



Children's National.

2020 Community Benefit Report





Acknowledgments

The Child Health Advocacy Institute would like to extend its appreciation to everyone who contributed to this report. We could not have gathered this information without support and guidance from many dedicated individuals across Children's National Hospital. Sasha Smith, Community Health Education Specialist, led the stakeholder interviews and report writing with substantive direction and input from Tesa White, Program Manager of Community Benefit, and Desiree de la Torre, Director of Community Affairs and Population Health Improvement.

A Message to Our Community

2020 reminded all of us of the ties that bind us, the experiences that shape us and the commitment we all have to care for each other. Children's National Hospital was founded on the vision that our role is to not only provide health services, but to care for all in our community. This past year reaffirmed that community health is a foundational piece of our mission and our unwavering commitment to help children grow up stronger.

Amidst a challenging and unprecedented year, we found solace in working together to respond to the COVID-19 pandemic and address community health issues. Our early leadership in the Washington, D.C., region included launching the first pediatric drive through/walk up COVID-19 specimen collection site in the country. Our experiences there allowed us to publish a study sharing clear evidence that Latino and Black children, as well as children from lower socioeconomic communities, face higher rates of COVID-19 infection. As the premier children's hospital of the Washington, D.C., region, we knew we needed to make our experts accessible to the community; we hosted 10 virtual town halls to share information on how to slow the spread of the virus, how to address the emerging mental health crisis and how to combat food insecurity.

Our work throughout the pandemic has been central to the Washington, D.C., region and to the nation. We hope this report serves to illustrate some of our initiatives over the past year, and highlights the creativity, dedication and unrelenting commitment of our staff, faculty and community partners. As you read, may you be filled with pride for our employees and health system, remember the numerous lives lost to COVID-19 and be inspired by the better days still to come.



Kurt Newman

Kurt Newman, M.D.
President and Chief Executive Officer



Tonya Vidal Kinlow

Tonya Vidal Kinlow, M.P.A.
Vice President, Community Engagement,
Advocacy, and Government Affairs



*What is community benefit and the
Community Health Needs Assessment:*

How Our Community Drives Our Work



Our core values, **Compassion**, **Commitment** and **Connection**, drive everything we do at Children's National Hospital, from research, to family-centered clinical care, to community health initiatives. Since our founding over 150 years ago, Children's National has never forgotten its duty to serve the community.

Part of that commitment is supporting families, educating health profession trainees and providing care to all, regardless of their ability to pay. In fiscal year 2020, Children's National invested more than \$194 million in our community. Each year, we train the next generation of pediatric health experts, including over 600 medical school students from national and international universities and more than 1,000 residents, nursing students and other health care professionals from radiologic technicians to social workers. Other community benefit initiatives include community health education, community outreach and workforce development.

In alignment with our community benefit efforts, Children's National engages with our community to identify its health needs. To make a meaningful collective impact on health and reduce duplicative efforts in the District of Columbia, we partnered to establish the DC Health Matters Collaborative. This coalition of Washington, D.C., hospitals and community health centers envision an equitable and sustainable state of health for all District of Columbia residents. We came together in 2012 in response to new requirements in the Patient Protection and Affordable Care Act of 2010 (ACA) mandating non-profit hospitals to issue a Community Health Needs Assessment (CHNA) and corresponding implementation strategy – referred to as our "Community Health Improvement Plan (CHIP)" – every three years. To date, we

PROVIDED OVER
\$194 million
in community benefit
in fiscal year 2020.

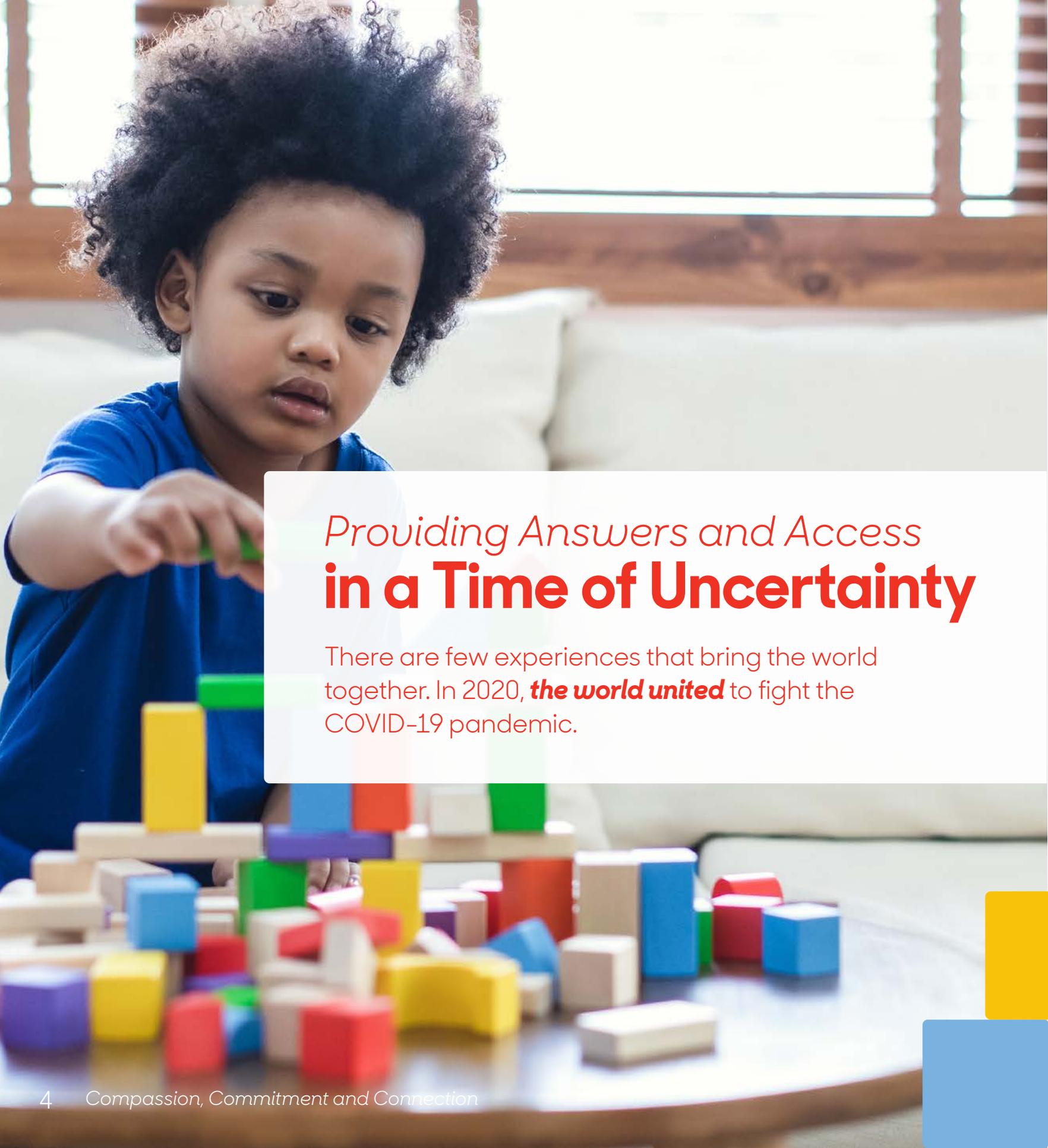
have partnered to complete three joint needs assessments in 2013, 2016 and 2019, with a companion CHIP. Through our 2019 CHNA work, we connected with over 300 individual stakeholders through interviews, focus groups and town halls. We also analyzed health care and demographic data to create the clearest possible picture of the needs of our community. The 2019 [CHNA](#) and [CHIP](#) place ongoing focus on the 2016 CHNA priorities: mental health, care coordination, health literacy and place-based care.

In response to the care coordination priority, we implemented the DC Health Matters Connect tool, or Connect. Connect is an online platform, free for use by healthcare providers, residents, social workers, school counselors and anyone else that directly connects people to social services through referrals and closed-loop communication. In this tool you can search for thousands of free or low-cost resources by ZIP code. In fiscal year 2020, 32 organizations across seven wards were trained on how to utilize Connect. Over 50 people attended the three publicly available trainings, both in person and virtually. In engaging with and training community partners, the search volume on the Connect tool grew over 20 percent. As both the volume of resources and the trained user base grows, the Connect team has developed a 3-year sustainability plan to ensure the continuity and growth of this essential resource connection. To view our efforts and outcomes, visit DCHealthMatters.org.

Our community also identified health literacy as one of our priority needs. Driven by our community's input, we formed a multidisciplinary workgroup composed of Children's National employees to analyze our current health literacy practices and make recommendations on how to better communicate with patients and families. In fiscal year 2020, the workgroup conducted an environmental scan, using key informant interviews, organization-wide surveys and focus groups to gain a better understanding of current health literacy practices and identify areas of growth, standardization and improvement. Over 170 employees participated, and provided valuable insight into how to improve, streamline and standardize communication practices. With the support of the Children's Health Board, the health literacy workgroup plans to use these findings to continue to advocate and implement health communication best practices into the next year.

Using data-driven techniques and having our community guide the way, Children's National is proud to lead and support a wide array of community health initiatives. We are always striving to expand the breadth and depth of our community benefit portfolio, address the needs identified in our Community Health Needs Assessment and push forward the community health improvement plan with the DC Health Matters Collaborative. Together with our community, we seek to build a future where every child can grow up stronger.





Providing Answers and Access **in a Time of Uncertainty**

There are few experiences that bring the world together. In 2020, ***the world united*** to fight the COVID-19 pandemic.

On March 14, 2020, Children's National admitted the first COVID-19 positive patient. We immediately mobilized to best serve the children and families of the District of Columbia, Maryland and Virginia. Within a week, Children's National expanded the number of isolation beds available to patients and gained permission to treat patients up to 29 years of age, if needed.

Together, the community rallied around us, providing childcare and hot meals to those working long hours caring for those affected by the virus, and donating masks, hand sanitizer and other essentials that were scarce in the early days of the pandemic. Even our neighbors at the National Cathedral donated hundreds of masks providing essential protection for our healthcare teams. Throughout this report, you will learn how Children's National gave back to the community that supported us, by providing resources and mental wellness support through town halls and webinars for both community members and medical providers and became a leader in studying the effects of COVID-19 in children.

As a health system, we took measures to immediately provide children and families the information and care they deserved during an unprecedented time. Multidisciplinary teams organized and worked together to address the needs of our community.

In March 2020, our patients, families and community members were looking for information regarding the burgeoning pandemic. Director of Operational Effectiveness **Laira Roth, M.H.A.** explains, "The hospital was getting inundated with calls from the community. We quickly realized we were viewed as a source of truth regarding COVID-19. We wanted to create a go-to place where patients, families and community members could obtain the information they needed." Within two weeks, Roth, her team and internal information technology experts had created a COVID-19 hotline where families could reach out with questions. They learned with each new call what information the community needed and built a resource guide for hotline workers which eventually grew to over 30-pages long.

Staff from all areas of the hospital signed up to assist, taking time away from their usual duties to help families in need of information. "People really stepped up to the plate," Roth says of her colleagues' willingness to help with the hotline. Together, they fielded over 350 calls, connecting families to health resources, dispelling myths about the virus and directing families to other essential services such as childcare and food. "I like to think that the hotline brought some peace to families and brought children the services they needed," says Roth.

The hotline was not the only resource that came together quickly. Children's National also used innovation and collaboration to launch and run a pediatric drive-up/walk-up COVID-19 specimen collection site, the first site of its kind in the nation.



"We wanted to create a go-to place where patients, families and community members could obtain the information they needed."

– **Laira Roth, M.H.A.**
Director of Operational Effectiveness

From partnering with Trinity University to transform their parking lot into a collection site, to developing workflows and traffic patterns to ordering necessary supplies including tents, swabs and portable sinks, the collection site went from inception to implementation in less than a week.

"We were the first in the nation to address the need to collect COVID-19 tests on children because many of the public collection sites focused on adults only. We felt it was necessary to detect the disease in this population to help isolate the spread," explains Mark McGuire, M.T., M.S., M.B.A., executive director of laboratory administration and operations and co-director of the collection site.

Through freezing rain and sweltering heat, the site ran from March to June of 2020, testing over 2,400 children. Clinical and non-clinical staff from all areas of the hospital signed up to assist. "It showed what we are capable of when we all work together towards a singular goal," says Abby Ralph, M.S., M.B.A., director of revenue cycle operations and analytics and co-director of the collection site. "This initiative demonstrated what we, as Children's National, are capable of when we all rally together and put our core values into action."

What began as an idea became an example in testing not only to the community, but to the world. Data collected at the site spawned multiple academic papers, contributing to essential knowledge about how COVID-19 affects children and families.

One such paper was "Racial and/or Ethnic and Socioeconomic Disparities of SARS-CoV-2 Infection Among Children" a study led by emergency medicine physician Monika Goyal, M.D., M.S.C.E., and published in *Pediatrics*, the official journal of the American Academy of Pediatrics.

"Early in the pandemic, there was more and more data coming out that showed there were racial disparities in infection rates and outcomes when it came to adults. We were interested in seeing if that phenomenon extended to children," explains Dr. Goyal of the research. What was also surprising was the misconception regarding the vulnerability of the pediatric population to the virus. "The perception was that children were not affected by this virus, but 1 in 5 children that were tested [at the Children's collection site] ended up testing positive," says Dr. Goyal.

What she and her team found reflected other health disparities in our community, illustrating the disproportionate impact that COVID-19 was having on children of color and children from households experiencing economic challenges.



"We were the first in the nation to address the need to collect COVID-19 tests on children."

- **Mark McGuire, M.T., M.S., M.B.A.**
Executive Director of Laboratory Administration and Operations and Co-Director of the collection site



"Structural and systemic racism have been interlaced within the fabric of our society for hundreds of years and the health system has not been immune to this. As individuals who comprise the healthcare system, we all have an obligation to work towards dismantling the structures that perpetuate marginalization."

- **Monika Goyal, M.D., M.S.C.E.**
Emergency Medicine Physician

The research helped drive change in our community and nation-wide, influencing community outreach efforts, vaccination roll-out plans and other advocacy initiatives. "What this study helped to do is...bring to the forefront how children of color are being disproportionately affected by this pandemic," says Dr. Goyal.

Chief Operating Officer Kathy Gorman, M.S.N., R.N., F.A.A., was an instrumental part of the quick COVID-19 response, but knows fighting a pandemic is a marathon, not a sprint.

"There is no work that is more important during this time in fighting this historic pandemic than supporting our community through testing, vaccinating and providing care close to home for our children. We will not allow this pandemic to define us - rather through our actions and responses in supporting our children in the community we will define our future." Gorman also led efforts to vaccinate thousands of District-area teachers and school staff.



Despite the challenges that 2020 and the COVID-19 pandemic presented, we faced the unknown together as we do all things, with *compassion, commitment and connection.*



Working Together **to Build Healthy Futures**

Children's National is committed to addressing the needs of our community. We strive to provide relevant, timely and accessible resources both to the families we serve and the professionals who work and learn within our health system. As the COVID-19 pandemic changed how we connect, we found creative ways to continue to partner with our community to provide resources and learn from each other.

The COVID-19 Family Town Hall series was born from a single idea: how do we help children and families during this pandemic?

Between May 2020 through June 2020, Children's National led 10 one-hour virtual family town halls with hospital employees serving as expert panelists. To respond to the diversity and need of our community, two of the family town halls were conducted in Spanish and one was conducted in Amharic. The purpose of the town halls was to support children and families, to understand the effects of COVID-19 in the Washington, D.C., region, to describe how our health system is responding to the pandemic and to provide information on how to remain healthy and access community resources. Each town hall allowed time for questions and answers. Questions such as "when do I take my children to the doctor?" or "how do I help my child deal with the anxiety of online learning?"

The Family Town Hall series connected children and families with community and mental health experts directly. "I think it was an excellent opportunity for providers to share knowledge and to hear about what the families are concerned about," says psychologist Kaushalendra Amatya, Ph.D. The town halls were useful for his practice as well. "It was a very good learning experience for me in terms of things I need to watch out for in my practice and what aspects of family life during COVID we as providers should advocate for."

Social worker Marilyn Calderon, L.I.C.S.W. who participated in the Spanish language town halls echoes this statement. "Connecting with families and children through the COVID-19 Family Town Halls was important because it allowed many of us the platform to inform the community about various resources available during the pandemic to help address many needs that they were experiencing such as food insecurity and financial hardship." She adds she's been astounded by the resiliency of the families she's served during the pandemic.

Like Dr. Amatya and Marilyn Calderon, the Early Childhood Innovation Network (ECIN) Program Lead Michael Geraldo, M.P.H. and his team also witnessed first-hand the effect of the COVID-19 pandemic on the mental wellness of our community. Launched in 2016, ECIN is a partnership between Children's National Hospital and MedStar Georgetown University Hospital, that "seeks to build resiliency and catalyze systems of change," says Geraldo.



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- **Marilyn Calderon, L.I.C.S.W.**
Social Worker and Spanish language town hall panelist



"The vision has grown...it's all about innovation and community collaboration in research, education and policy advocacy."

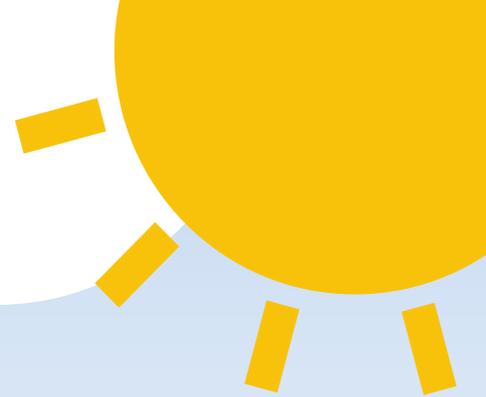
- **Michael Geraldo, M.P.H.**
Early Childhood Innovation
Network Program Lead

What began as a grant to expand access to early childhood education, mental health and primary care has expanded rapidly over the past five years. "The vision has grown," says Geraldo. "It's all about innovation and community collaboration in research, education and policy advocacy."

ECIN continued their education and advocacy work virtually, including a program that connects families with physicians, mental health practitioners and family support specialists to provide a full spectrum of screening, support, care referral coordination and intervention for early childhood development and parent mental health. They were able to serve over 2,000 families. "We're still providing care coordination, even if it's from a distance," says Geraldo.

In addition to meeting the needs of families and children, ECIN also sought to support providers during what was often a challenging year. In 2020, over 40 pediatric health clinicians and early childhood educators participated in a provider wellness program called Compassion, Practice, Relationships/Restoration (CPR2). The team engaged the Office of the State Superintendent of Education in assessing early childhood teacher wellbeing citywide. The ECIN team gave the training virtually due to COVID-19 safety protocols and have plans to expand the program both online and in-person later this year.





In a year as challenging as 2020, it was more important than ever to reach out to our colleagues, friends and neighbors to offer a helping hand. Health Education Specialist in the Department of Community Affairs Mareesha Walker, M.S.A., C.H.E.S., a former teacher herself, understood the importance of providing joy for children going through challenges. Partnering with the Homeless Children's Playtime Project, an organization that supports children impacted by housing insecurity with transformative play experiences, she and her colleagues at the Child Health Advocacy Institute (CHAI) at Children's National helped support seasonal events for the children in the program. Like many of our program leaders, Walker asked herself, "How do we turn in-person events into virtual ones, how do we continue to support our kids?" Pre-pandemic, the Children's National team provided in-person help, and during the pandemic, the team provided supplies and put together gift bags for events closed to outside participants for health and safety reasons. Through innovation and commitment, she and her partners at the Homeless Children's Playtime project were still able to provide programming for children.

Using creative solutions, collaboration and commitment to making long-term change in our community, these community programs provided education, resources and even some much-needed joy during a difficult year.

When supporting our community through acts big and small, it is this commitment that makes all the difference in the world.



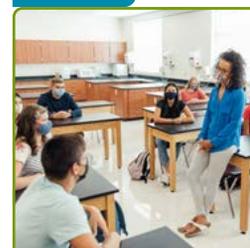
Connecting with Schools and **Supporting Students**

Given the critical intersection between health and education, Children's National understands the necessity to partner with school systems to improve health and academic outcomes for children. Children's National recognizes its role to help educate children and empower the next generation of leaders in our local and national communities.

In September of 2019, 18 students and six advisors from the Health Occupations Students of America (HOSA) high school program, visited Children's National as part of the HOSA 13th Annual Washington Leadership Academy. During this week-long program, students hailing from all over the country including North Dakota, Texas and Washington were able to meet lawmakers, educators, scientists and healthcare professionals. While visiting Children's National Hospital, the students engaged in a panel discussion and were able to speak directly with pediatricians and other pediatric health professionals about their career paths. Additionally, students visited the hospital's broadcast media center called the Seacrest Studios and the Patient Family Library and Resource Center to learn more about some of the unique services we offer to families that improve patient experiences and outcomes. Said one visiting student, "[I] learned to better prepare for my future and to always make time for myself." Sasha Smith, M.P.H., a health education specialist in the Department of Community Affairs, assisted in organizing the visit. "I belonged to my high school's chapter of HOSA back when I was a teenager," she says. "It was so rewarding to have the opportunity to speak to students about careers in public health and reflect on my own career path."

In 2020, as children transitioned from in-person to remote learning, and many on-site interactions moved to telemedicine, those involved in school health had to adapt quickly to continue to meet the needs of children and families.

As programs pivoted to a virtual space, so did internships for our high school students. In partnership with DC Public Schools (DCPS), a dynamic team of employees at Children's National developed a 13-week course designed to educate high school students on health disparities and how to become a public health advocate.



Children's National partnered with four DCPS high schools (Ballou, Coolidge, Eastern and McKinley Technology) with approximately five to eight students participating per school. These students were enrolled in the DCPS Career and Technical Education program, a three to four- year program that prepares students for high-demand, high-wage jobs. Students in these programs complete not only their high school classwork, but internships, college-credit hours and technical certificates. During their Children's National internship, students learned and discussed the impact of COVID-19 through the lens of health equity. The students were challenged to develop public health messaging that focused on topics related to racial health disparities and COVID-19. They used class time to explore possible projects, using data from interviews of members of their neighborhood and current scientific understanding about COVID-19. The students tracked the effectiveness of their project by collecting data on social media views. Projects were presented at different intervals, at the initial project idea and then in a final virtual presentation with all schools in attendance. The program was based on the belief that youth can serve as powerful change agents for the community as public health influencers.

Julia DeAngelo, M.P.H., program manager of school strategies in the Department of Community Affairs understands just how important it was to devise creative solutions to continue to connect with school children and families, even as schools closed their doors. "We released timely information about COVID-19 and its impact on school safety and mental health and wellness. Through virtual town halls and engagements, we've been able to share resources and tell the community we're still here," she says.

In 2020, Children's National launched a new partnership with EVERFI, Inc., a leading digital educational provider for schools across the nation and internationally. Children's National sponsors the EVERFI, Inc. *Mental Wellness Basics* Course, a digital mental wellness course for middle and high school students. Through this sponsorship, DCPS and DC public charter schools can access and implement the curriculum for free in their classrooms. The course includes four modules on mental health basics, coping skills and getting help. "Stigma associated with mental health can have serious and negative impacts on help-seeking behaviors, and many mental health conditions and symptoms can be significantly lessened through prevention," says EVERFI, Inc. about the course. "We began rolling it out in 2020," explains DeAngelo. "No one could have anticipated the stressful transition of schools going virtual, so it has been helpful to have another mental health resource to offer to schools and families." *Mental Wellness Basics* is currently being used by more than 300 students from seven Washington, D.C., schools, and Children's National looks forward to its expansion.

Children's National is leading a health care system designed to ensure all children achieve optimal health and attain their full academic potential. As students begin to re-enter schools for in-person learning, we look forward to continuing to support children and families through our robust school health initiatives, career development programming and by providing them with the resources they need to learn and thrive.

Mental Wellness Basics is currently being used by more than

300 students

from **7**

Washington, D.C., schools



Community Benefit 2020 Highlights

Community Benefit

\$194+

million

in community
benefit to improve
community health

Community Health
Improvement Programs

152

community health
improvement programs
and activities



2,400+ COVID TESTS

administered at the region's first drive-up/
walk-up pediatric specimen collection site
between March and June of 2020



912 CALLS

facilitated by the DC MAP (Mental Health Access
in Pediatrics) team between primary care
pediatricians and mental health specialists,
improving access to pediatric mental health care



26,496 PARENTS AND CAREGIVERS

educated on burn and home safety
via social media campaign



10 COVID-19

VIRTUAL FAMILY TOWN HALL
meetings focused on mental wellness, safety and
access to care offered for families and community
members in English, Spanish and Amharic



300 STUDENTS

participated in health care career exploration
sessions about career paths in pediatric
health care



602 INDIVIDUALS

given lactation support at the East of River
Lactation Support Center



475 CALLS

to the free COVID-19 hotline where
staff members answered frequently
asked questions and connected families
to COVID-19 testing information and
community resources



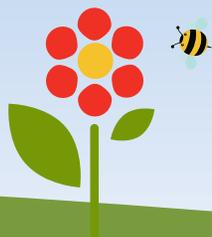
3,417 STUDENTS

educated on bike and passenger safety
through the Safe Kids DC injury prevention
program



50 PROVIDERS

supported in Compassion, Practice,
Relationships/Restoration (CPR2) Provider
Wellness sessions through the Early
Childhood Innovation Network (ECIN)



For more information about Community Benefit, please
email us at communitybenefit@childrensnational.org

Community Investment

2020



Total Community Benefit

\$194,253,681

\$135,854,239

Medicaid Shortfalls

\$7,586,438

Financial Assistance

\$43,155,477

Health Professions
Education

\$3,771,290

Community Health
Improvement Services

Medicaid Shortfalls.....	\$135,854,239
Health Professions Education.....	\$43,155,477
Financial Assistance.....	\$7,586,438
Community Health Improvement Services.....	\$3,771,290
Subsidized Health Services.....	\$2,518,460
Community Building Activities*.....	\$1,136,344
Cash and In-Kind Contributions.....	\$947,215
Community Benefit Operations.....	\$420,562

* Community building activities are part of our community investment, but are not recognized by the Internal Revenue Service as community benefit. Therefore, the financials associated with community building activities are not included in the numbers for total community benefit.

Community Benefit Programs and Activities

In partnership with community organizations, government agencies, national associations and individuals, Children's National Hospital supported the following programs and activities in fiscal year 2020:



- Advocacy and Public Policy
- Brainy Camps
- Burn Prevention Education
- Care Coordination Workgroup
- Child Abuse Awareness and Prevention Education and Trainings
- Child Health Advocacy Institute (CHAI)
- 2020 Census Education
- Community Benefit Operations
- Community Support Activities
- Conway Chair Conversations
- COVID-19 Education and Resources
- COVID-19 Specimen Collection Site
- DC Collaborative for Mental Health in Pediatric Primary Care
- Disaster and Emergency Preparedness Education and Activities
- Diversity, Equity and Inclusion Education
- Health and Education Cross-Sector Collaborations
- Health Care Access Assistance
- Health Care Support Services
- Health Educational Summits, Lectures and Trainings
- Health Fairs and Community Outreach
- Health Literacy Workgroup
- Health Professions Education
- Early Childhood Innovation Network (ECIN)
- East of the River Lactation Support Center
- Emergency Medical Services Education and Trainings
- Immigrant Health Efforts
- Injury Prevention Efforts
- Intern Advocacy Day at Capital Area Food Bank
- Mental Health Workgroup
- Nurse Exchange Program
- Oral Health Initiatives
- Safe Kids District of Columbia
- Shared Nursing Leadership Council Cereal Drive
- Sickle Cell STRIVE Program
- Social Determinants of Health Community Bus Trips
- Special Supplemental Nutrition Program for Women, Infants and Children (WIC)
- Teen Promise Project
- TOMODACHI J&J Disaster Nursing Training Program
- Workforce Development Programs



Children's National.

For more information on all of our community benefit programs, please visit www.ChildrensNational.org/Advocacy/CommunityBenefit or contact us at communitybenefit@childrensnational.org.

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2020

**Community
Benefit Report**

