOCIAL DETERMINANTS OF HEALTH SCREENING FIGURES

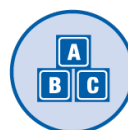
Number of Patient Visits Eligible for Screening **204,022**

Number of Patients Screened **181,973**

Total Screening Rate **89.2%**



BROADBAND



CHILD CARE



FOOD-SUPPORTS



HEALTH CARE



TRANSPORTATION



FINANCIAL
EDUCATION



JOB-TRAINING



SCHOOL



UTILITIES



COMMUNITY-
ENGAGEMENT

Racial Barriers to Health Equity

Throughout *HealthMap2022*, multiple references to the impact of racial and ethnic identity on health outcomes suggest that health equity for all Franklin County residents has not yet been achieved. Community members spoke about their experiences being Black and African American, Asian and Hispanic/Latino in Franklin County. They see race impacting health in the quality of medical care received, increased mental stress and untreated mental illness, and the way structural racism forms communities with inadequate basic needs like safety and access to nutrition.

Social Justice Initiatives

One pillar of Nationwide Children's Stand Against Racism effort is social justice. Social justice seeks ways to broaden our perspective about other issues that may have complex layers impacting children and how we can provide additional advocacy opportunities. One such initiative is the I Father A Child (IFAC) grant for children of incarcerated fathers. This is an outreach program for incarcerated fathers to connect them with the caregiver of their child. Fourteen fathers within Franklin County Corrections II participated. For the first cohort, 14 dads had kids in 17 households led by the biological mom of the child and five households included a grandmother as the primary caretaker. Total numbers included 14 fathers of 32 children across 22 households. One father who completed the program reported he felt more encouraged to call his children. He said talking over the phone helped him bond better with his children. Another father reported how he enjoyed the class and would benefit from continuing to learn more.

To help improve racial disparities in quality health care, mental health and safety, Nationwide Children's will:

- Increase the percentage of Nationwide Children's patients receiving a social determinants of health screen.
- Reduce visits of children with incarcerated parents, ages 2 to 18, seen at Nationwide Children's for a well-child check with behavioral health concern from 50% to 25% by 2023.
- Create a coordinated health care response for detained youth as measured by a 50% increase in the number

of youths, and youths of color, who receive provider-recommended health care during detention and at three months after release by the end of 2022 and sustain for one year.

EFFECTS ON MATERNAL AND INFANT HEALTH OUTCOMES

While infant mortality has decreased since *HealthMap2019*, rates in Franklin County and across Ohio remain at 6.9 per 1,000 live births, above the national level of 5.7 per 1,000 live births. Rates of infant mortality among Black infants remain significantly higher than other racial and ethnic groups. The infant mortality rate among infants who are Black has decreased since *HealthMap2019* (from 15.2 to 11.4 per 1,000 live births) but remains considerably higher than infants who are White (4.3 per 1,000 live births).

Since 2015, CelebrateOne, Ohio Better Birth Outcomes (OBBO) collaborative, Nationwide Children's and other partners have implemented action steps in safe sleep education, prematurity prevention and early access to prenatal care. This work has resulted in a reduction of the Franklin County infant mortality rate by 20%.

CelebrateOne

Three families lose a baby every week in Franklin County. A total of 150 infants a year die in Franklin County. African American babies are dying at twice the rate of White babies. In June 2014, the Greater Columbus Infant Mortality Task Force released eight recommendations to reduce the community's alarming infant mortality rate by 40% and cut the racial health disparity gap in half by 2020. CelebrateOne was created in November 2014 to carry out the Task Force's recommendations and ensure Franklin County meets its ambitious goal.

Much progress has been made to reduce infant mortality in Franklin County so every baby reaches their first birthday and thrives for a lifetime. This work has resulted in Franklin County achieving its lowest infant mortality rate (IMR) in recent history (6.7 per 1,000 live births). But even at this level, the IMR is unacceptably high. Infant mortality is a widely used indicator of population health.

Over the past five years, Ohio's lawmakers, in collaboration with Ohio's county and city public health departments, implemented various initiatives to address infant mortality. These include home visits, smoking cessation programs, breastfeeding resources, injury-prevention programs, and partnerships with county and city organizations to ensure women have access to services they need. These initiatives have contributed to the reduction in infant mortality.

Despite this progress, the unacceptable racial disparity still exists. The new phase of the community's collective impact work, outlined in the CelebrateOne 2021-2026 Strategic Plan, is aimed at accelerating the decrease in Black infant mortality.

To help improve racial disparities in maternal and infant health outcomes, Nationwide Children's will:

- Improve pediatric health outcomes in URM children by increasing prevention measures including well child visits, immunizations, students exposed to evidence-based health education and teen pregnancy prevention.
- Evaluate behavioral health access including depression screening and links to behavioral health care services.
- Increase the percentage of Nationwide Children's patients receiving a social determinants of health screen.
- Implement one intervention aimed specifically at reducing racial disparity in each pediatric vital sign measure.

Community Partners

- Action for Children
- CelebrateOne
- City of Columbus
- Columbus City Schools
- Columbus Public Health
- Franklin County
- FutureReady Columbus
- ADAMH Board of Franklin County
- Local Matters
- Lower Lights Christian Health Center
- Mount Carmel Health System
- Ohio Department of Health
- OhioHealth
- OHMAS
- Primary One
- United Way
- The Center for Family Safety and Healing
- The Ohio State University Wexner Medical Center

3. Behavioral Health

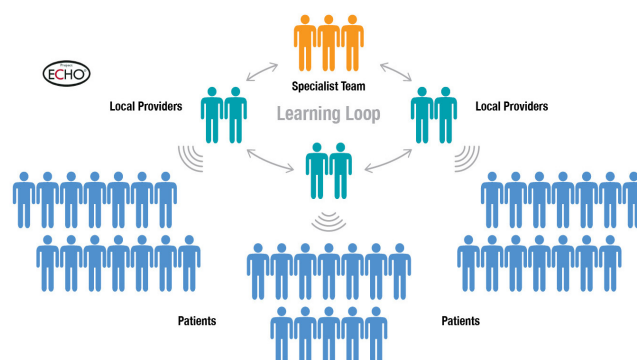
Description:

Screening and treatment for mental health care is complicated by the stigma associated with mental illness. Provider access also presents a challenge, as mental health providers have higher ratios of residents to a single practitioner compared to other types of health practitioners. *HealthMap2022* figures show there is one licensed psychiatrist per 7,152 residents, one licensed psychologist per 2,258 residents and one licensed social worker per 333 residents, compared to one licensed physician per 238 residents. In addition to the number of health care professionals available, resource availability also depends on the ease of scheduling and making it to appointments. Community members recounted difficulty finding a medical professional with hours that work with their schedule, specifically the difficulty of managing health appointments along with their work responsibilities. For mental health treatment to be most effective, some community members want a counselor who can relate to their experiences but are unsure how to seek help.

Substance use disorders also continue to challenge behavioral health care providers. In Franklin County, illicit drug use (all types) statistics have dropped from 13.1% in 2019 to 11.7% in 2022. These figures, however, remain higher than the state average of 9.8% and the national rate of 10.3%. Community members highlighted heroin, fentanyl, meth, opioids and marijuana in their discussions about illicit substance use and expressed concern about overdoses. The issues community members raised related to these substances mainly focused on their use as a coping mechanism instead of mental health care.

Nationwide Children's Programs and Partners

Big Lots Behavioral Health Services at Nationwide Children's is dedicated to the care of children and adolescents suffering from problems of emotion, behavior, development, thought and adaptation-to-life challenges, including those associated with physical illness and trauma. The hospital and its partners are continuing to expand and improve treatment options, including inpatient and outpatient services and outreach and community programs, to serve children in Franklin County and in southeast Ohio. In 2020, Nationwide Children's opened the Big Lots Behavioral Health Pavilion, America's largest center dedicated exclusively to child and adolescent behavioral and mental health on a pediatric medical campus.



ACCESS TO MENTAL HEALTH CARE RESOURCES

Project ECHO

Nationwide Children's is committed to continue to collaborate with primary care providers to increase access for behavioral health patients. In partnership with Partners For Kids, Nationwide Children's accountable care organization, Behavioral Health launched Project ECHO (Extension for Community Health Care Outcomes) in 2019. This initiative is dedicated to increasing comfort and capacity of primary care providers to care for patients with behavioral health needs and develop a system of care connecting communities to specialty resources. Project ECHO utilizes an expert interdisciplinary behavior health team to work collaboratively with pediatricians throughout each series so that they are more confident in their ability to respond to their primary care patients who present with behavioral health concerns. Primary care providers

can ask questions and present cases to interdisciplinary teams at Nationwide Children's as well as other primary care sites. Since 2019, Project ECHO has provided 19 series with over 100 individual sessions, reaching nearly 220 unique providers. By utilizing telecommunication tools, the project has been able to reach primary care providers from 48 counties throughout Ohio (including three workforce shortage counties). In 2022, Project ECHO moved to a quarterly format, offering 11 sessions per series, allowing a more in-depth look into some of the more common behavioral health concerns seen in the primary care setting.

Behavioral Health Treatment Insights and Provider Support (BH-TIPS)

Another collaboration effort with primary care providers includes the Behavioral Health - Treatment Insights and Provider Support (BH-TIPS) for Primary Care program which launched at the beginning of 2021. Created to help address the long wait times for a psychiatry appointment, this program offers primary care providers a way to schedule a 15-minute video consultation with a Nationwide Children's psychiatrist and social worker to discuss any cases on their caseload with behavioral health concerns. Primary care providers can sign up for a time that fits into their clinic schedule, allowing them to continue to offer care to patients with minimal interruption. Since launch and through February 2022, BH-TIPS has been able to complete a total of 178 consultations with 94 unique primary care providers in over 17 counties in Ohio. These numbers continue to grow month to month as more providers inform their peers of this service.

Behavioral Health and Primary Care Locations

Nationwide Children's Behavioral Health intends to continue in the integration of pediatric psychology in primary care locations. The demand for behavioral health care in Franklin County is vast and too much for Nationwide Children's to treat alone. The Behavioral Health Community Development and Engagement Team's primary role is to engage with community providers to achieve best outcomes. Collaboration is needed to treat the whole child effectively. That requires partnerships that develop through relationship building,

which is the primary function of the team. A member of the Community Development and Engagement Team participates in these consultation sessions to add care planning and community liaison supports so that pediatricians can most effectively develop relationships with and utilize their local service continuum. The technical assistance varies by location, but could be consultation, practicing skills gained, evaluating data with goal of encouraging practices to engage in quality improvement, and introducing/initiating quality projects that are specific to behavioral health.

Behavioral Health Integration (BHI)

Nationwide Children's plans to expand local capacity by continuing integration of behavioral health providers into primary care locations. Partners For Kids has been working collaboratively with the service line on this work. This allows for increased access to behavioral health services within the patient's and family's community and medical home. A member of the Community Development and Engagement Team provides practices with technical assistance to support integration efforts. The technical assistance varies by location, but could be consultation, practicing skills gained, evaluating data with a goal of encouraging practices to engage in quality improvement and introducing/initiating behavioral health-specific quality projects. By May 2022, 30 practices were exploring, preparing or implementing BHI, and 13 primary care practices were active with the BHI team.

Future goals include engaging 50 practices in meetings to explore interest in BHI (both primary care practices and partnering behavioral health organizations) and implementing 25 BHIs (primary care practices that are actively integrating a behavioral health clinician).

Expand Research and Education Efforts

The Nationwide Children's Pediatric Learning Library launched a pilot program, "Bloom: Growing Kids' Mental Well-being," an online curriculum designed to help parents confidently support their kids' mental health. Short courses and clear resources focus on the topics parents are asking for, including building mental wellness habits, starting mental health conversations and recognizing when kids need help.

New Award Funding

The National Institute of Mental Health (NIMH) is the lead federal agency for research on mental disorders. NIMH granted Nationwide Children's a \$1,174,152 award for Improving Quality and Outcomes for Low Income Children with Depression in the U.S., which will address health care equity issues. Evidence from this study will inform and guide more effective clinical practices and policies for the care of children and adolescents with major depressive disorder.

NIMH granted a \$2,449,137 award for Effects of Parental History of Suicidal Behavior on Middle/Late Childhood: Longitudinal Assessment of Early Markers of Suicide Risk. Researchers will longitudinally examine parental history, neurocognitive functioning, emotional reactivity/regulation, sex and race in relation to suicidal behavior and non-suicidal self-injury.

SCREENING FOR MENTAL HEALTH CARE ISSUES

Clinician Track in the Psychiatric Crisis Department

The Psychiatric Crisis Department at the Big Lots Behavioral Health Pavilion at Nationwide Children's offers emergency care for children and adolescents for mental and behavioral health crises. Arrival volume has grown from 5,348 in 2019 to 7,900 in 2021. As a result of increasing volume in the Psychiatric Crisis Department, and a discharge rate of 68%, a new care pathway, deemed the Clinician Track, was developed and rolled out in Q1 2022.

Patients are triaged by a nurse and if they meet safety criteria defined by behavioral health psychiatry leadership, the patient can be assigned to the Clinician Track, where they receive a comprehensive behavioral health evaluation by a master's level clinician and are linked with appropriate follow-up care. The psychiatrist is always available for consultation and the patient can be moved to the traditional care track at any time if clinically indicated. Goals moving forward include expansion of dedicated space for this Clinician Track, decreasing wait times, providing services in a fiscally responsible manner, improving the family experience, increasing staff satisfaction and retention and decreasing families leaving without being seen.



Mobile Response and Stabilization Services (MRSS)

As a service under the statewide initiative OhioRISE, Nationwide Children's has a goal to launch a Mobile Response and Stabilization Services (MRSS) team and anticipates growing the team over the next few years. The Nationwide Children's MRSS team will serve Franklin County youth and families within their homes or community to provide intervention, assessment and linkage to support them in a behavioral or mental health crisis. The program will begin in 2022 with a goal to serve families 9 a.m. to 9 p.m. with a 60-minute response time. Expansion of this program will be dependent upon data demonstrating a positive impact, as evidenced by decreased unnecessary visits to the Psychiatric Crisis Department and increased linkage with outpatient treatment.

Lewis Center Emergency Department Telecrisis Expansion

Telehealth assessments are currently being completed remotely with patients identified with a behavioral health concern when presenting to the Lewis Center Emergency Department. Goals for the program include completing a seamless workflow with psychiatry for direct admission to both main campus and the Behavioral Health Pavilion, as indicated. By 2024, telehealth assessment will expand to additional designated locations within the Nationwide Children's network.

Workforce Development

To ensure the community's mental health needs are met, additional internships will be offered. Nationwide Children's will expand slots for the Social Work Internship Program for The Ohio State University Advanced Standing Alternative Plan (ASAP) Master of Social Work (MSW) program. The department will assess the need to expand the Bachelor of Social Work Internship program. The Marriage and Family Therapist Internship Program will expand capacity from four interns to seven. The mental health specialist (MHS) to Bachelor of Science in Nursing (BSN) Program initiative is an internal effort to take an active role in the cultivation and development of psychiatric nurses. Current MHS staff will complete an application and interview process with Nationwide Children's and Capital University for an accelerated bachelor's to BSN program. The first cohort is planned to have five students and has the potential to grow over the next few years.

Therapeutic Interagency Preschool (TIP)

The Early Childhood Mental Health (ECMH) Classroom Therapeutic Interagency Preschool (TIP) is a partnership between Nationwide Children's and Head Start. TIP combines family therapists and early childhood teachers in a classroom setting to work with children on academic and behavioral concerns related to successful kindergarten readiness. TIP will have capacity for up to 24 children with admissions into and out of the program throughout the year. It is slated to open in 2022.

Suicide Prevention Efforts

Suicide is the second leading cause of death for adolescents nationally. Behavioral health continues to expand suicide prevention services. Over the next two years, the Center for Suicide Prevention and Research (CSPR), in collaboration with the Research Institute, will help approximately 10 to 12 organizations plan, build and implement automated or manual caring contacts elements to enhance suicide care transition processes.

Zero Suicide

The foundational belief of Zero Suicide is that suicide deaths for individuals under the care of health and behavioral health systems are preventable. For systems dedicated to improving patient safety, Zero Suicide presents an aspirational challenge and practical framework for system-wide transformation toward safer suicide care. The continued expansion of the Zero Suicide framework into non-behavioral health departments through Nationwide Children's is planned with at least three more departments implementing this in 2022.

Plans include continued Zero Suicide external expansion across multiple youth-serving health and behavioral health care providers encompassing multiple counties throughout central and southern Ohio. This community implementation of the Zero Suicide framework to expand knowledge and practices of those caring for at risk youth, will be done in collaboration with Partners For Kids. With this funding, Nationwide Children's is also able to provide more specific consultation and support for organizations to improve care transitions for patients following assessment or treatment for suicidal ideation and/or behavior by implementing automated Caring Contacts text messages to let patients know they are supported.

Ohio Children's Hospital Association Ohio Youth Suicide Prevention Collaborative

Nationwide Children's is both a participating and leading organization in the Ohio Children's Hospital Association Ohio Youth Suicide Prevention Collaborative with a vision of Zero suicides for Ohio youth aged 12 to 18. Goals include developing a statewide report on youth at risk for suicide and sponsor/provide community education.

To improve access to mental health care resources and screening for mental health care issues, Nationwide Children's will:

- Extend MRSS crisis services to Franklin County residents through OhioRISE.
- Develop the clinical pathway for safer suicide care at Nationwide Children's for patients presenting to Nationwide Children's locations with a primary

behavioral health concern or who are otherwise identified as being at risk for suicide. This includes:

- Continuing adoption and expansion of safer suicide care practices throughout Nationwide Children's non-behavioral health departments, including standardized screening, assessment and safety planning, with the ultimate goal of universal screening.
- Renewing focus on best-practice suicide care in Nationwide Children's crisis services utilizing evidence-based, suicide-specific treatments within behavioral health (Examples: Collaborative Assessment and Management of Suicidality, Safety Planning Intervention and Safe Alternatives for Teens & Youths).
- Defining and building an extended "wrap around" treatment pathway for youth with chronic suicidality.
- Supporting a workforce that is educated (competent) and confidently trained in relation to suicide assessment and management.
- Creating effective handoff communication tools internal and external to Nationwide Children's.
- Implementing a postvention process that utilizes existing programs to support staff and communities affected by suicide.
- Increase ECHO practice sessions by 10% each year.
- Increase Behavioral Health - Treatment Insights and Provider Support (BH-TIPS) calls by 20%.
- Engage 50 practices in Behavioral Health Integration.
- Continue community efforts to disseminate safer suicide care among youth in Ohio. This includes:
 - Train nine Ohio community providers (including regional hospitals, behavioral health practices, and primary care practices) on standardized tools for screening, assessment and intervention.
 - Disseminate school-based prevention programming throughout Ohio and increase PAX programming to one more school per year with saturation in Franklin County.
 - Continue participation with suicide collaboratives in the community, including OCHA, Cardinal Health and Ohio Zero Suicide.
 - Create a Teen Advisory Board.

Zero Suicide Research and Funding Partners

Cardinal Health Foundation Zero Suicide Collaborative

Ohio Children's Hospital Association Ohio Youth Suicide Prevention Collaborative

Franklin County Suicide Fatality Review Board

Be Present Ohio

Development of Little Acts (adaption of SOS programming for latency aged youth)

Community Partners

Columbus City Schools

Delaware-Morrow Mental Health & Recovery Services Board

Franklin County Alcohol Drug and Mental Health Board (ADAMH)

Franklin County Children Services

Franklin County Juvenile Court

Licking-Knox Mental Health & Recovery Services Board

Mental Health, Drug, and Alcohol Services Board of Logan and Champaign Counties

Mental Health & Recovery Board of Clark, Greene, Madison and Union Counties

Netcare Access

North Central Mental Health Services

Ohio Colleges of Medicine Government Resource Center

Ohio Department of Job and Family Services

Ohio Department of Mental Health

Ohio Department of Youth Services

Ohio Medicaid

Paint Valley ADAMH Board (Fayette, Highland, Pickaway, Pike and Ross counties)

The Buckeye Ranch

The Center for Family Safety and Healing

The Center for Innovative Practices, Case Western Reserve University

The Ohio State University Emergency Department

The Ohio State University/Harding Inpatient Psychiatric Unit

Wright State University

Ohio University
 Muskingum Area Board of Mental Health and Recovery Services
 Family and Children's First Council of Franklin County
 Ohio Children's Trust Fund
 Hopewell Health Centers
 Columbus Foundation
 Columbus Public Health
 Ohio Department of Mental Health and Addiction Services (OMHAS)
 Franklin County Board of Developmental Disabilities
 OCALI
 ESCCO (Educational Service Center of Central Ohio)
 Project SEARCH
 Opportunities for Ohioans with Disabilities

DECREASED UNINTENTIONAL DRUG AND ALCOHOL DEATHS

Medication Assisted Treatment for Addiction (MATA)

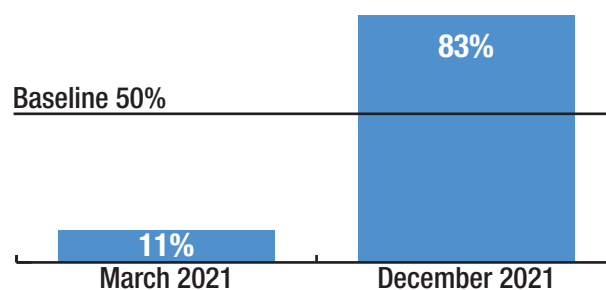
Medication Assisted Treatment for Addiction (MATA) is an outpatient program for adolescents and young adults, ages 14 to 25, who have a substance use disorder, including opioid, alcohol, marijuana, benzodiazepine and nicotine use disorders. Patients entering the program undergo a complete medical, mental health and addiction evaluation and are followed by a multidisciplinary team including addiction medicine specialists, a substance use disorder therapist, social worker and a dedicated nurse. Combining addiction-treatment medication with behavioral therapy is the best way to ensure success for most patients. The program provides ongoing support and case management throughout a patient's course of treatment. MATA serves approximately 50 to 60 patients per year. Average length of treatment depends on the use disorder; however, most patients' length of treatment is at least two years. Some patients have been with the program for more than eight years.

Screening to Brief Intervention (S2BI) and CRAFFT

The Screening to Brief Intervention (S2BI) is a screening tool consisting of frequency of use questions to categorize substance use by adolescent patients into different risk categories. Accompanying resources assist clinicians in providing patient feedback and resources for follow-up. The CRAFFT is a well-validated substance use screening tool for adolescents aged 12 to 21. It is recommended by the American Academy of Pediatrics' Bright Futures Guidelines for preventive care screenings and well-visits.

Funded by a joint trainee grant through the Society for Adolescent Health and Medicine (SAHM) and National Institute of Drug Abuse (NIDA), a trainee within the MATA program instituted formalized electronic screening for substance use with the S2BI and CRAFFT within the general Adolescent Medicine Clinic during preventative health care visits, utilizing quality improvement efforts. The aim was to increase screening rate from a baseline of 11% to 50% of adolescents presenting for annual well examination or to establish care between March and September 2021. There was an increase from 11% in March 2021 to 83% in December 2021. Next stages of this work are to implement these strategies in general Nationwide Children's Primary Care Centers.

ADOLESCENTS SCREENING RATE DURING WELL EXAMINATION



The team is also looking to expand its Family and Adolescent Substance Use Treatment (FAST) Program. The FAST Program will coordinate with Nationwide Children's Primary Care Centers and community partner

organizations to screen adolescents and young adults utilizing the CRAFFT and S2BI to find youth at risk for developing a substance use disorder. The team can then connect patients and their families to appropriate treatment and support. Efforts will include: 1) training Nationwide Children's Primary Care Centers personnel to administer S2BI at every adolescent and young adult annual well visit; 2) introducing a cascade of care for nicotine, marijuana, benzodiazepine and alcohol use disorder treatment in the MATA clinic in addition to opioid use disorder treatment; 3) implementing a hub team that will include employing a psychiatric nurse practitioner (NP); 4) onboarding specialized personnel to reinforce existing services offered at Star House, a local homeless youth organization, by adding a substance use disorder clinic. The FAST Program will also leverage other wraparound and specialty services available at Nationwide Children's. The FAST program received a competitive score from SAHMSA and will be resubmitted in 2023 to try and secure other funding to be able to implement the FAST program in the future.

To decrease unintentional drug and alcohol deaths, over the next three years, Nationwide Children's will:

- Increase screening from 0% to 50% for substance use disorders outside of adolescent medicine with implementation of QI techniques in Nationwide Children's Primary Care clinics.
- Increase referral to MATA clinic from 0% to 50% for adolescents with positive substance use disorder screens for full assessment and treatment recommendations.
- Increase prescriptions for intranasal naloxone for opioid overdose reversal to all patients with substance use disorder as they are at risk of unintentional overdose and death.

Community Partners

Columbus City Schools

Delaware-Morrow Mental Health & Recovery Services Board

Franklin County Alcohol Drug and Mental Health Board (ADAMH)

Franklin County Children Services

Franklin County Juvenile Court

Licking-Knox Mental Health & Recovery Services Board

Mental Health, Drug, and Alcohol Services Board of Logan and Champaign Counties

Mental Health & Recovery Board of Clark, Greene, Madison and Union Counties

Netcare Access

North Central Mental Health Services

Ohio Colleges of Medicine Government Resource Center

Ohio Department of Job and Family Services

Ohio Department of Mental Health

Ohio Department of Youth Services

Ohio Medicaid

Paint Valley ADAMH Board (Fayette, Highland, Pickaway, Pike and Ross counties)

The Buckeye Ranch

The Center for Family Safety and Healing

The Center for Innovative Practices, Case Western Reserve University

The Ohio State University Emergency Department

The Ohio State University/Harding Inpatient Psychiatric Unit

Wright State University

Ohio University

Muskingum Area Board of Mental Health and Recovery Services

Family and Children's First Council of Franklin County

Ohio Children's Trust Fund

Hopewell Health Centers

Columbus Foundation

Columbus Public Health

Ohio Department of Mental Health and Addiction Services (OMHAS)

YOUTH MENTAL HEALTH SUPPORT

School Prevention Programs

Mental health plays a huge role in a student's success. Students who receive mental health and social-emotional support in the school setting have better academic outcomes. Nationwide Children's offers support from elementary school to high school to promote academic well-being. Individual therapy and family therapy are offered to students who are more at risk. Licensed mental health professionals provide counseling and prevention services to help children in the schools. They assist children to overcome life's problems, feel better, manage their relationships with others and improve how they do in school.

In both middle and high schools, Signs of Suicide (SOS), a nationally recognized suicide prevention program, is offered by The Center for Suicide Prevention and Research (CSPR). The SOS program teaches students, school staff and parents that suicide is preventable by promoting the ACT[®] message. When anyone notices warning signs of depression or suicide, they should acknowledge there is a serious concern, care and show the person you care, and tell a trusted adult. Over the next few years, Nationwide Children's will identify all schools in Franklin County that have yet to receive SOS and evaluate needs and preparedness to engage in planning and administration of SOS.

The team will address the existing void of suicide prevention programming in elementary schools by developing and piloting a novel program (Little ACTs) in collaboration with Mindwise Innovations and Fablevision Studios. By 2024, a prototype and pilot program will have been built and evaluated, and initial implementation of Little ACTs program will occur.

Community Partnerships

Expanding partnerships in Franklin County will help to identify and support vulnerable populations (e.g., Black youth, LGBTQ+ youth, immigrant/refugee youth, youth in foster care, youth in the juvenile justice system, youth in low income/resource families and rural youth). Boys and Girls Clubs in Franklin County will receive standardized suicide prevention training with curriculum developed by

the CSPR. Youth will receive the 10-session curriculum focusing on awareness, coping and reduction of suicidal behavior with demonstration of increased knowledge and staff preparedness to support youth in crisis.

To improve youth mental support, over the next three years, Nationwide Children's will:

- Ensure that suicide prevention efforts (especially SOS) in Franklin County schools have reached a level of saturation (e.g., >80%). As of May 2022, SOS has been implemented in 212 schools and 3,001 classrooms.
- Increase community and youth suicide prevention efforts that address gaps in traditional school-based work (e.g., Be Present Ohio, Boys and Girls Clubs, primary care screening, population specific community trainings, suicide reporting partnerships with media, adaptation of SOS in schools that serve primarily youth of color).
- Provide quarterly risk assessment and safety planning trainings through CSPR to school staff and youth-serving agencies to increase number of responsive adults to nearly 600 over three years.
- Complete the development and piloting of the Be Present Ohio suicide prevention app that is meant to engage youth in a highly interactive manner to support learning and engagement with suicide prevention materials outside of the classroom in ways that young people currently consume information.
- Develop infrastructure within the EMR to centrally house detection tools, safety plan documentation, and risk categorization worked to support initial workforce training and serves as a framework for continuing expansion. As a result, since 2019, screening has increased from 48% to 98% and the number of patients who have received appropriate care following screening has increased from 78% to 94%.
- Continue to train Ohio community providers on standardized tools for screening, assessment and intervention through ZerOH Suicide work.
- Renew focus on best-practice suicide care in Nationwide Children's crisis services through monthly monitoring of suicide screening, assessment, and safety planning.

Community Partners

| | |
|---|--|
| Ohio School for the Deaf | Madison and Union Counties |
| Ohio State School for the Blind | Netcare Access |
| Columbus Public Health | North Central Mental Health Services |
| Ohio Suicide Prevention Foundation | Ohio Colleges of Medicine Government Resource Center |
| Franklin County Coroner's Office | Ohio Department of Job and Family Services |
| Franklin County Suicide Prevention Coalition | Ohio Department of Mental Health |
| LOSS Community Services | Ohio Department of Youth Services |
| Syntero, Inc. | Ohio Medicaid |
| Mental Health America Ohio | Paint Valley ADAMH Board (Fayette, Highland, Pickaway, Pike and Ross counties) |
| OhioHealth Hospice | The Buckeye Ranch |
| Ohio School Boards Association | The Center for Family Safety and Healing |
| Boys and Girls Clubs Ohio Alliance | The Center for Innovative Practices, Case Western Reserve University |
| Mindwise Innovations | The Ohio State University Emergency Department |
| WOSU | The Ohio State University/Harding Inpatient Psychiatric Unit |
| On Our Sleeves / BMC | Wright State University |
| OhioMHAS | Ohio University |
| ODE | Muskingum Area Board of Mental Health and Recovery Services |
| Cardinal Health | Family and Children's First Council of Franklin County |
| Zero Suicide Institute | Ohio Children's Trust Fund |
| Delaware-Morrow Mental Health & Recovery Services Board | Hopewell Health Centers |
| Franklin County Alcohol Drug and Mental Health Board (ADAMH) | Columbus Foundation |
| Franklin County Children Services | Columbus Public Health |
| Franklin County Juvenile Court | Ohio Department of Mental Health and Addiction Services (OMHAS) |
| Licking-Knox Mental Health & Recovery Services Board | |
| Mental Health, Drug, and Alcohol Services Board of Logan and Champaign Counties | |
| Mental Health & Recovery Board of Clark, Greene, | |

4. Maternal and Infant Health

Description:

In Franklin County, 127 infants died before their first birthday in 2019. While infant mortality has decreased since the last *HealthMap*, the state and Franklin County rate of 6.9% remains above the national goal of 5.7%. The infant mortality rate among Black infants has decreased since the last *HealthMap* (from 15.2 to 11.4 per 1,000 live births) but remains considerably higher than White infants (4.3 per 1,000 live births). In fact, rates of infant mortality among Black infants remain significantly higher than other racial and ethnic groups.

The rate of babies hospitalized with neonatal abstinence syndrome, a result of mothers using drugs during pregnancy, is 12.9 out of every 1,000 live births in Franklin County, a rate similar to Ohio overall (12.5). In Franklin County, the rates of estimated pregnancies and live births among adolescents decreased for most age groups. However, Franklin County's rate of adolescent pregnancy and live births is higher than the state and national rates for those aged 15 to 17.

Many maternal health outcomes and behaviors have not improved, with higher percentages of pregnant mothers diagnosed with diabetes, engaging in substance use while pregnant and without health insurance. About half the women in Franklin County and Ohio overall were not taking multivitamins, pre-natal vitamins, or folic acid the month before becoming pregnant. In Franklin County and Ohio, about one-quarter of pregnancies were unintended, meaning these women did not want to get pregnant or wanted to get pregnant later.

Nationwide Children's Programs and Partners

Nationwide Children's aims to decrease infant mortality and preterm births and improve prenatal care in Franklin County through several programs and services.

INFANT MORTALITY AND MATERNAL PRE-PREGNANCY HEALTH

In 2014, a task force of city and county leaders, the business community, residents, elected officials, nonprofits, hospitals and public health systems came together to develop a comprehensive plan to address the unacceptable infant mortality rate in Columbus and Franklin County. As a result of this effort, CelebrateOne was established as Franklin County's overarching

collective impact initiative to reduce infant mortality. Ohio Better Birth Outcomes (OBBO) is a national model of collaboration between hospitals, federally qualified health centers and public health organizations, and a lead partner of CelebrateOne. Nationwide Children's serves as the convener of OBBO, and provides quality improvement consulting, project management and data support to evaluate progress of OBBO interventions with each prenatal clinic through dedicated staff. OBBO is comprised of the four central Ohio hospital systems, Columbus Public Health Department, Heart of Ohio Family Health, Lower Lights Christian Health Center and PrimaryOne Health. Intervention priorities include perinatal support referrals (evidence-based home visiting, Medical Legal Partnership, Baby & Me Tobacco Free), contraceptive access and safe sleep.

Since 2015, CelebrateOne, OBBO, Nationwide Children's and other partners have implemented action steps in safe sleep education, prematurity prevention, and early access to prenatal care. This work has resulted in a reduction of the Franklin County infant mortality rate by 20%.

Despite this progress, the unacceptable racial disparity still exists. The new phase of the CelebrateOne 2021-2026 strategic plan is aimed at accelerating the decrease in Black infant mortality.

BC4Teens (Birth Control for Teens)

By providing education and access to birth control, Nationwide Children's BC4Teens Program helps ensure teens do not become pregnant. BC4Teens is a place where young women can learn about birth control and receive the best method for them, including IUDs and

implants, both of which are more than 99% effective at preventing pregnancy for at least three years. BC4Teens provided more than 1,170 long-acting reversible contraceptives (LARC) from 2019 through 2020. The program had 3,477 patient visits in 2019-2021. In 2019, BC4Teens increased the age of young women receiving care to age 25.

Teen and Pregnant Program

When teens are pregnant, Nationwide Children's Teen and Pregnant (TaP) program offers assistance so they can have a healthy pregnancy. TaP provides prenatal and postpartum care to young women up to age 22. The program saw 630 new patients from 2019 to 2021 for a total of more than 4,500 visits.

Nationwide Children's provided care to pregnant teens in the CenteringPregnancy® prenatal care program at its clinic. CenteringPregnancy brings together women who are at similar stages of pregnancy to meet, learn care skills and participate in group discussions. This program has decreased preterm births and increased healthy habits. From 2019 to 2021, there were 286 CenteringPregnancy visits. Due to COVID-19 restrictions, in-person Centering visits were put on hold for much of 2020-2021.

In 2021, TaP began offering dental screenings to their prenatal and postpartum patients to decrease the negative outcomes associated with pregnancy and poor dental care. TaP established partnerships with the Nationwide Children's Dental Clinic and PrimaryOne Health to provide referrals for the teens and adolescents being seen in their clinic.

StepOne for a Healthy Pregnancy, a resource of CelebrateOne, helps connect women with affordable, timely and convenient prenatal care and resources, such as food and housing, for a healthy pregnancy, all with a call to their hotline. StepOne connected 254 pregnant adolescents ages 15 to 19 to prenatal care in 2019, 279 in 2020 and 235 in 2021.

Ohio Better Birth Outcomes

Ohio Better Birth Outcomes (OBBO) is lead partner of Franklin County's public-private partnership to reduce infant mortality, CelebrateOne. OBBO is a quality improvement collaborative that is accountable for health care system-based interventions across the prenatal and perinatal periods.

OBBO's implementation activities are focused on improving prenatal care and connecting with upstream providers, expanding evidence-based home visiting and reproductive health planning (specifically accelerating access to LARC) and maintaining clinical quality improvement initiatives to increase the use of progesterone in certain high-risk pregnancies.

Home Visiting

Healthy Families America (HFA) and Nurse Family Partnership (NFP) serve as the two evidence-based home visiting programs in Franklin County. Nationwide Children's is one of the largest providers of both models, which operate as part of The Center for Family Safety and Healing. Nationwide Children's programs have served an average of 600 families per year from 2019 through 2021. Program goals include improved birth outcomes, reduced prematurity and improved parent-child attachment and bonding.

Adolescent Well-Care

To increase adolescent well-care visits, Partners For Kids Nationwide Children's accountable care organization, targets patients who were overdue or would be due for well-child checks within the next two months with phone calls, letters and postcards. Partners For Kids personnel also supplement office staff at clinics and practices to schedule patients and track well visits, missed appointments and other data. The organization created an incentive payment for each well visit completed by practices under contract with Partners For Kids. The group also hosts training retreats on improving well-care rates, provides pamphlets and guides and other materials on periodicity, the importance of well-care visits and more for practices to use and share with patients. Partners For Kids is also generating reports that assist practices in identifying those children who have not yet completed their annual well visits, so that the practices know to reach out to those families to schedule.

Safe Sleep

On average, more than three Ohio infants die each week due to sleep-related causes. To help combat this statistic, Nationwide Children's has a Safe Sleep core composed of internal hospital departments to implement best practices. Nationwide Children's implemented standardized safe sleep screening at targeted visits within the neonatal intensive care unit (NICU), Primary Care, the Emergency Department (ED) and Urgent Care Centers. Additionally, Nationwide Children's now serves as a distribution site for Cribs for Kids in partnership with Columbus Public Health. Since its inception in March of 2021, 100 Pack 'n Plays have been given free of charge to families in need of a safe sleep environment for their infant.



To reduce the rates of premature birth and infant mortality and increase prenatal care, Nationwide Children's will focus on the following priorities in collaboration with OBBO and CelebrateOne:

- Increase referrals made from prenatal clinics at hospital systems and federally qualified health centers (FQHCs) to evidence-based home visiting programs to 30%.
- Increase women served in Franklin County to evidence-based home visiting from prenatal clinic referrals to 5,000.
- Maintain LARC for immediate postpartum during maternal stay for women (6%) and increase postpartum LARC to represent pre-COVID levels of 9%. (Mount Carmel Health System excluded)
- Develop new initiative to expand LARC use in teens (as a proportion of all teens seen in the hospital systems). (Mount Carmel Health System excluded)
- Increase number of women served by OBBO Medical Legal Partnership from 2021 number of 457 women.
- Increase number of women served by Baby & Me Tobacco Free with negative tobacco test in first trimester from 2021 number of 60 women.
- Achieve a 90% participation rate of women's health staff who have completed the addressing racism continuing education.

Community Partners

CelebrateOne

Central Ohio Hospital Council

Columbus Public Health

Mount Carmel Health System (**NOT involved in any LARC-related activities)

OhioHealth

The Ohio State University Wexner Medical Center

PrimaryOne Health

Heart of Ohio

Lower Lights

Partners For Kids

5. Disease Management

Description:

According to the Centers for Disease Control and Prevention (CDC), more than 40% of school-aged children and adolescents in the U.S. have at least one chronic health condition such as asthma, obesity or other physical condition. Asthma rates for youth are lower in Franklin County (15.8% in 2019) and Ohio (11.3%) than the national average (22.5%). While obesity rates for Franklin County adults are higher than the national rate, obesity rates for youth in Franklin County (31.1% in 2019) and Ohio (29%) remain lower than the national average (31.6%).

Nationwide Children's Programs and Partners

Nationwide Children's has multiple programs in place to address asthma, diabetes and obesity, many of which are designed to empower patients and their families to manage their conditions. For children with asthma and diabetes, this has led to fewer emergency department visits and inpatient hospital treatment.

ASTHMA

Asthma is the most common chronic childhood illness and can significantly impact quality of life with missed school days, difficulty with physical activity and exacerbations resulting in emergency department visits and/or hospitalization. Nationwide Children's has initiatives in Primary Care Centers, schools, community pediatricians' offices and home visitation programs to help children and their families improve control of their asthma and reduce the impacts. One result has been a significant reduction in visits to emergency departments related to symptom flare-ups. The COVID-19 pandemic also may have reduced emergency room visits during 2020.

Asthma Quality Improvement Efforts in Primary Care

Quality improvement (QI) efforts within Nationwide Children's Primary Care Centers focused on using any visit as an opportunity to assess asthma status. Asthma Control Tests (ACT) were given to asthma patients at more than 85% of their Primary Care Network visits. The ACT includes five questions that help health care providers determine if a child's asthma symptoms are well controlled.

Partners For Kids, Nationwide Children's pediatric accountable care organization, is responsible for more than 350,000 lives of children on Medicaid. It has continued providing quality improvement coaching to practices to optimize asthma management for patients seen in the primary care office, aligning with the National Heart, Lung, and Blood Institute (NHLBI) 2020 revised asthma guidelines. Through these QI projects, practices can receive expert guidance from Partners For Kids QI specialists and pharmacists as well as asthma and allergy specialists affiliated with Nationwide Children's.

ASTHMA CONTROL TEST

The image shows two versions of the Asthma Control Test (ACT) form. The left version is for children 4 to 11 years old, featuring a cartoon character and simplified instructions. The right version is for children 12 years and older, with more detailed instructions and a scoring key. Both forms include five questions about asthma symptoms and medication use, with a total score calculated at the bottom.

The Partners For Kids QI Coaching team works with practices to customize the care provided to patients. Areas of focus could include administering an ACT at every office visit, providing updated Asthma Action Plans annually, arranging follow-up visits for asthma every six

months, and utilizing pharmacy data for patients with persistent asthma. This data includes proportion of days covered, which measures medication adherence based on pharmacy fills, and the Asthma Pharmacy Profile, which measures risks based on prescriptions for controller medication, reliever medication and oral steroids; asthma follow-up; asthma-related emergency department visits or hospitalizations.

The team will continue to utilize asthma risk scores, calculated based on predictive models developed by the Nationwide Children's Hospital Data Science Program, to identify Primary Care patients at increased risk for poor asthma outcomes for more intensive interventions (referral to community asthma programs, referral to asthma specialty care.)

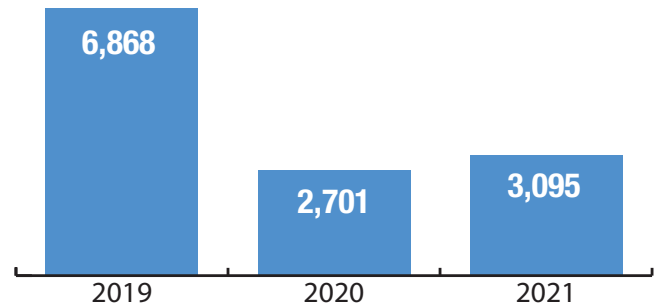
Reduced Emergency Department Visits

One result has been a significant reduction in visits to emergency departments due to symptom flare-ups. In 2020, Partners For Kids asthma-related emergency department visits were down 53.6%. Quality improvement efforts within Nationwide Children's Primary Care Centers continued to focus on using any visit as an opportunity to assess asthma status. Asthma Control Tests were given to asthma patients at more than 85% of their Primary Care visits.

School-Based Asthma Therapy

School-Based Asthma Therapy (SBAT) helps children with poorly controlled asthma, marked by frequent or severe symptoms at school or frequent exacerbations requiring urgent therapy. The program promotes communication among the school, caregiver and health care provider. It focuses on ensuring children are taking their routine controller therapy (medications that help prevent asthma symptoms). Participating schools assist by administering a portion of the students' controller doses at school.

SBAT ANNUAL ENROLLMENT



To keep children out of the hospital and minimize the impact of asthma on children's well-being, Nationwide Children's will:

- Increase six-month asthma follow up visit rates in the Primary Care Network from 52% to 65%.
- Standardize acute asthma care in the emergency department with use of new ED asthma pathway.
- Standardize acute asthma care in the urgent care department with use of new asthma pathway.
- Work with Partners For Kids to create outpatient asthma management guidelines recommendations to be utilized by community pediatricians based on most recent asthma guidelines to be provided with asthma education to community practices.
- Recover and exceed enrollment levels prior to the pandemic. This will be achieved via targeted student recruitment, including encouragement of referral for children seen in urgent/acute care settings, rebuilding of staffing lost during the health crisis, and ongoing efforts to improve program efficiency while maintaining its efficacy.

Community Partners

Columbus City Schools, South-Western City Schools and several others in Franklin and surrounding counties
Community pediatricians
Ohio Association of School Nurses

DIABETES

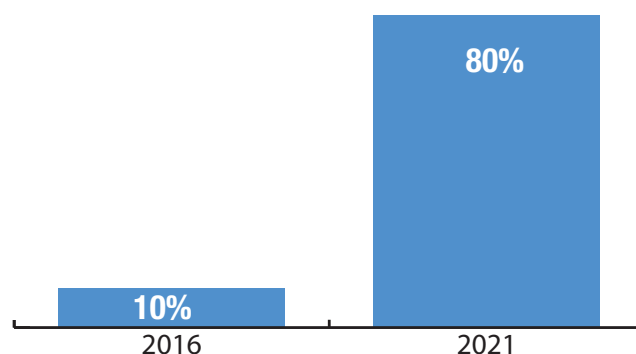
Nationwide Children's diabetes program continually strives to improve and expand the comprehensive outpatient care it offers to children with the disease. The program's overall goal is to provide patients and their families with needed care and the tools to self-manage diabetes, resulting in independent, healthy and active lives.

Health Equity Among T1D Patients Using Glucose Technology

The incidence of type 1 diabetes is increasing in the United States across all populations, most significantly among specific racial and ethnic groups. In Hispanics and non-Hispanic Black populations, higher A1C levels are also evident. The team is examining technology use as a potentially modifiable and likely effective intervention to reduce inequity in glycemic outcomes. The goal is to reduce the inequity in technology use, as measured using continuous glucose monitor (CGM) and insulin pump utilization rates. This will be accomplished by standardizing educational materials for CGM and pumps, translating educational materials into highly utilized languages, utilizing EPIC best practice alerts to remind providers of qualifications for CGM/pumps, making verbal translation services available in clinic, providing early access to CGMs through sample program at diagnosis and creating a quality improvement project to track and organize efforts. Efforts to date showed improved overall utilization of CGM from around 10% in 2016 to 80% in 2021.



IMPROVED UTILIZATION OF CGM



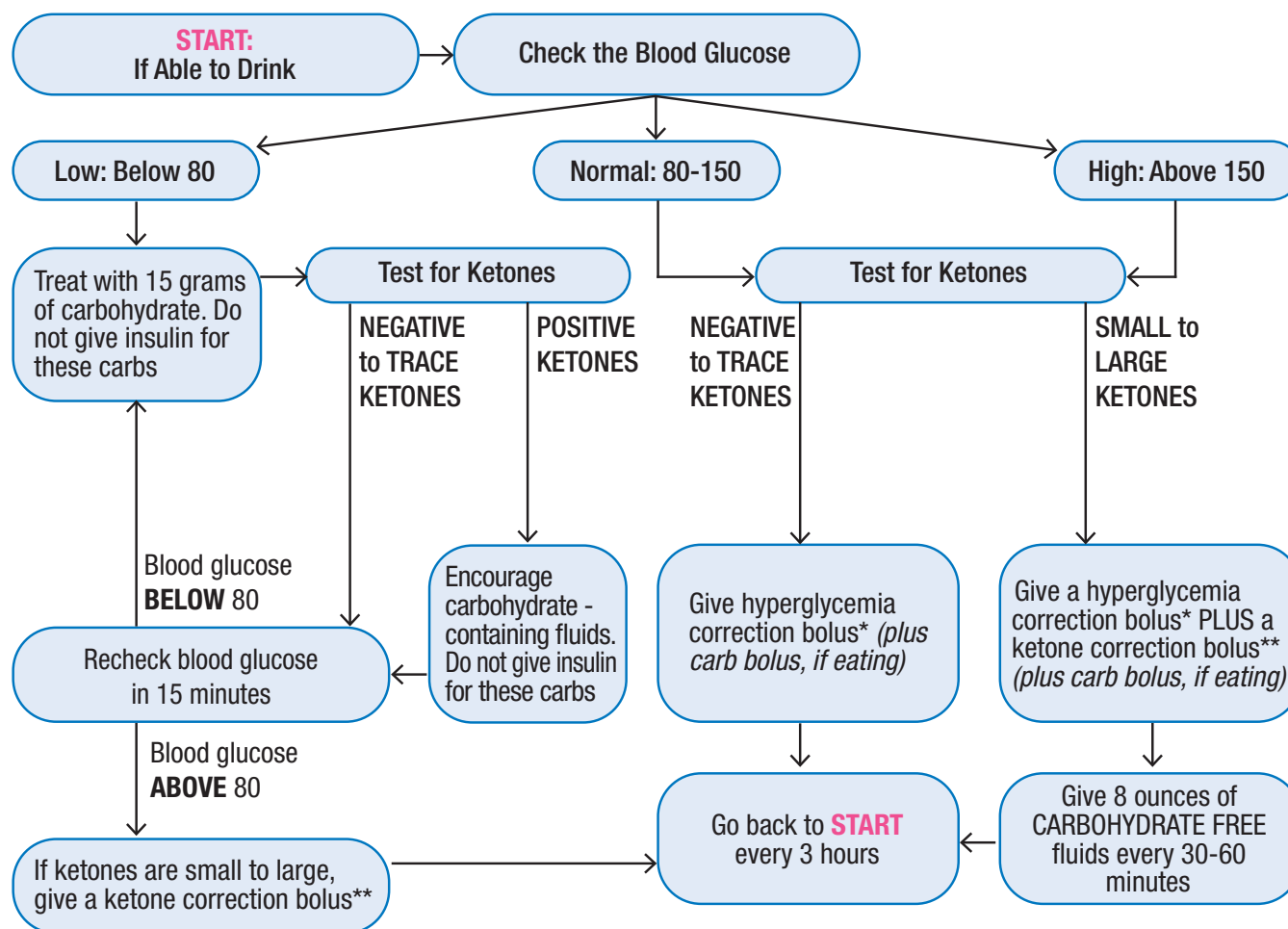


Reduce Acute Care Visits in T1D Population

Emergency department (ED) visits due to health issues related to diabetes hit 54.6 per 1,000 Franklin County residents in 2022. This rate is up from 50.7 visits per 1,000 according to *HealthMap2019*, and well above Ohio rates of 42.7 visits per 1,000. The Endocrinology Department at Nationwide Children's offers round-the-clock access to care via its urgent phone line. During education sessions and clinic visits, staff discuss the urgent line to ensure patients and their families are aware of the resource and that they should try to call prior to taking their child to the ED. New-onset and regular clinic education provided to caretakers also gives families information to help them determine when it is appropriate to take their child to the ED. When patients with diabetes come to the ED, social workers routinely make follow-up phone calls to learn the reasons why and attempt to connect the patient with a diabetes educator, a dietitian or other resources that may provide information or care that makes future ED visits unnecessary. Further, patients receive a diabetes sick day self-management packet to guide them and their families when the patient is feeling ill. The packet includes instructions for insulin injection and insulin pump therapy when suffering different symptoms. The overarching goal is to decrease the number of ED visits among the type 1 diabetes patient population.

DIABETES SOS: SICK DAY SELF-MANAGEMENT

Flowsheet - Insulin Injection Therapy When Able to Drink



*Only if blood glucose is above target and it has been 3 hours since last carb and/or rapid-acting insulin dose

**See "SOS" Worksheet to calculate amount of extra insulin for ketone correction

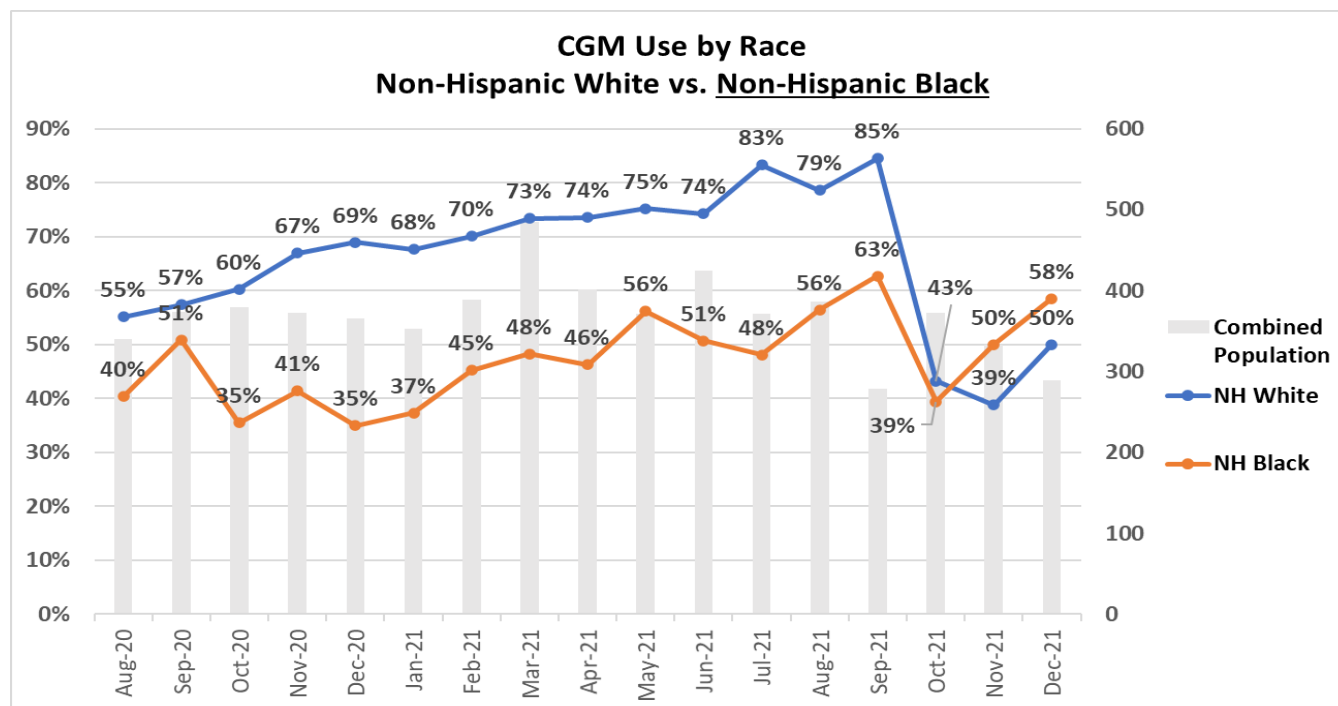
CALL the Diabetes Center (614) 722-4425 (option 3) if any of the following occur:

- You are not sure what to do
- You have treated a LOW blood glucose (hypoglycemia) TWICE in a row with NO improvement.

- You have treated MODERATE to LARGE ketones TWICE in a row with NO improvement.

In an Emergency, call 911

DECREASE RATE ACUTE CARE ED VISITS BY T1DM CLINIC PATIENTS FROM AVERAGE 2.29 TO 1.75 PER 1000 ENCOUNTERS BY 12/31/2021 AND SUSTAIN THROUGH 2022



Expand Access to Retinopathy Screening

A retinal exam is part of the standard of care for patients with diabetes. At first, diabetic retinopathy might cause no symptoms or only mild vision problems, but it can lead to blindness. Nationwide Children's aims to increase the number of patients compliant with their retinopathy screening through the purchase of a retinopathy scanner for the Endocrinology Clinic. This will allow the team to develop new workflow for diabetes visits, including in-house retinopathy scan.

To improve the quality of life for patients with chronic pediatric diabetes, allowing children to live as normal a life as possible, Nationwide Children's will:

- Improve health equity among T1D patients use of glucose technology.

- Decrease rate of acute care ED visits by T1D clinic patients from average 2.29 to 1.75 per 1,000 encounters.
- Increase the number of patients compliant with their retinopathy screen.
- Create a multidisciplinary type 2 diabetes clinic to better meet the unique needs of our patients with type 2 diabetes.
- Elect physician champions to serve as our type 2 diabetes medical leaders and develop type 2 team of support staff specialized in treating type 2 diabetes.

Community Partners

Columbus City Schools, South-Western City Schools and 29 other local school districts in Franklin and surrounding counties

Community Partners

Ohio Association of School Nurses
Ohio Department of Health
American Diabetes Association
Juvenile Diabetes Foundation
Central Ohio Diabetes Association
Boys & Girls Clubs
Children's Hunger Alliance
Children's Defense Fund Freedom Schools
City Year
Columbus City Schools
Columbus Metro Parks
Columbus Public Health
Columbus Recreation and Parks
Community Development for All People
Franklin Park Conservatory
Junior League of Columbus Inc.
Kroger
Local Matters
Mid-Ohio Foodbank
Philip Heit Center for Healthy New Albany
Primary Care Practices
The Salvation Army
YMCA of Central Ohio

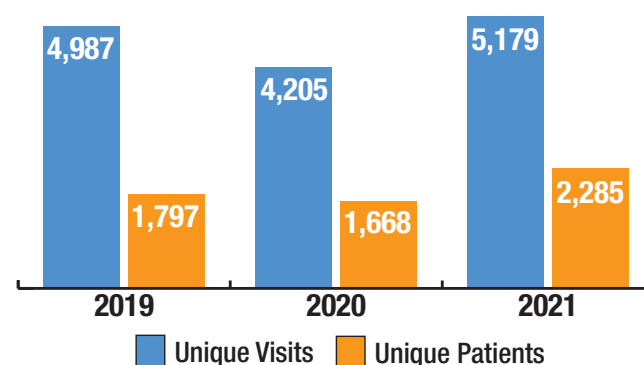
OBESITY

Children with obesity often have risk factors for other health complications, such as heart disease and diabetes. These can persist or worsen if they remain overweight or obese in adulthood. Obesity rates for youth in Franklin County remain at 31.1% (2019), which is slightly lower than the national average of 31.6%. Obesity rates can be linked to poor nutrition and low physical activity rates.

Nationwide Children's Center for Healthy Weight and Nutrition (CHWN) offers a comprehensive approach to weight management in children, including programs for

prevention, treatment, education and more. CHWN's medical weight management programs help children 2 and older who struggle with their weight make lifestyle changes.

HEALTHY WEIGHT VISITS AND UNIQUE PATIENT VISITS



Weight-Loss Surgery

For adolescent patients who have not achieved their desired weight loss through lifestyle changes, weight loss surgery is an option. CHWN offers three types of bariatric surgeries: gastric sleeve, gastric bypass and laparoscopic adjustable band surgeries. In 2018, CHWN received their re-accreditation through Metabolic and Bariatric Surgery Accreditation and Quality Improvement Program (MBSAQIP). The program accredits inpatient and outpatient bariatric surgery centers in the United States and Canada that have undergone an independent, voluntary and rigorous peer evaluation in accordance with nationally recognized bariatric surgical standards. Bariatric surgery accreditation not only promotes uniform standard benchmarks, but also supports continuous quality improvement. The center successfully met the requirements deemed necessary and has established and implemented three quality improvement projects to further improve their metabolic and bariatric patient outcomes. The COVID-19 pandemic affected the center's bariatric surgery volumes due to the inability to offer elective procedures and ambulatory visits. The center performed 54 bariatric surgeries between 2019 and 2021.

Patient Retention Rates

As a way of enhancing patient engagement and improving outcomes, the center worked to improve patient contact to three more visits per patient within a six-month period. More than 65% of the center's established patients have successfully achieved three or more visits within six months. Since January 2020, there was a 20% increase in the number of patients who achieved four or more visits in a six-month period. For the bariatric program, post-surgery retention over 24 months, an outcome measure being tracked as part of the MBSAQIP accreditation, improved with institution of a dynamic electronic bariatric registry, a transition protocol to adult program protocol and staffing. The post-surgery retention increased to 91% in 2021.

Project ECHO: Obesity

The center established the Primary Care Obesity Network (PCON) in 2012 to provide a sustainable, evidence-based program to train and support primary care practices to adequately address childhood obesity. The center recognizes the need for strong clinic to community linkages in managing childhood obesity. The defining feature of this model is that care is coordinated within the medical home, while integrating resources in the community, allowing for consistent messaging and care. With the onset of the COVID-19 pandemic, the center had to quickly shift their PCON model to a virtual platform, Project ECHO, in collaboration with the CareSource Insurance organization. The Pediatric Health ECHO (Extension for Community Healthcare Outcomes) offers a variety of series to support community-based clinicians and help them provide high quality, safe and effective care and treatment for children with specialized health care conditions. This series offers a variety of topics, including ECHO Feeding, ECHO Pediatric Pain, ECHO Rumination and more.

From 2019 to 2021, the center successfully trained 100 community health care providers utilizing the PCON and ECHO obesity training infrastructure and impacted 175 health care professionals through educational webinars.

In 2019, the center had two health care institutes spend time learning from center staff about obesity care for the pediatric population. The center also trained a physician from Hong Kong on pediatric obesity care.

Community-Based Programming Approach for Obesity

The majority of events in 2020 and 2021 were hosted in a virtual or drive-through format to minimize large gatherings during the COVID-19 pandemic. To promote healthy eating and increase food access throughout the pandemic, the center distributed over 2,650 produce boxes within central Ohio through the USDA Farmers to Families Food Box Program.

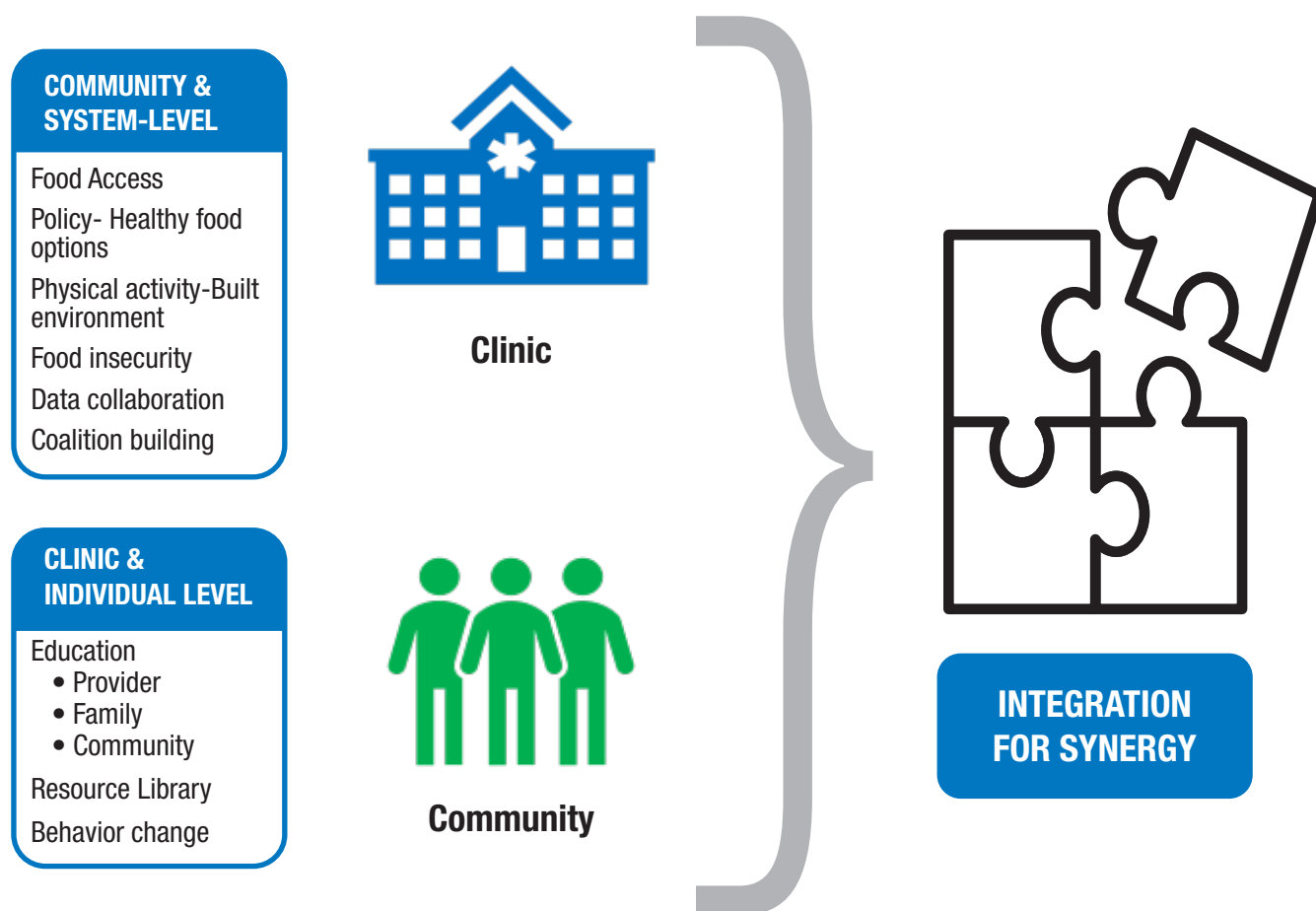
Additionally, the center partners with a local nonprofit organization, Local Matters, to educate children and their families about nutritious food: how to cook it, how to grow it, and how to access it affordably. In 2019, the center and Local Matters piloted a six-week cooking class that impacted 25 families, reaching a total of 50 to 75 children and adults. Despite the pandemic in 2020 and 2021, the center and Local Matters continued their partnership by offering ongoing virtual cooking classes, known as Food Matters. During this two-year period, the center completed 13 Food Matters Cooking Class Series', impacting 400 to 500 individuals.

In 2021, the center partnered with Nationwide Children's Healthy Neighborhoods Healthy Families (HNHF) and Local Matters through their six PlayStreets events in the Linden and South Side communities. PlayStreets are block parties with recreational activities designed to encourage kids within the community to be physically active. As part of this partnership, 300 meal kits were distributed at the six PlayStreets events.

The center worked with several community organizations, particularly the American Heart Association, on the Default Beverage Ordinance which was passed in Columbus City in 2020. The model ordinance sets the "default" beverages in children's meals as water, nonfat or 1% milk, or eight-ounce servings of 100% juice in restaurants.

OUR APPROACH FOR OBESITY

OBESITY HAS A COMPLEX MULTIFACTORIAL ETIOLOGY AND REQUIRES MULTICOMPONENT TREATMENT



To reduce or prevent pediatric obesity and to help children already facing this chronic condition, Nationwide Children's will:

- Establish and maintain ECHO Obesity Framework by 1) increasing physician knowledge and comfort with weight management, 2) practice defined BMI screening and 3) nutrition and physical activity counseling and appropriate billing documentation.
- Improve patient engagement in the center by increasing the percent of children with an average number of treatment contacts to three or more visits in six months and increasing the percentage with decreased body mass index to 60%.
- Establish partnerships with six community organizations to address: 1) food access, 2) nutrition education, 3) reducing sugar sweetened beverage consumption and 4) physical activity in schools through programming and policy.
- Maintain Metabolic and Bariatric Surgery Accreditation and Quality Improvement Program for adolescent bariatric surgery as demonstrated by 45 bariatric surgery cases in the next three years.

Community Partners

2nd and 7 Foundation
Active Linden
American Heart Association
CareSource
Central Ohio Primary Care Network
Children's Hunger Alliance
Columbus City Schools
Community Development for All People
Community Pediatricians
Columbus Public Health
Columbus Recreation and Parks
Local Matters
Mid-Ohio Foodbank
Ohio Department of Health
Partners For Kids
Philip Heit Center for Healthy New Albany
Primary Care Practices
The Ohio State University Extension
YMCA of Central Ohio

6. Preventive Care

Description:

Emergency department (ED) utilization remains high. Among youth (age 0 to 18), a breathing-related issue – specifically, a respiratory infection – was the most frequent specific cause of a visit to an ED. Fevers, viral infections, vomiting, influenza, strep throat and cough were also frequently diagnosed as the specific cause of a visit to an ED.

In Franklin County, the percent of children ages 3 to 18 who could not get dental care dropped from 5% in 2019 to 3.9% in 2022. In Ohio, the percentage of all age groups who could not access dental care increased since the last *HealthMap*. Franklin County Emergency Department (ED) visits for dental care dropped from 8.3 visits per 1,000 in *HealthMap2019* to 6.9 visits per 1,000 in *HealthMap2022*. This falls below the state average of 8.0 visits per 1,000. These figures suggest the need for improved access to preventive care including well child visits, immunizations and dental care outside of the hospital to primary care providers, dental providers or community health services.

Nationwide Children's Programs and Partners

In response to the need for more appropriate, accessible care, Nationwide Children's has committed to providing additional primary and subspecialty health care to Franklin County residents and assisting with coordinating care for vulnerable patients.

WELL CHILD VISITS AND IMMUNIZATIONS

Reducing Emergency Department Visits

Children and adolescents are increasingly using the preventive care offered through Nationwide Children's 13 Primary Care Centers. The Primary Care Network has introduced more agile scheduling, increased same-day access at three locations and began flexing capacity to accommodate population needs based on identified trends, such as adding new clinics during flu season. The visit rate for Primary Care Network patients declined by approximately 50% from 2019 to 2020, due to the COVID-19 pandemic and stay-at-home orders. Between 2020 and 2021, the ED visit rate did increase closer to

baseline levels but has been maintained at more than 10% lower than prior to the COVID-19 pandemic.

Care Navigation and Patient Outreach

An additional way to make sure families have access to preventive care is through Care Navigation. Care Navigation (care coordination) works with different specialties to ensure the family/child links with provider referrals. That can include prior authorization/denial assistance, annual well check/immunization reminders, assisting with identifying/linking providers for durable medical equipment supplies or home health care, making sure families have access to transportation and/or connecting the family with social and community resources. Studies have shown that care coordination improves patient care and safety while lessening the burdens on families.

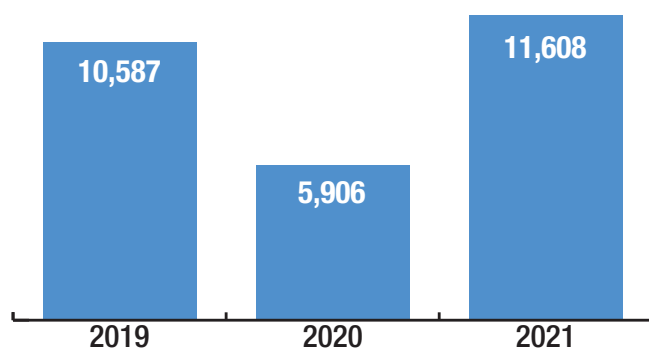
Nationwide Children's has implemented care coordination across all departments and with community and school partners through its Care Navigation program. By sharing information and coordinating visits, treatments and other patient activities, the Care Navigation team strives to make the patient as healthy as possible by making it easier to get care.

Increase Patient Access to Primary Care

Five Primary Care Centers (Eastland, Sharon Woods, Westerville, Linden and Hilltop) expanded in size, staff, hours of operation and number of services offered to improve access for well child visits and immunizations. Overall primary care patient access increased from 191,882 visits in 2018 to 203,553 visits in 2021, despite access limitations driven by the COVID-19 pandemic.

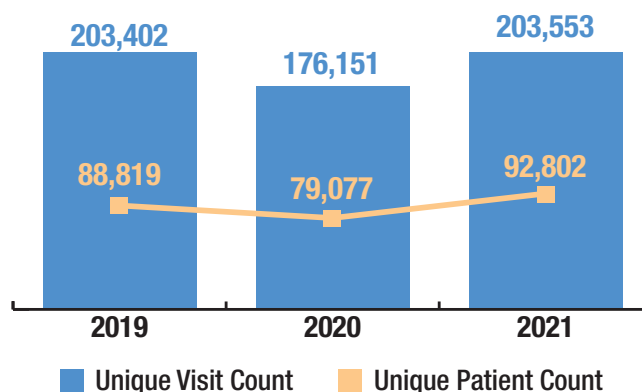
Due to the COVID-19 pandemic, ED utilization for primary care significantly declined from 2019 to 2021. The department also developed interventions specific to patients

PRIMARY CARE WALK-IN CLINIC VISITS 2019-2021

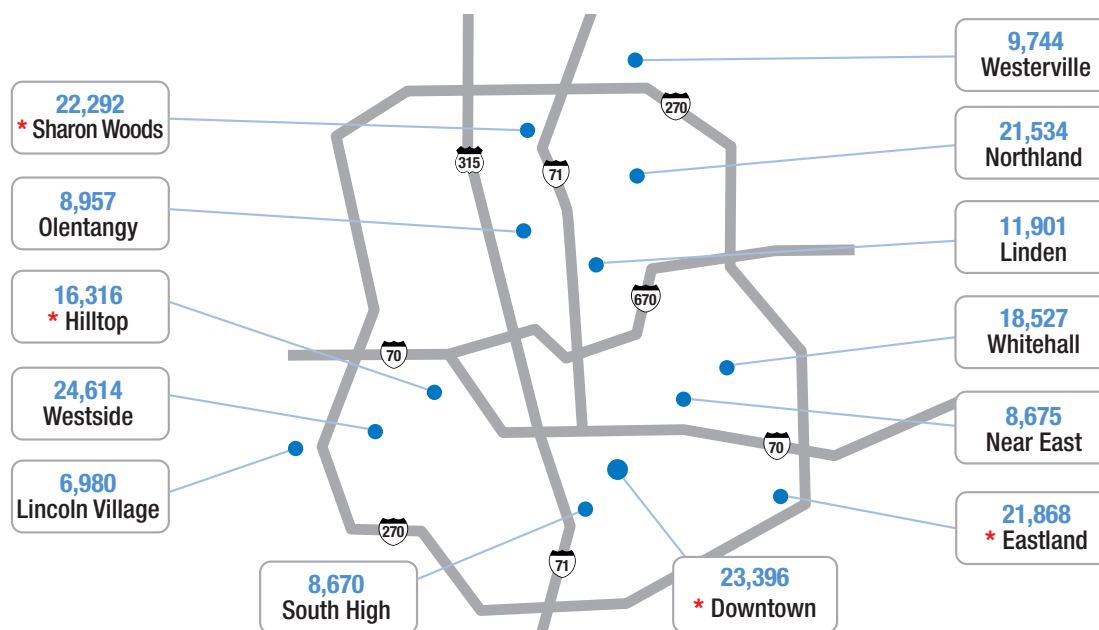


28,101 Total Primary Care Walk-In Clinic Visits from 2019-2021

PRIMARY CARE VISITS AND UNIQUE PATIENTS 2019-2021



2021 PRIMARY CARE NETWORK VISITS



* Denotes Walk-In Appointment Clinic

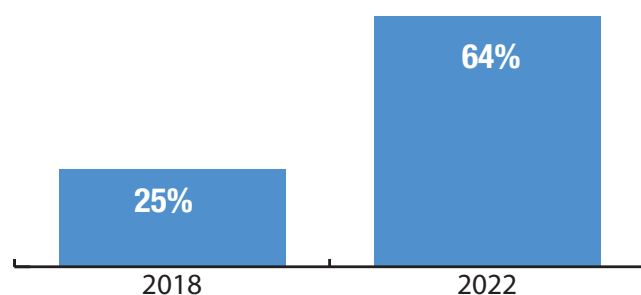
who utilize the ED most frequently. The highest utilizers of the ED were identified and outreach calls were placed on a regular basis. Education on calling the nurse-led sick line and the primary care walk-in clinics was provided.

A new primary care office opened on the West Side in 2021 and in North Linden in 2022. The Olentangy Primary Care Center and Westerville Primary Care Center expanded and increased access in 2022. Other endeavors include initiation of a new strategic plan to assess other access needs in the community, with particular attention to the South Side of Columbus.

Hub Model Access

The Eastland Primary Care Center expanded, serving as the first hub in the Primary Care Network. The hub model consists of a large primary care center providing more services in the patient's community and medical home, as opposed to offering the services only at the main hospital campus. This center provides the usual primary care preventive, acute, behavioral and chronic disease services, as well as Integrated Psychology, same-day sick walk-in hours, evening and weekend hours, Care Navigation and Disease Management, Psychiatry, Foster Care and Behavioral Health services. Eastland Primary Care overall volumes reached 15,970 visits in 2019 and 21,868 visits in 2021. Plans include the opening of one to two additional hub office sites in regions currently without them. This will also include the incorporation of one to two additional services into hub office sites, such as dental services, therapies (i.e., speech therapy), developmental-behavioral pediatrics and/or eye clinic.

PATIENT-PROVIDER CONTINUITY OF PREVENTIVE CARE VISITS



Increase Population Well Visit Completion Rates

Well-visit completion rates for the Primary Care Network population are closely followed. At the onset of the COVID-19 pandemic, well visit completion rates decreased because of overall decreased patient access to in-person visits and prioritizing the youngest children for well care. Several successful strategies were implemented in 2020 and 2021 to increase well-visit access, using patient-friendly technology including the patient portal and texting

initiatives. Prior to the pandemic, 61% of children 3 to 21 years of age had completed their well visits, and now 67% have completed these recommended annual visits. In the youngest age group, patients under the age of 15 months, adherence to the recommended well visit schedule increased from 41% in 2018 to a current level of 57%.

A key strategy to increasing well visit completion rates is to increase overall access through previously outlined initiatives including Care Navigation, patient outreach, Primary Care Center expansion and hub model delivery. Other plans include partnerships with managed care programs and Partners For Kids to target populations that historically fall behind on preventive care services by building relationships with community organizations (churches, school, local agencies, WIC programs, etc.) to coordinate preventive care visits. Multiple interventions have been implemented to increase well visit completion rates, including a missed appointment task force team and expanding the use of patient-friendly digital technology for more strategic scheduling for both patients and physicians, along with more flexible scheduling based on patient demand.

Improve Patient Experience

The team continues to prioritize the continuity between patients and providers during preventive care visits. This is a challenging initiative in academic settings, given the non-clinical aspects many academic pediatricians have. Patient-provider continuity during preventive care visits has increased from 25% in 2018 to 64% in 2022. There is still an opportunity to implement and encourage use of patient-friendly technology and communication features within and outside of the patient portal, which will improve patient outcomes, enhance patient experience and increase provider satisfaction.

Adolescent Depression and Suicide

In conjunction with Nationwide Children's Behavioral Health leadership, a standardized screening was developed and implemented for depression and suicide at all preventive care visits for patients aged 12 and older. The team is currently working to improve the management and care provided after a positive depression or suicide screen and have reached goals in this area.

Pediatric Vital Signs

The Primary Care Network also focuses on a project called Pediatric Vital Signs – an initiative to improve outcomes in not only the patients seen at primary care offices, but also the entire pediatric population of Franklin County. Areas of focus include kindergarten readiness, high school graduation, infant and child mortality, suicide, obesity, teen pregnancy and a preventive care index that aims to improve adolescent depression screening, breastfeeding rates, lead screening, vaccination rates, screening for sexually transmitted infections, maternal depression screening and obesity. Individual project teams are active or being formed to improve outcomes in these areas.

Social Determinants of Health Screening

Primary care implemented screening for social determinants of health at any visit – if the screening had not been completed within the past 12 months – several years ago. Recently, screening practices have changed to align with a uniform hospital-wide screening tool. Social work and clinic teams provide resources to families when indicated. A community health worker pilot is taking place at the Linden Primary Care Center. Plans to expand this program to all primary care offices is underway.

To improve access to well child visits and immunizations through Primary Care Centers, Nationwide Children's will:

- Increase patient access from 203,000 to 240,000 visits per year.
- Increase population well visit completion rates (3 to 21 years old) from 67% to 70%.
- Expand community health worker/parent coach program from one to four offices.
- Optimize mental health management by expanding Integrated Psychology services to two additional sites.
- Expand the Olentangy Primary Care Center to allow space to incorporate Integrated Psychology services.

Community Partners

Access Columbus
Columbus City Schools
Columbus Health Department
Cristo Rey Columbus High School
KIPP Academy
The Ohio State University's Early Childhood Head Start
South-Western City Schools
United Way of Central Ohio
Village Network
Women, Infants, and Children (WIC)
YWCA Family Shelters
Ohio Department of Health
The Ohio State University College of Dentistry
The Ohio State University Dental Health Outreach
Mobile Experience (H.O.M.E. Coach)
The Ohio State University Nisonger Center
City of Columbus, Department of Neighborhoods
Big Brothers, Big Sisters Columbus
Directions for Youth
National Youth Advocate Program
Columbus Recreation and Parks

DENTAL CARE ACCESS

Nationwide Children's is committed to meeting the community need for oral health care by offering a safety net dental clinic. The safety net clinic provides dental services to members of the community who, due to low income, special needs or other barriers, lack access to dental care. More than 80% of the patients seen annually at the dental clinic are covered by Medicaid, with the majority from Franklin County. Most of the clinical care is provided by pediatric dental residents selected through a highly competitive match program. A team of more than 40 community pediatric dentists and other specialty dentists serve as attending dentists, faculty and care providers. An evening dental clinic operates Monday through Thursday and has Saturday hours to help working families. Nationwide Children's is increasing access through a teledentistry pilot program, in collaboration with community partners and utilizing staff to their fullest capacity according to their licenses and credentials.

Teledentistry

In an effort to expand its reach into the community, the Department of Dentistry piloted a teledentistry program that was ongoing in the first quarter of 2019. In the program, physicians at the Lewis Center Emergency Department or one of four Franklin County urgent care offices would contact a dentistry resident who was on call. The physician used specialized equipment allowing the resident to speak directly to the medical provider and the family. An intraoral camera was used when needed for the dentist to examine the patient. Concerns were resolved through this consultation, or the patient was referred to the dental clinic or the emergency room if further care was needed. The department is compiling feedback into a study of the program before deciding on the future direction. The goal is to expand patient access by including additional primary care facilities, school-based health care clinics and strategic referral partners in the program.

Improve Patient Access

To improve patient access to services and timely scheduling of restorative/surgical care, the walk-in clinic was resumed in February 2022 and the team will continue to support this model for dental emergencies. The dental



administrative support model is being enhanced for collaborative scheduling for clinical and surgical services to coordinate timely scheduling.

Making Professionals Able Through Immersion

The Making Professionals Able Through Immersion (MPATHI) project has gained nationwide attention including Gartner Eye on Innovation Award for Healthcare and Life Sciences for the Department of Pediatric Dentistry at Nationwide Children's. This project uses virtual reality to train health care professionals to be more empathetic by exposing them to "virtual" situations in which they provide simulated dental care for patients who struggle with financial challenges, food insecurity, limited health literacy and language barriers.

Dental Trauma Program

The Dental Trauma Program continues to provide multidisciplinary care to children with traumatic dental injuries. This program facilitates definitive dental care for patients treated at Nationwide Children's Emergency Department and accepts referrals from outside dentists. Patients receive evidence-based management in this highly specialized field from a world-recognized team in trauma management.

Periodontal Treatment Program

The Periodontal Treatment Program is a unique, multidisciplinary care program for treatment of periodontal conditions in children. This program provides specialized care for patients at Nationwide Children's and accepts referrals from outside providers. This program is unique in its ability to provide multidisciplinary care with pediatric sedation and anesthesia.

To improve access to pediatric preventative and restorative dental care, Nationwide Children's will:

- Improve patient access to services and timely scheduling of restorative/surgical care, support this model for dental emergencies and enhance the model for collaborative scheduling for clinical and surgical services to coordinate timely scheduling. This will reduce wait time from referral to first scheduling call attempt by 10% for medically compromised patients and by 5% for general anesthesia patients. These are high risk subsets of the dental patient population and the focus on reducing wait time.
- Improve services for patients with special health care needs including adapted environments and expansions of services for adolescents by hiring a general dentist with expertise in special health care populations and creating adapted environments for children with sensory disability.
- Continue to work with School Health Services and other community partners to continue to provide comprehensive dental care in community sites. In addition to the roving clinic, the department will explore permanent sites to support large populations of underserved students.
- Expand access to oral surgery services in collaboration with The Ohio State College of Dentistry Department of Oral Surgery by increasing the number of sessions available at Nationwide Children's from two to eight per month. This will ensure timely management of urgent dental conditions such as pain, pathology and trauma.

Community Partners

Access Columbus
Columbus City Schools
Columbus Health Department
Cristo Rey Columbus High School
KIPP Academy
The Ohio State University's Early Childhood Head Start
South-Western City Schools
United Way of Central Ohio
Village Network
Women, Infants, and Children (WIC)
YWCA Family Shelters
Ohio Department of Health
The Ohio State University College of Dentistry
The Ohio State University Dental Health Outreach
Mobile Experience (H.O.M.E. Coach)
The Ohio State University Nisonger Center

Conclusion

To address the community needs identified by community representatives and the Franklin County *HealthMap2022*, Nationwide Children's Hospital will commit to the Implementation Strategies identified in this document. In addition, the mission of the hospital will continue to guide Nationwide Children's in its daily efforts to create best outcomes and provide the highest quality of care to every child and family with which it comes in contact.

Nationwide Children's will maintain its inclusive endeavors for improving care and serving the community by taking a considered and detailed approach to addressing access to basic needs including housing, financial and food security, racial equity, behavioral health, maternal and infant health, disease management and preventive care access.



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