

Acknowledgments

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A Message to Our Community

2021 marked a year of change and adjustment for us all as we learned to live in the "new normal" of the COVID-19 pandemic. Providing care and connection during a pandemic comes with challenges, but one thing has never wavered: our commitment to serving the children and families of the Washington, D.C., region. 2021 reminded us that community is our greatest gift, and further confirmed why community health is pivotal to our mission to help children grow up stronger.

Last year required flexibility and creativity as we found new ways to collaborate to serve our community. In January and February of 2021, Children's National Hospital became the primary COVID-19 vaccination provider for DC Public Schools' faculty and staff. We held vaccine clinics at a public school where we vaccinated thousands of educators using lessons we learned from vaccine clinics for our own staff.

Additionally, Children's National faculty and staff served as experts in the media and the community, providing information on school safety, community wellness and learning-from-home resources. This enabled Children's National to be seen as a trusted voice and go-to institution for the latest insights. Moreover, Children's National faculty and staff employed creative thinking to ensure opportunities for engagement and community support continued through a challenging time. Internships were adjusted and learning opportunities were made virtual as we continued to engage and educate the next generation of innovators.

Children's National Hospital has been a proud member of the Washington, D.C., community for more than 150 years; and while community engagement may look different now than it did two or 100 years ago, one thing remains the same: our longstanding commitment to the children, families and communities that count on us.



Kurt Newman, M.D.

President and
Chief Executive Officer



Anya Wilel Kinlov, M.P.A.
Vice President,
Community Engagement,

Advocacy, and Government Affairs

What is

Community Benefit?

At Children's National, our community leads the way. **For more than 150 years**, Children's National has proudly served children and families in the Washington, D.C., region. Every day, Children's National faculty and staff strive for excellence in clinical care, research and community health.

As a non-profit hospital, community benefit is our responsibility and the primary driver for how we quantify and track our work in the community. Community benefit is defined as a program or activity that provides treatment or promotes health and healing as a response to identified community needs.

This year, there were 146 community benefit programs and activities that addressed a broad spectrum of health topics from 38 different hospital departments.

From hosting family-centered cooking classes and vaccine clinics to educating the next generation of health professionals, Children's National is proud to give back to our community. We strive to help create a community where families can thrive.

community benefit programs & activities



In 2021, Children's National provided a wide variety of quality learning opportunities and educated more than 1,500 students including medical residents, nursing students and other healthcare professionals. Within the walls of our hospital and community clinics, students are given a world-class education in pediatric care from leading experts in their field. They are educated in making the connections between community and health, equipping them to enter their careers prepared to serve families holistically.

The COVID-19 pandemic required everyone to find creative solutions to ensure learning continued. Summer internships for high school students, support groups, lectures, town halls and classes were all moved to the virtual space. While the way we connect with our community may have changed, our

community remain

compassion and commitment to serving our

the same.



The Community Health Needs Assessment and Community Health Improvement Plan

Children's National knows that the community are experts in their own health needs. Using evidence-based community health practices, we let our community and data guide the way. We are a proud member of the DC Health Matters Collaborative. Since 2012, we have worked with current and former Collaborative Members including: Howard University Hospital, Sibley Memorial Hospital, Providence Health System, HSC Health Care System, Mary's Center, Unity Health Care, Community of Hope, Bread for the City and ex-officio members DC Hospital Association, DC Primary Care Association and DC Behavioral Health Association to conduct a Community Health Needs Assessment (CHNA).

The Affordable Care Act of 2010 requires nonprofit hospitals to conduct a CHNA and develop a Community Health Improvement Plan (CHIP) every three years. For our 2019 CHNA process, we took a new qualitative approach, connecting with more community stakeholders and leaders than ever before to dig deeply into the social inequities of health.

The 2016 and 2019 CHNAs identified four community health priorities:



Health Literacy



Mental Health



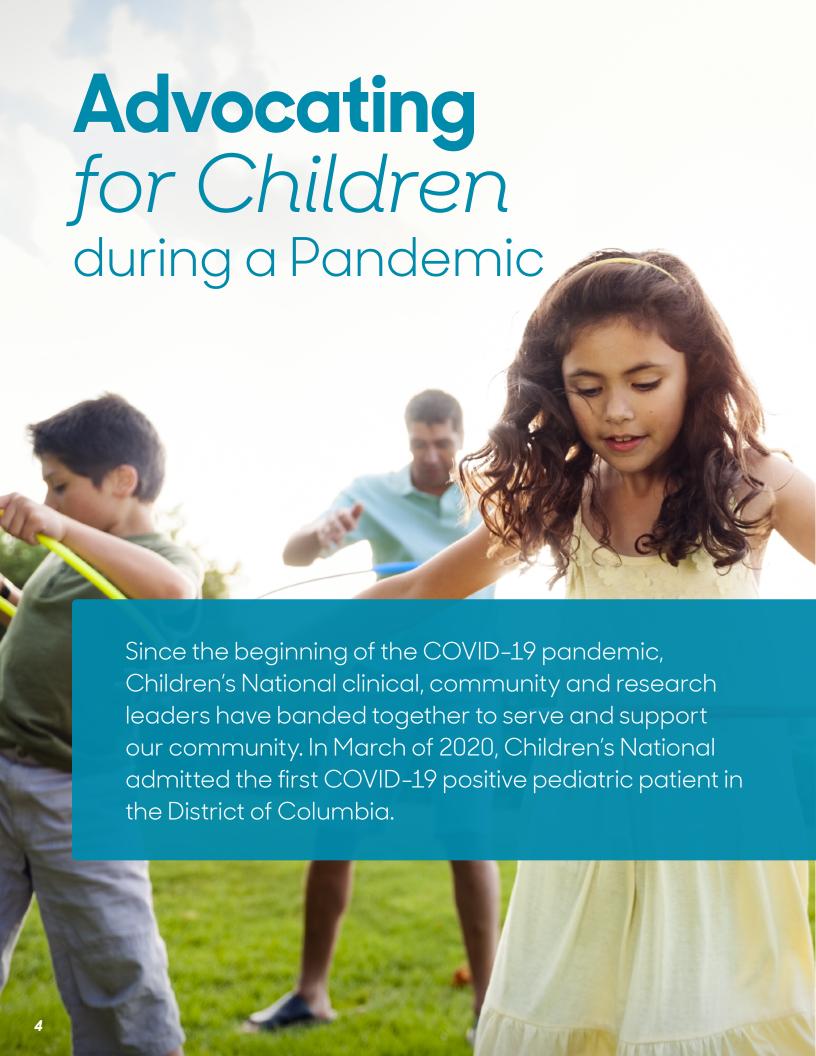


In 2021, we worked to address these pressing health issues in new and creative ways. Care coordination experts published reports examining the current landscape of services for children on the autism spectrum and the impact of COVID-19 on behavioral health and behavioral health services. Our multidisciplinary health literacy team continued their two-year long research project of identifying areas for health literacy education and conducting trainings and lectures to equip health professionals to use health literate practices in everyday patient interactions. Mental health experts continued to disseminate resources for children, particularly those whose mental health has been negatively impacted by the pandemic. They also worked to reduce barriers to mental healthcare access by further integrating mental health services and screenings within the primary care environment. Children's National continued to prioritize place-based care and worked to make services, particularly COVID-19 vaccines, available widely and conveniently, in the places where families already live, work and play.

To support the continuous assessment of the needs of our community, the hospital established the Child Health Data Lab more than 10 years ago. The Child Health Data lab uses evidence-based approaches to identify and track trends in population health by using big data analysis, developing interactive maps, and collecting community input. The Child Health Data Lab oversees the DC Health Matters **web portal** that provides a resource for online access to community health indicators that impact the health of DC communities.

After 150 years in the Washington, D.C., area, Children's National looks forward to continuing to innovate within our community, educate the next generation of healthcare professionals and build a region where every child can grow up stronger.

Matters



Our faculty and staff immediately mobilized to launch the only pediatric drive-through testing facility in the nation, providing essential care and gathering data on how the COVID-19 pandemic was affecting children, dispelling the idea that it was a virus that only affected adults. In 2021, our innovative work continued as we helped to get children back in the classroom by leading the distribution of the COVID-19 vaccine for DC Public Schools faculty, staff and students.

As vaccines rolled out in early 2021, supply was limited. The Centers for Disease Control and Prevention soon made vaccines available for educators, understanding the importance of getting children and school staff safely back in schools. Children's National has operated and managed Children's School Services, Inc., the District of Columbia's school nurses program, since 2001. Leveraging this existing relationship with District of Columbia Public Schools (DCPS) and the expertise we gained from vaccinating nearly 6,000 of our own staff members, we built systems to get vaccines in the arms of DCPS faculty and staff. Within weeks, infrastructure to vaccinate DCPS employees was created. "Truly, it was all hands on deck," Katie Rahn, M.S.M., director of enterprise project management office and strategic integration, says of the endeavor. "We pulled together so many resources to be able to put shots in arms."

Staff from every area of the hospital volunteered on weekends and evenings to administer vaccines, organize logistics, check people in and assist with paperwork.



Children have been the true unsung heroes of the pandemic... They have sacrificed their school and social experiences as well as protected their elders and their family members. As the protectors of children in society, this was our way to advocate for them not only from a medical perspective but from a social and mental health perspective, too."

Dr. Claire Boogaard, M.D., M.P.H.,
Medical Director of the
Children's National COVID-19
Vaccine Program



By the end of March 2021, Children's National volunteers vaccinated more than 3,000 school employees, a critical step to getting children in schools and learning.

By May of 2021, the COVID-19 vaccine was approved for children ages 12 and older, presenting another logistical challenge and the question of who received the limited doses when and where. "We were committed to our mission of equity," says Dr. Boogaard. "We wanted to offer the first shots to the communities that were most affected." Statistically, this meant reaching out to communities of color in Wards 7 and 8 in Washington, D.C., and Prince George's County, Maryland. Using mobile health units and direct community outreach, systems were built to give access to the vaccine to those who needed it most. By the end of 2021, Children's National provided more than 19,000 doses of the COVID-19 vaccine.

Children's National

provided more than

When it comes to the vaccine rollout in our community, Dr. Boogaard is inspired by the collaborative work of her colleagues. "It is completely clear that this was the effort of not just a few people or a few departments. It was the effort of thousands of people. Nurses, providers, administrators, the call centers, schedulers, primary care and specialty clinics, the pharmacy, the communication team and the project management team all put so much effort in making this a success. It was an all-encompassing effort with a huge percentage of hospital staff dedicating time to this effort."

While Dr. Boogaard's team worked to make vaccines available to families, Julia DeAngelo, M.P.H., program manager of school strategies in the department of Community Affairs in the Child

Health Advocacy Institute (CHAI), worked with community partners to engage parents and caregivers in dialogues about the vaccines by providing education and a forum in which to ask questions. Children's National, together with the Rodham Institute, and DC PAVE (Parents Amplifying Voices in Education), put on a series of virtual

town halls where parents and caregivers could ask questions about the COVID-19 pandemic and the vaccine. The town halls, provided in both English and Spanish, gave parents and caregivers the opportunity to speak candidly with trusted medical providers. "It was powerful to connect the community directly with our experts," says DeAngelo about the town halls.

The COVID-19 pandemic underscored the importance of schools in the social development and overall health of children, as well as their social development and overall health of children. Providing support to school staff was also critical. The School Health Collaborative composed of Children's National health professionals that started in 2017 continued a six-part webinar series from 2020, entitled COVID-19 and Beyond, to promote better collaboration between schools and the healthcare system. Unlike the virtual town halls for parents with questions about vaccinations, this town hall series was for DCPS students and youth in our community. The town halls attracted more than 295 participants and covered critical topics that were identified by youth. The sessions addressed healthcare and mental health resources, particularly for students learning from home. The town halls featured eight experts from Children's National, as well as community partners including The Rodham Institute, George Washington University and the Black Coalition Against COVID-19 who served as panelists, while 11 DCPS students acted as moderators.

For DeAngelo, the connection between schools and healthcare is critical. "We know that typically children spend more time in schools than any other place. The work of the Children's National School Health Collaborative helps us answer this question: How can we ensure the wrap-around services children need are in the place where they already spend the most time?" Children's National school-based services include school nurses, school-based health centers, mobile health services, mental health support and connection to telehealth services. Ensuring consistent, quality healthcare and access to community resources and support through the school system is part of caring for children in our community.

Throughout the many challenges of the COVID-19 pandemic, medical providers, educators and community members had a collective goal to keep children safe, healthy and thriving. Community partners, Children's National experts and schools came together to ensure that students had the support they needed while learning remotely and for the transition back to school so that they could achieve their full potential.

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Children's National Hospital is proud to partner with local schools, nonprofits and other organizations to train and empower the next generation of leaders. As the only pediatric hospital in our nation's capital, we are in a unique position to train youth to advocate for their own healthy futures.

2021 presented logistical challenges with our partners to host youth programming like internships, tours and panels. Our faculty and staff adapted existing programs and created virtual programming to ensure that students were given opportunities to engage with their community, hone advocacy skills and prepare for their futures.

Children's National partnered with the Office of the State Superintendent of Education's (OSSE) Career and Technical Education (CTE) Program. Students in the CTE program identify a concentration area to focus on, one of those options being health science. Once a concentration is chosen, students complete courses in their concentration and work with an advisor to hone job skills and complete two internships before graduation.

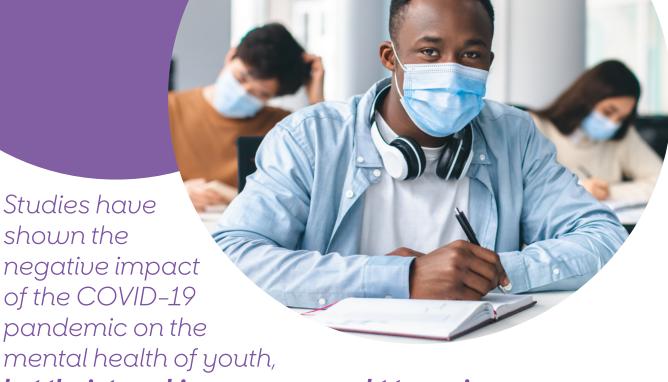
As learning moved to the virtual space due to the COVID-19 pandemic, internship sites still had to engage and educate interns by providing meaningful educational opportunities instead of just a graduation requirement. Children's National department of Community Affairs provided internships for students interested in learning about healthcare management, community health and patient-oriented careers. The METEOR (Mentored Experience to Expand Opportunities in Research) program, founded by Dr. Naomi Luban, director of the blood donor center and associate program director for the general clinical research center, adapted their previously in-person program to a virtual internship for students interested in biomedical research and lab science.

"There's an assumption among students that if you want to work at a hospital, you have to be a doctor or a nurse," says Lin Chun-Seeley, M.A., the coordinator of the Community Affairs internship. "We wanted to broaden their horizons when it came to careers in healthcare and also teach about subjects like health equity and health literacy, empowering them to become advocates in their own communities." During the internship, students learned job skills like resume writing and public speaking, in addition to working on a healthcare resource for their community. Chun-Seeley was particularly impressed with their creativity when it came to their final projects, "they were really excited to learn," she says. Students focused on a wide range of subject areas from COVID-19 to food insecurity and gun violence. Some built websites while others created animated videos and infographics. "One student sent an email out to every parent at their high school asking if they had questions about the COVID-19 vaccine," explains Chun-Seeley, "they then made a website answering all of the parent questions and sent it out as a resource to dispel myths and improve vaccine access."



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> - Lin Chun-Seeley, M.A., Coordinator of the Community **Affairs Internship**



but the internship program sought to equip students with resources for themselves and others.

Children's National EVER 🗀 Mental Wellness Basics Course

Interns were provided access to EVERFI, a digital resource that introduces middle and high school students to mental health education.

The online curriculum has modules on mental health basics, mindfulness, coping skills and where to access further help

Course Highlights

o **Reduce stigma:** By normall illness, individuals are more they have concerns and are r treatment.

 Increase knowledge and awa equipped with up-to-date fac disorders, symptoms, and tre

o **Encourage action:** Learner techniques that can be us maintain their own men

mpower students

if needed. The interns then reported back to Community Affairs staff on their experience with the EVERFI course to assist with further development and dissemination into local schools. "They were really able to act as youth advisors," says Chun-Seeley. As their advisor, seeing how the students grew over the course of the internship, both in skills and confidence, was most rewarding. "A virtual internship isn't exactly fun," Chun-Seeley says, "but by the end, these kids loved being on the calls. It's cool to connect

with kids who are interested in the same topic as you are." At their final showcase, the students impressed clinical staff and faculty with

their projects, who gave feedback and encouragement. While the format of internships may change and departments will have to continue to be flexible, Chun-Seeley is

optimistic about the future of the program. "I hope more departments take on youth interns in upcoming years," she says. "I hope one day to have a network of alumni and to be able

to hear their stories and see their careers and futures years down the line."

The internship wasn't the only opportunity for youth to engage with Children's National Hospital in 2021. A varied lineup of town halls and panels were held, allowing students to be both audience members and panelists as they engaged with the hospital and their own community. For Desiree de la Torre, M.P.H., M.B.A., director of community affairs and population health improvement in the CHAI, one of the most meaningful events was a screening of Black Men in White Coats, a documentary about Black men in medicine. Children's National, in collaboration with OSSE and the Rodham Institute at George Washington University, brought together students ranging from high school to medical school for a screening of the film and a panel discussion. The film is a documentary exploring why only 2% of physicians are Black men and what that means for healthcare and society. The subsequent panel discussion was made up of four Black men who are current or aspiring physicians; Erik Miller, a high school student from DCPS; Jordan Mullings, a third year medical student from George Washington University; Elorm Avakame, M.D., M.P.P., a Children's National Hospital pediatric resident at the time; and Nathaniel Jones, M.D., M.P.P., a Children's National Hospital emergency medicine fellow. The panel discussion provided a rich discussion of topics such as systematic barriers, community support and mental health.

The panelists talked about the professional importance of mentorship and community, as well as lifting up peer groups. "Success is a team sport," said Dr. Avakame in the panel discussion. "It's very hard to travel this road on your own…each of us are part of a squad and a community who were with us when things were hard."

When asked what the positive impact of more Black men in white coats would be, Dr. Jones emphasized the importance of having a diverse medical community. "Studies have shown that when you have a physician who looks like you, you are more likely to...trust in the medical system," he explained. "Having more physicians of color means better care for communities of color."

Medical student Jordan Mullings had encouraging words for the more than 50 students listening to the virtual panel, inspiring them to pursue a career in medicine or chase other future dreams. "You can start today. You don't have to wait until circumstances are perfect."

Event organizer Desiree de la Torre was inspired by the stories shared on the panel and by the engagement of the youth watching from schools all over the District. "I hope we continue to have important conversations like these with youth about pursuing careers in healthcare, and let them know that you don't have to give up on your dreams or stop chasing your goals, even when you experience setbacks."

While the future of in-person internships and panels may remain uncertain, the commitment of Children's National faculty and staff to ensure that youth in our community are still given world-class opportunities for learning and mentorship remains. Their futures are bright, and we are honored to be a part of their journeys.

"It's very hard to travel this road on your own...each of us are part of a squad and a community who were with us when things were hard."

 Elorm Avakame, M.D., M.P.P., Children's National Hospital pediatric resident



Children's National clinicians and staff know that health is so much more than what we see in an exam room. Where a child and family live, work and play impact their health more significantly than anything that can be found at a pharmacy or doctor's office.

The COVID-19 pandemic affected many peoples' livelihoods, with access to food directly impacted. Ensuring that children have access to nutritious food is a determining factor in health.

nostia

Kofi Essel, M.D., M.P.H., a pediatrician at Children's National Anacostia health center, understood that increasing access to healthy food and lifestyle resources meant supporting families with the tools needed to live healthy lives. Even as clinicians screen for unmet social needs such as lack of access to healthy foods in clinic visits, it is often a problem too complex to address in a short appointment. Knowing that families needed multifaceted resources, Dr. Essel, in collaboration with his community-based partners at the YMCA of Metropolitan Washington and the American Heart Association (AHA),

founded The Family Lifestyle Program (FLiP) in 2017. FLiP is a family-centered clinical community collaborative designed to develop novel ways to better address food insecurity and diet-related chronic disease in the District of Columbia.

Since 2017, FLiP has expanded its team and worked to empower clinicians and connect families with the resources they need to live healthy lives. For Dr. Essel, the program started with a simple idea. "Years ago, we realized something interesting was occurring. We were addressing diet-related chronic disease and food insecurity in the clinic, and our community partners were doing the same. We started hosting community cooking classes, and we wondered what it would look like if we did more things together. How do

family-centered clinical community collaborative designed to develop novel ways to better address food insecurity and diet-related chronic disease in the District of Columbia.

we combine community and clinical needs?" In 2021, FLiP served more than 500 community members, growing from a simple idea to a full community collaborative. Today, FLiP offers community cooking classes, and a program called FLiPRx, a produce prescription program developed with initial seed funding from No Kid Hungry, and further support from an array of essential local and national funders that partners with 4P Foods, Inc. The program aims to work closely with local Black, Indigenous and People of Color (BIPOC) farmers to deliver boxes of fresh fruit and vegetables directly to the doorsteps of families for up to 7 months. "During COVID-19, these food boxes brought such a sense of comfort, trust, and reliability to our families," says Dr. Essel. "Kids would rush to the door to see what foods they got that week."



The families would then use the produce to make meals for themselves and community members.

The program reported a high level of success, and participating families reported a decrease in perceived food insecurity and increased fruit and vegetable intake.

Even as education moved online during the pandemic, Dr. Essel and his team at FLiP ensured that families were continually engaged and supported. Families who received FLiPRx produce boxes also received nutrition education via culturally-tailored videos featuring local medical providers, highlighting local music and families, and received recipe cards detailing how to use the produce to make nutritious foods.

In 2021, FLiP served more than

500 COMMUNITY MEMBERS

growing from a simple idea to a full community collaborative.

For Dr. Essel, it's important that the program isn't just serving the community, but that it's being led by them. FLiP has a community advisory board made up of local parents, caregivers and community stakeholders who help guide the activities and mission of the program. "Typically, academia may try to come in and take over," says Dr. Essel, "but we are all at this table, learning and growing together. Families are at the center, and their needs and wants are integral to everything we do." Dr. Essel also raves about his strong collaborative programmatic and research team at Children's National Hospital and the National Institutes of Health including Drs. Laura Fischer, Nia Bodrick, Eleanor Mackey, Anthony McClenny, Alicia Tucker, Katrina Stumbras, Allison Silva, Lauren Dzera, Hemen Muleta, Nicole Farmer and many more, in addition to his strong community partners from the YMCA and AHA.

Dr. Essel isn't just supporting families, he's also training the next generation of medical providers. FLiP has created a patient navigator program staffed by medical students at Howard University, George Washington University and Georgetown University. As FLiP navigators, these medical students are trained to connect families to community and federal nutrition programs with the goal of closing the gap between recommendations made in clinic and families getting the services they need. "We want these students to be prepared, to enter their medical career with a sense of cultural humility...we want to create a future workforce who know how to recognize social risk and then advocate and work alongside their community," says Dr. Essel. At the most recent training, they had 69 medical students express interest but could only accept 25. Next year, the program plans to take on even more medical students who are eager to learn about this important work.

"We're excited to see where we can take it," Dr. Essel says about FLiP. With our community at the center driving this work forward, the future looks bright.

Like Essel, Melissa Baiyewu, M.H.A., C.H.E.S., program manager of health promotion and disease prevention in the department of Community Affairs in the CHAI, saw unique challenges connecting families to resources during the COVID-19 pandemic.

Using the online tool DC Health Matters Connect, also known as Connect, Baiyewu and the DC Health Matters Collaborative were able to support medical providers and staff to effectively connect their patients and families with a wide variety of resources such as housing, food and education.

Connect is powered by findhelp.org, formerly Aunt Bertha, a nationwide database that allows users to search for free or low-cost services and programs by zip code and availability. The providers Baiyewu trained found the zip code search function especially helpful. "Often, we have patients who live across the region, and even sometimes across the country," explains Baiyewu. "With Connect, we can search by a family's zip code regardless of where they live and connect them with national, state and local resources that can be found directly in their community."

The team worked during the pandemic to create a list of COVID-19 resources related to vaccinations, food and education. They used virtual platforms to train medical providers, staff and community stakeholders how to effectively use the tool to connect families to resources based on their immediate and long-term social needs. In 2021, the virtual trainings reached dozens of providers and community stakeholders, who then conducted more than 6,000 searches and connected over 400 community members to resources located on Connect.

Looking to the future, Children's National plans to integrate the Find Help tool directly in the electronic medical record, streamlining both screenings and referrals.

Even with barriers to access resources during a pandemic, Children's National faculty and staff continued to equip children and families with the tools they needed to grow up stronger, always letting our community guide the way.

...we want to create a future workforce who know how to recognize social risk and then advocate and work alongside their community."

Kofi Essel, M.D., M.P.H.,
 Pediatrician at Children's National
 Anacostia health center

Community Benefit 2021 Highlights



3,000+

COVID VACCINES

administered to DC Public School teachers, faculty and staff

1,420 **CONSULTANT CALLS**

facilitated by the DC MAP (Mental Health Access in Pediatrics) team improving access to pediatric mental healthcare

295

YOUTH, PARENTS AND CAREGIVERS

reached via COVID-19 virtual town halls focused on mental wellness, challenges of the pandemic and resource access

240

MEDICAL PROVIDERS AND CAREGIVERS

trained on how to recognize and prevent child abuse at annual Child Abuse Symposium

476 **INDIVIDUALS**

given lactation support at

the East of River Lactation Support Center

510

DC PUBLIC SCHOOL **STUDENTS**

learned about mental health topics using the Mental Health Basics Course, led by EVERFI, in school year 2020 - 2021

3,819 **STUDENTS**

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

PEDIATRIC HEALTHCARE **PROVIDERS**

educated in trauma-informed care trainings in association with the Early Childhood Innovation Network



Community Investment

2021

Total
Community
Benefit

\$192,204,359

\$133,953,891

Medicaid Shortfalls

\$46,023,507

Health Professions Education \$5,586,920

Financial Assistance

\$3,470,859

Community Health Improvement Services

\$133,953,891
\$46,023,507
\$5,586,920
\$3,470,859
\$1,864,910
\$1,315,268
\$792,139
\$512,133

^{*}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 number 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 2021:

ADHD and Learning Differences Program

Advocacy Education

Advocacy and Public Policy

Art Therapy for Self-Care and Mindfulness

Brainy Camps

Burn Prevention Education

Census Education

Child Abuse Awareness and Prevention Education and Trainings

Child Health Advocacy Institute (CHAI)

Chronic Absenteeism Reduction Effort

Community Benefit Operations

Community Care Coordination Programming

Community Support Activities

Conway Chair Conversations

COVID-19 Education and Resources

DC Collaborative for Mental Health in Pediatric Primary Care

District of Columbia Public Schools Staff Covid-19 Vaccination Events

Diversity, Equity and Inclusion Education

Early Childhood Innovation Network (ECIN)

Family Lifestyle Program (FLiP)

Food Pharmacy Program

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

East of the River Lactation Support Center Emergency Medical Services
Outreach and Education

Immigrant Health Efforts

Infant Mortality Needs Assessment

Intern Advocacy Day at Capital Area Food Bank

Mental Health Workgroup

Mentorship Programs

Nurse Exchange Program

Oral Health Initiatives

Safe Kids District of Columbia

Sickle Cell Support and Education Programs

Special Supplemental Nutrition Program for Women, Infants and Children (WIC)

Workforce Development Programs

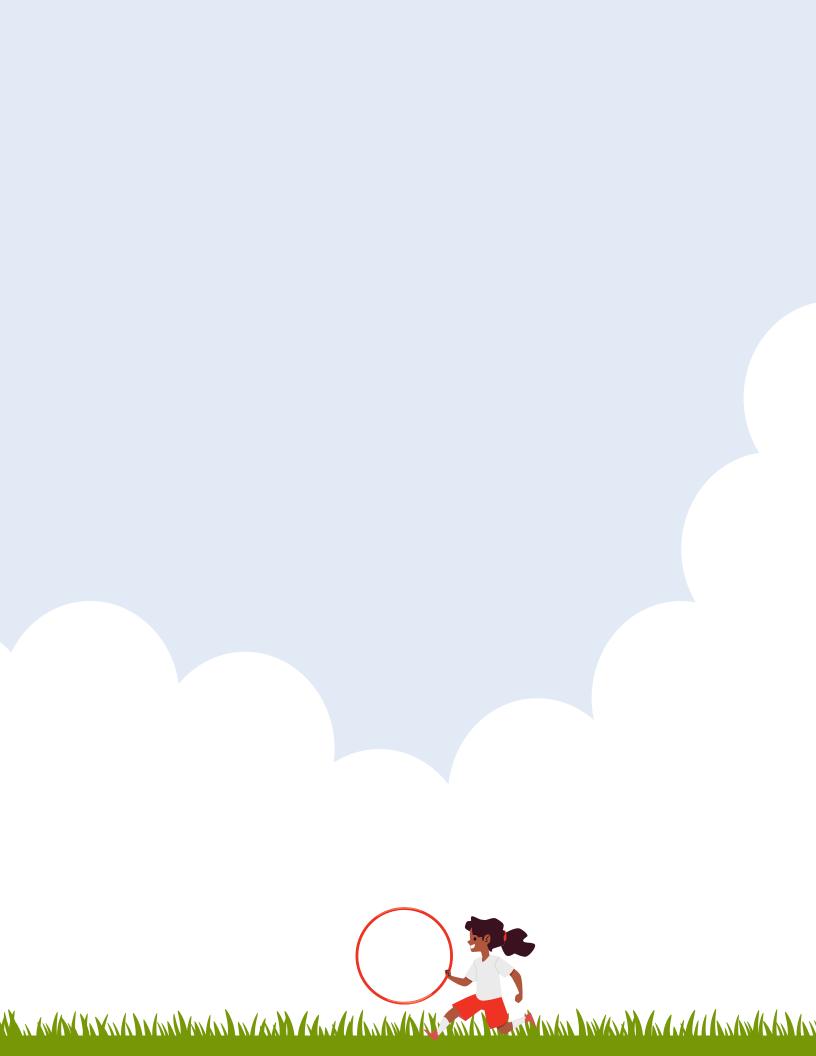
Youth Engagement Programs



Children's National Hospital is dedicated to providing world-class clinical care and building a community where every child can grow up stronger.

www.ChildrensNational.org/Advocacy/CommunityBenefit







2021 Community Benefit Report

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