

2016-2019 COMMUNITY HEALTH NEEDS ASSESSMENT

Implementation Plan Update



BACKGROUND

In CHOP's second Community Health Needs Assessment (CHNA), conducted in 2016, seven core areas of focus were identified based on the CHNA findings.

The seven core areas of focus were:

1. Access to primary and preventative care for vulnerable children;
2. Increased access to education, primary care and other health services for families who speak English as a second language;
3. Access to healthy food, opportunities for physical activity and wellness education;
4. Access to sex education, sexual health services and OB-GYN services for adolescents;
5. Access to mental health, behavioral health, and substance abuse screening, education and services;
6. Increased collaboration and communication to create a more seamless approach between services;
7. Access to dental, vision and specialty care for children.

As a response to the 2016 CHNA, CHOP developed numerous strategies to address community needs. This document reviews these strategies and demonstrates the progress CHOP has made to impact the needs identified by the previous CHNA.

2016-2019 IMPLEMENTATION PLAN UPDATE

Priority 1: Access to Primary and Preventive Care for Vulnerable Children

OBJECTIVE: Increase access to primary care and to a regular source of care

ANTICIPATED IMPACT: Increase the number of vulnerable children with a primary care provider (particularly those living in poverty, those with special health needs, those of Latino origin and those with cultural/language barriers)

2016 Strategy	2019 Update
<p>A. Increase space for clinic visits: During spring 2016, in partnership with the City of Philadelphia, CHOP opened the South Philadelphia Community Health and Literacy Center, located in an economically and culturally diverse community. The Center brought together and expanded four previously existing buildings including the CHOP South Philadelphia primary care location; the City of Philadelphia's Health Center 2; the Free Library's South Philadelphia Neighborhood Library; and the DiSilvestro Recreation Center. The new, larger building provides additional space for CHOP's primary care practice and for the City Health Center — creating a combined increase in annual patient visits to 183,000, up from 168,000 in 2012.</p>	<p>Since 2016, the Center has fostered increased partnership and collaboration between the CHOP site and the library, health center, and recreation center.</p> <ul style="list-style-type: none"> • CHOP has collaborated with the library, health center, and recreation center on a number of events and programs, including recommending library and recreation programs to patients, referring patients to the city health center, and hosting health fairs and block parties together. • Through the Shared Partners Program, CHOP employees have read health-related stories to children in the library and hosted Zumba classes at the recreation center. • This CHOP location is also beginning to plan the opening of a food pantry to better serve food-insecure patients through a partnership with Philabundance. • In October 2018, a walk-in clinic was established at the CHOP site, in addition to having behavioral health and a social worker on site for co-location of services. • The CHOP site saw an increase in annual patient visits from 30,866 in 2012 to 38,545 in 2018.

<p>B. Increase access to health education through existing and expanded community programming, including: Kohl’s Injury Prevention Program at CHOP, Center for Injury Research and Prevention, Vaccine Education Center, Poison Control Center at CHOP, Homeless Health Initiative, iknowUshould2, Youth Heart Watch, Transition to Adulthood Program, and Reach Out and Read.</p>	<p>Increasing access to health education continues to be a priority for these programs.</p>
<p>C. Increase patient access to information: Patient families can now access portions of their child's medical records, schedule appointments, and receive referrals through an online portal called MyCHOP.</p>	<p>MyCHOP has continued to be a critical resource for patients and families to access medical records, schedule appointments, and receive referrals. With over 200,000 currently active accounts, MyCHOP also now provides online scheduling in all Primary Care and 23 Specialty Care divisions. Patients and families can also now use MyCHOP for referral, refill, and non-urgent medical requests.</p>
<p>D. Increase access to support groups and health education to augment preventive/primary care: Increase the number of parent support groups for families on topics such as health, weight and diabetes management; for example, the Karabots Pediatric Care Center offers a breastfeeding support group for moms. CHOP primary care practices also provide information on wellness activities and events for families in the community.</p>	<p>One example of CHOP’s efforts to increase access to support groups and health education to supplement preventative and primary care is through two breastfeeding support groups for moms in the community.</p> <ul style="list-style-type: none"> • BAE Café: Previously known as the Moms Milk Club and started with funds from a CHOP Cares Community Grant, this breastfeeding support group has been able to expand. Due to initial success, a new grant from the American Academy of Pediatrics was awarded, allowing the group to hire an International Board-Certified Lactation Consultant (IBCLC). Now named BAE Café, which stands for Breastfeeding Awareness and Empowerment, the group meets twice a month at the Blackwell West Philadelphia Regional Library, making the support group more accessible to the community. • Group of Empowered Moms (GEM): This group has been actively supporting pumping and breastfeeding mothers of hospitalized infants here at CHOP since 2013. In the past year, the group onboarded a new co-chair in addition to a new facilitator, both who are IBCLCs and registered nurses in the NICU, bringing the total number of facilitators to 5 for the group. GEM also sought help from a CHOP volunteer to offer roving carts with tea,

	supplies, and follow-up when staff were not available to facilitate meetings.
<p>E. Increase access to providers: Across the CHOP Care Network, in an effort to address the growing need for services: more providers are being added to CHOP’s primary care centers; all clinical divisions are adding hours during evenings and weekends; and data analysis is being completed to examine no-show rates and maximize availability on the appointment schedule. CHOP also has a 24-hour telephone hotline for patient families seeking medical advice.</p>	<p>More providers have been added to CHOP’s primary care centers and clinical hours have been extended. CHOP Urgent Care Centers also offer after-hours care on evenings and weekends in King of Prussia, Brandywine Valley, and Bucks County.</p> <p>CHOP’s 24-hour telephone hotline continues to be available for patient families. The After-Hours Program (AHP) is a telephone triage service staffed by specially trained pediatric nurses available when a patient’s primary location is closed.</p>
<p>F. Fund primary- and preventive care-focused CHOP Cares Grant projects, including currently:</p> <ul style="list-style-type: none"> a. Providing influenza and pertussis vaccinations to infant caregivers during pediatric primary care visits at certain CHOP primary care practices; b. Providing screenings for obesity and hypertension, and offering related health promotion information; and c. Providing training for the general public in hands-only CPR, including infant/child choking relief. 	<p>Since Spring 2016, the CHOP Cares Grant Program funded new primary- and preventive-care projects, including:</p> <ul style="list-style-type: none"> • An initiative to provide comprehensive education to patients and parents so they better understand their diagnosis and learn how to manage their asthma. • The Safe Sleep Education Initiative to better educate community members about safe infant sleep.

Priority 2: Increased access to education, primary care and other health services for families who speak English as a second language

OBJECTIVE: Provide improved access to medical translation and associated services

ANTICIPATED IMPACT: Increase the proportion of children speaking English as a second language who have a primary care provider and increase their access to health education

2016 Strategy	2019 Update
<p>A. Increase access to language services for inpatients and outpatients – Increased the number of language service interpreters to nearly 30 people on staff who speak up to 80 languages, including Spanish, Arabic, Cantonese and Mandarin, offering face-to-face and telephonic interpreting services for Hospital patients and families free of charge. Interpreters also serve as advocates for limited English-proficient patients. Additionally, the language services department now provides onsite medical interpreters at CHOP Care Network primary and specialty care locations with high volumes of Spanish-speaking families.</p>	<p>Enhancement and expansion of language services provided within CHOP continues to meet the linguistic and cultural needs of our diverse patient population. Currently, CHOP Language Services provides following services at no cost to our LEP (Limited English Proficient) patients and families:</p> <ul style="list-style-type: none"> • 30 Staff interpreters for the top 5 languages spoken • Contracted interpreters for other languages needed besides the top 5 • Telephonic interpreting access from any phone for 80+ languages • Video remote interpreting in 17 locations (3 ambulatory sites and 3 urgent care sites included) for the top 25 languages • Translations of vital documents • CHOP Speaks Your Language System for top 9 languages (for those with Limited English Proficiency; patients can call CHOP with an interpreter already on the line) • Educational videos for patient and families dubbed /translated in Spanish and Arabic <p>The Language Services department also continues to collaborate with community organizations to enhance language access and to support the Limited English Proficient community:</p> <ul style="list-style-type: none"> • Continued active involvement at the Hospital Partner and Community Organizations Roundtable organized by the Pennsylvania Health Literacy Coalition (PAHLC) that focuses on the capacity of health care systems and health professionals to address health literacy and language needs and improve

	<p>patients' understanding of health information.</p> <ul style="list-style-type: none"> • Collaboration with Offices of the City of Philadelphia and the Community College of Philadelphia (CCP) to offer an associate degree in spoken language interpreting. Extensive work by the CHOP Language Services Division in collaboration with the Pennsylvania Health Literacy Coalition (PAHLC) has shown that interpreter education is one of the major deficits in meeting the need for qualified and effective language access in the community.
<p>B. Increase access to language services for families with limited hearing abilities — Hired an American Sign Language interpreter.</p>	<p>Enhancement and expansion of communication assistance and support for the Deaf and Hard of Hearing patients and families within CHOP continues. Currently, CHOP Language Services provides following services at no cost to our Deaf and Hard of Hearing patients and families:</p> <ul style="list-style-type: none"> • Fulltime staff ASL interpreter • Close collaboration with non-profit vendor specialized in ASL • Video Remote Interpreting provided by certified ASL interpreters in 17 locations (3 ambulatory sites and 3 urgent care sites included) • Availability of various auxiliary aids such as Communication Access Realtime Translation, Telecommunication Devices for the Deaf (TTY's), Voice Carry-Over and amplified telephones, Video Phones, telephone and Video Relay Services, assisted listening devices and/or closed-captioned television <p>The following goals are planned for FY19:</p> <ul style="list-style-type: none"> • Create educational module to inform CHOP staff about best practices when working with Deaf or Hard of Hearing patients and families. • Offer in-person presentations on best practices when working with Deaf and Hard of Hearing patients and families in three ambulatory sites with traditionally higher volume of Deaf and Hard of Hearing patients and families. • Offer educational presentation for spoken language staff and vendor interpreters on how to best work with ASL interpreters.

C. Expand the CHOP Refugee Health Program – The program, which offers refugee and asylee children with initial health assessments, follow-up care and help integrating into primary care, recently added an on-site nurse to the Karabots primary care location in West Philadelphia. Also, through involvement in the Philadelphia Refugee Health Collaborative, CHOP clinicians have helped to develop the Philadelphia Department of Health’s healthcare orientation, offered to all new refugees in the city.

The CHOP Refugee Health Program recently added the capacity to see medically complex CHOP Charity Care patients. We are working with HIAS, a resettlement agency, to expand access and quality of care for asylees and asylum-seeking children. The providers work with the Philadelphia Refugee Health Collaborative to advocate for refugee and immigrant children. In addition, the providers from the Refugee Health Program have been working on projects to improve access to health care and improved care coordination for families with limited English proficiency.

D. Provide more outreach to Spanish-speaking communities – In 2015, 18 CHOP pediatric emergency medicine physicians, nurse practitioners and nurses began volunteering at Puentes de Salud, a nonprofit organization that promotes the health and wellness of South Philadelphia’s Latino community, providing routine physical examinations, vaccinations and specialty care several times per month.

CHOP clinicians continually volunteer with Puentes de Salud’s bi-monthly clinic to see children for both well and acute visits. CHOP’s Refugee Health Clinic also provides high quality, compassionate healthcare for refugee children from diverse linguistic and cultural groups.

E. Offer materials for community programs in many languages – Examples: Kohl’s Injury Prevention Program, the Vaccine Education Center and the Hospital’s *Community Benefit Report*.

Offering culturally- and linguistically-appropriate materials to CHOP patient families continues to be a priority across all CHOP community programs.

F. Increase diversity in workforce, including more bilingual staff – The Office of Diversity & Inclusion (ODI) and Human Resources Recruitment continue to implement a diversity recruitment strategy.

The Office of Diversity & Inclusion has continued to empower and support CHOP’s diverse workforce. Though ODI does not track bilingual capabilities of staff, ODI has and continues to partner in the workplace to ensure culturally competent services are provided for patients and families by incorporating equity and inclusion into the hiring, review, and advancement of employees.

CHOP’s Language Services department also aims to ensure that we are highlighting the skills of diverse staff and meeting the needs of patients and families. Language Services offers a language assessment for bilingual staff who would like to use their language skills and become qualified to speak directly to patients and families through the institution.

- Currently, 80 CHOP staff members have been able to utilize this assessment to become

	<p>qualified to speak to patients and families and assist them during their time at CHOP.</p>
<p>G. Working toward increasing way-finding signage in the languages of CHOP’s patients and families and providing information cards in many patient languages.</p>	<p>A Wayfinding Steering Committee was convened to lead a complete overhaul of the signage and wayfinding system for the exterior and interior of CHOP’s Main Campus.</p> <ul style="list-style-type: none"> • This strategy is focused on wall art and colors to help patients, families, and staff navigate through Main Campus. • Some locations have been renamed and care has been taken to ensure new terminology is easily understandable and translate-able into other languages. • Plans for wall art have also strongly considered diversity with regard to appropriately reflect our patient population. An assessment deemed the use of multi-language signage or pictograms unhelpful in easing overall wayfinding (i.e. too large and complex texts on signs to depict speech pathology, genetics, etc). • Design is in the final stages and implementation is anticipated to begin in April 2019 into late summer of 2019.
<p>H. Exploring virtual remote interpreting (VRI) to provide on-demand, visual interpreter services in more settings, supplementing the existing in-person and telephonic interpreting services.</p>	<p>Among other services provided by CHOP’s Language Services department, virtual remote interpreting is now available in 17 locations (3 ambulatory sites and 3 urgent care sites included) for the top 25 languages.</p>
<p>I. Increase access to care for developmentally disabled children who speak English as a second language – CHOP PolicyLab researchers are creating effective screening tools for children with developmental issues and autism in Latino populations. The screening tools will be rolled out in fall 2016 and will be available nationally, helping Spanish-speaking populations identify and schedule necessary appointments for their children.</p>	<p>The Spanish versions of the Survey of Well-being of Young Children (SWYC) Milestones screening tool is now available online. Researchers at PolicyLab have also published their first paper from this project in the Journal of the Academic Pediatric Association in October 2018, demonstrating the validity and utilization of the Spanish version of this tool for assessing the presence of developmental delays for Spanish-speaking families with a young child. More information about this study can be found here. The translated tool had already been part of day-to-day practice, however these efforts by CHOP have tested its validity, thereby enhancing the impact of its use at CHOP and elsewhere.</p> <p>Additional ongoing research projects at PolicyLab are examining determinants of early childhood</p>

	<p>development and potential interventions, including the Philadelphia Human Development Project and efforts to address barriers to accessing Early Intervention services.</p>
<p>J. Funded CHOP Cares Grant projects expanding access to families who speak English as a second language, including:</p> <p>a. Providing training for Philadelphia Infant Toddler Early Intervention (ITEI) intake staff members to allow them to communicate more effectively with non-English-speaking caregivers; and</p> <p>b. Providing culturally sensitive and linguistically appropriate workshops for parents of Asian- American and Pacific Islander children with autism spectrum disorder.</p>	<p>Since Spring 2016, the CHOP Cares Grant Program funded new projects expanding access to families who speak English as a second language, including:</p> <ul style="list-style-type: none"> • Funding the training of new youth mentors for the Compas de Viaje, a peer-to-peer mentor program of La Puerta Abierta that teaches youth conscientious communication, relationship-building, and interpersonal safety and boundaries to learn how to responsibly and effectively connect with newcomer immigrant youth. • Supporting the Karen Community of Philadelphia to fund health access, sexual and reproductive health information, and nutrition education for refugees from Burma and Thailand. • Hosting a Language Access Leadership Summit with the objective to improve language access to healthcare for patients and families with limited English proficiency (LEP) in the Greater Philadelphia area.

Priority 3: Access to healthy food, opportunities for physical activity and wellness education

OBJECTIVE: Increase children’s and adolescents’ access to healthy living education and healthy weight programs

ANTICIPATED IMPACT: Decrease the number of children categorized as overweight or obese

2016 Strategy	2019 Update
<p>A. Increase outreach via the CHOP Healthy Weight Program (HWP) — Provide more information for primary care practitioners to identify weight management needs; collaborate with and support the Healthy Kids Running Series to introduce children to running; and partner with The Enterprise Center by purchasing shares from their Community-Supported Agriculture garden to provide families with fresh produce.</p>	<p>The Healthy Weight Program has and continues to support and lead opportunities for physical activity and wellness education to patients and children in the surrounding area.</p> <ul style="list-style-type: none"> • The Healthy Weight Program continued supporting the Healthy Kids Running Series in West Philadelphia, introducing children to running. The series is open to children from the Healthy Weight Program as well as children in the area. The series is widely advertised within the CHOP network. • In August 2018, the Healthy Weight Program started a new initiative, a food pharmacy. All patients who are seen at the Healthy Weight Program are screened for food insecurity. Those identified as food insecure are connected with the food pharmacy where they can receive a three-day supply of healthy foods and recipes. Families are also connected with various food access resources within the community and receive follow-up calls from the Healthy Weight Social Worker. Patients who identify as food insecure can access the food pharmacy up to four times per year. • The program has also partnered with the Vetri Foundation and provides two 10-week cooking series per year to Healthy Weight patients. These cooking labs provide hands on teaching to children to prepare healthy, delicious recipes. The STEM curriculum based educational approach focuses on cooking, nutrition and food education.
<p>B. Teach cooking skills and nutrition — At CHOP’s Early Head Start Program, parents can participate in “Home Plate,” a</p>	<p>“Home Plate” was previously offered as part of a three-year research study that is now complete. Approximately 100 parents participated in the study,</p>

six-week series of classes focused on improving cooking skills and nutrition in partnership with Aramark and The Enterprise Center.

though not all of the participants attended the Home Plate classes or CHOP patients. Though the classes originally offered through the “Home Plate” study are no longer being offered, the Healthy Weight Program provides two 10-week cooking series per year to Healthy Weight patients, which teaches children to prepare healthy, delicious recipes.

C. Open a community garden – The Karabots Community Garden opened in July 2016 in West Philadelphia to host cooking demonstrations and educate families about ways to incorporate more nutritious foods into their diet. Programming is guided by community need, and the produce grown in the garden will benefit local families.

A 1,200 square-foot growing space, the Karabots Community Garden has been consistently fruitful in providing new opportunities to connect CHOP patients and the West Philadelphia community to locally-grown, nutritious food. Since 2016, the Garden has:

- Over 500 plants in the ground each season and 10 fruit trees on the premises with an additional wild berry bramble.
- Donated over 1,500 pounds of produce to the West Philadelphia community, Early Head Start and in previous years, CHOP Healthy Weight. These donations are facilitated through the Garden’s partnership with the Enterprise Center.
- Had over 1,200 attendees at Garden events. Approximately 6 to 7 events were held per regular garden season, and an additional 12 “Books and Cooks” series were held each year. The Garden’s “Books and Cooks” series has also flourished into an ongoing partnership with the Families Forward and Peoples Emergency Center, initially supported by a CHOP Cares Grant. At each event, two books are read, which the guests are able to take home, and a Chef-led, hands-on cooking demonstration with fresh produce found in the garden is provided, tasting included.
- Continued to partner with CHOP Development to host corporate volunteer days. Not counting the hundreds of volunteers that helped establish the space in 2016, the Garden has had about 130 volunteers work with our farmer to maintain the general grounds since 2017.

D. Expand access to healthy activities for children and families living in shelter – CHOP’s Homeless Health Initiative now includes new programming offering nutrition and fitness for children and mothers through Operation CHOICES, Safe Physical Activity and Recreation for Kids (SPARK), and Women’s Wellness at Lutheran Settlement House/Jane Addams Place, People’s Emergency Center and St. Barnabas Mission.

CHOP’s Homeless Health Initiative has continued to include nutrition and fitness programming for children and mothers. Operation CHOICES, Safe Physical Activity and Recreation for Kids (SPARK) at Families Forward Philadelphia programs are ongoing. SPARK and Women’s Wellness programming also continues to be provided at People’s Emergency Center and St. Barnabas Mission.

E. Expand the Community Nursing Advocacy Fellowship program “Safety Education at Summer Day Camp” – Expanded the safety education series to counselors in the Philadelphia Parks and Recreation’s Neighborhood Day Camps with an updated curriculum for kids of all ages. CHOP nurses present a basic first aid course at counselor training sessions.

In 2014, the Community Nursing Advocacy Fellowship (CNAF) program partnered with the Trauma Unit (4 East/4 South) at CHOP and the city of Philadelphia Parks and Recreation Summer Camp programs to provide:

- Counselor first aid training for summer camp counselors
- Trauma prevention lessons to campers at 15 camps

In 2015, the CNAF program visited 11 camps and taught trauma prevention to campers. Despite the CNAF program being unable to continue a partnership with City Summer Camp programs, CNAF continues to provide trauma prevention education elsewhere. The education lesson plans developed by the CNAF group in 2014 continues to be used in trauma education that the Trauma Unit (4 East/4 South) provides to City Summer Camp programs, separate from CNAF. The Trauma Unit partners with Philadelphia Parks and Rec annually to provide this education at their summer camps.

F. Continue to provide information on wellness activities and events to patient families – Increase the information provided and increase the number of support groups offered to families.

Providing wellness activities and events to patient families continues to be a priority across CHOP community programs. For example, CHOP’s South Philadelphia primary care, located within the South Philadelphia Community Health and Literacy Center, collaborates with the library, health center, and recreation center onsite for a number of events and programs, including hosting health fairs and block parties together.

CHOP also offers and continues to expand numerous support groups to patient families, including, but not limited to: CAID/SAID Support Group, Diabetes Parent Support Network, Duchenne Muscular Dystrophy Parents’ Group, Family Support Group, SibSHOP, Hemophilia Parent Group, House of

CHOP, Kinship Caregiver Group, Oncology Parent Support Group, Sickle Cell Parents Club, and Teens with Epilepsy.

G. Enhance the Healthy Futures Initiative — In collaboration with the Independence Blue Cross Foundation, CHOP added a “Healthy Hearts” component to help develop an Automated External Defibrillator (AED) Implementation Program in each participating school, including education and assistance to safeguard the heart health of all staff and students in case of a cardiac emergency.

Since its initiation in August 2016, *Healthy Hearts* equipped staff and students at 12 elementary schools in Southeastern Pennsylvania with tools and knowledge necessary to respond in the case of a cardiac emergency. 6 schools out of 12 schools involved were determined to be in need of an AED, which was provided by the Youth Heart Watch. All 12 schools received training in CPR and AED use, which involved training 230 school workers. Each school also received education regarding development of a Cardiac Emergency Response Plan. As a result of this program, the 12 participating schools now have an accessible AED. Youth Heart Watch continues to work with each school to become a Heart Safe School. *Healthy Hearts* hopes to expand these efforts to additional schools in the future.

H. Implement and expand food insecurity (FI) screening — CHOP now performs FI screens at nine primary care locations across Philadelphia and the suburbs. Families identified as food insecure are given a resource packet and Philly Food Bucks to purchase food at farmers’ markets in Philadelphia (in partnership with The Food Trust).

As a result of expanded food insecurity screening, many CHOP patients and families were able to be connected to the Complete Eats program. Complete Eats is CHOP’s partnership with the USDA and Philadelphia’s Nutritional Development Service to offer free lunch to children as part of a Summer Meals Program. The Complete Eats program served 7,433 meals to patients and siblings ages 2-18 in Karabots, Buerger and the ED during the summer of 2018, which is a significant increase from serving just 367 meals in 2017.

Note: Investigators at CHOP PolicyLab are also researching the use of a geographic information system to identify hot spots of food insecurity and local resources.

Launched on September 20th, 2018, the Healthy Weight Program’s Food Pharmacy also now provides CHOP with another tool to address food insecurity. As of November 30th, 72 children and their families were enrolled in the program and 1,113 pounds of food had been distributed. Key components of the Food Pharmacy include:

- Universal Screening – All Healthy Weight patients are screened for food insecurity at every visit. Patients who screen positive are referred to the Food Pharmacy.
- Food Distribution – Families identified as food insecure are provided with a three-day supply of healthy food, including fresh fruits and vegetables as well as canned and dried food items. Registered Dietitians work with this program to ensure that food

procurement aligns with the nutritional guidelines and recommendations provided in the clinic.

- Social Service Resources – Patients are referred to the Healthy Weight Social Worker for follow-up on additional social service resources.
- Education – Education is provided to patients to promote healthy eating on a limited budget.

I. Funded CHOP Cares Grant projects providing access to healthy food and exercise, including:

a. A health and fitness series at Malcolm X Park providing a free eight-week summer program in West Philadelphia for kids; and
b. A program to support student and community-led efforts at several Philadelphia schools to improve and promote water access for children and adolescents. Seventy-five percent of 9- to 18-year-olds have insufficient water intake.

Since Spring 2016, the CHOP Cares Grant Program funded new projects providing access to healthy food and exercise, including:

- Funding youth participation in the Courage, Effort, and Respect Run, which is a program of the National Nursing Centers Consortium, cultivating a lifelong appreciation of health and active living among 12- to 18-year-olds throughout Philadelphia.
- Physical activities, gardening, nutrition, and reading programming during the Feast of Justice’s summer enhancement and weekend program.
- Creating a cookbook for tasty, calorically balanced, vitamin D-rich foods for children with multiple sclerosis.
- Supporting the Thinking About Nutrition Initiative of the North Philly Project, introducing healthy food options to the Strawberry Mansion neighborhood.
- A project to create education sessions focused on sports/exercise, menu planning, personal development, life skills and self-esteem for the Dreams of Tomorrow’s Teen Nutrition “Health Works” Program.
- Supporting the Beautifitstrong Camp for Girls, an eight-week summer day camp in West Philadelphia focused on health and wellness.
- Program incentives for the Students Run Philly Style, a Philadelphia-based community youth development program that engages youth in a progressive long-distance running program with the guidance of adult mentors.
- Purchasing program equipment for FitMe, a community-based program providing small group and individual fitness instruction to local youth with developmental disabilities.

- Supporting Chester Upland Youth Soccer's 5th Annual Play Day, a daylong celebration and culmination of the year's mentoring, nutritional education and community engagement programming.
- Expanding Girls on the Run Philadelphia to three new sites in the North Philadelphia Health Enterprise Zone.

Priority 4: Access to sex education, sexual health services and OB-GYN services for adolescents

OBJECTIVES: To encourage adolescents to get tested and treated for HIV and STIs (sexually transmitted infections) and to increase education about teen pregnancy, HIV and STI prevention

ANTICIPATED IMPACT: To contribute to the decrease of teen pregnancy and STI and HIV rates

2016 Strategy	2019 Update
<p>A. Continue to provide adolescent family planning, basic reproductive information and care to youth patients – Provided at CHOP Care Network practices in Philadelphia (Karabots and Cobbs Creek).</p> <p>a. Philadelphia Juvenile Justice Center (PJJSC) Health Resource Center – A CHOP registered health counselor provides sexual health education, counseling, risk reduction and HIV reduction information onsite.</p> <p>b. Health Resource Center at West Philadelphia High School – in partnership with the City of Philadelphia Health Department, CHOP staff provide sexual health education, STI and pregnancy testing, and reproductive health counseling, including referrals, onsite.</p> <p>c. The CHOP Vaccine Education Center offers materials about adolescent vaccines for HPV, educational information (www.prevent-hpv.org), and a free HPV documentary on its website.</p>	<p>CHOP has continued to partner with the Philadelphia Juvenile Justice Center Health Center to provide sexual health education, counseling, risk reduction and HIV reduction information onsite. CHOP also continues to partner with the City of Philadelphia Health Department to provide sexual health education, STI and pregnancy testing, and reproductive health counseling, including referrals, onsite at the Health Resource Center at West Philadelphia High School. A new partnership was formed with Philadelphia Department of Public Health (PDPH) Health Centers for referrals. CHOP is hoping to expand these services to South Philadelphia High School in 2019.</p> <p>The Vaccine Education Center (VEC) continues to provide materials about adolescent vaccines for HPV. The VEC aims to provide, develop, and disseminate provider-focused education materials for both patients and parents in multiple languages.</p> <ul style="list-style-type: none"> • Researchers have continued to support the VEC in this mission by developing and evaluating outreach tools, such as a video for patient education, which was piloted for parents to watch while waiting for a provider, conducting studies on HPV and vaccine uptake among males, and bridging a connection between PDPH and the VEC so PDPH can utilize VEC materials for vaccine education programs. • The VEC runs a Prevent HPV webpage, which has continued to receive and answer questions from the community at large (from local to international in scope). The page currently contains answers to about 80 questions related to HPV transmission, symptoms, testing, vaccination, and more.

	<p>Between January and December of 2018, there were 38,788 unique page views. In 2016, there were 59,069 unique page views and in 2017 there were 24, 673 unique page views.</p> <ul style="list-style-type: none"> • A short series of videos about HPV, called <i>Talking about Vaccines with Dr. Paul Offit</i> is also now provided. HPV-related videos were viewed 10,598 times in 2018, an increase from 4,862 views in 2016 and 4,670 views in 2017. • A classroom website has been developed to help teach students about infectious diseases and the immune system: www.VaccineMakers.org
<p>B. Improve access to sex education and STI screening for teens living in shelter — CHOP’s Adolescent Initiative (AI) received a Targeted HIV Testing and Linkage grant from the City of Philadelphia AIDS Activities Coordinating Office to allow AI staff to provide risk assessments, prevention education, rapid HIV screening and testing, and linkages to proper healthcare to residents at Covenant House Pennsylvania, a shelter for homeless, runaway and trafficked youth. Also, a CHOP physician continues to serve as the medical director for the shelter.</p>	<p>Unfortunately, the contract from the City of Philadelphia’s AIDS Activities Coordinating Office to provide HIV testing services to residents at Covenant House ended on July 1, 2018. CHOP’s Adolescent Initiative has continued to pursue other options and have been in regular conversation with CHOP leadership of the medical clinic at Covenant House.</p>
<p>C. Improve access to sex education and STI screening for teens in the community – CHOP’s iKnowUShould2.com program was expanded to provide more youth with rapid HIV and STI testing and health education at parks and recreation centers. Services are expanding further to add Pre-Exposure Prophylaxis education content to the IKnowUShould2 website. AI has also continued its participation in “Hip Hop for Philly,” an education, awareness and testing outreach program where youth who agree to an HIV test receive a concert ticket.</p>	<p>IknowUshould2.com participated again in Hip Hop for Philly 2018, providing services at community centers and recreation centers. The team is committed to continue providing youth community health initiatives and youth engagement programming to encourage increase health literacy and prevention education and STI/HIV testing.</p>
<p>D. Expand the Adolescent Specialty Center – In 2014, the Adolescent Gynecology Program opened in Philadelphia to provide complex gynecology services and contraception. The clinic recently hired a</p>	<p>The nurse position was discontinued due to a lack of funding and other clinical needs in the ASC Clinic. However, the clinic continues to provide gynecology services focused on complex family</p>

nurse to provide more sexual education programming and other services to youth.

planning care and menstrual-related services for adolescents and young adults.

- The clinic has seen an increase in the volume of contraceptive devices placed in adolescent and young adult patients since opening in December 2014. 5 contraceptive devices were placed in December 2014, 62 in 2015, 125 in 2016, 168 in 2017 and 134 in 2018 (as of November). Three adolescent medicine faculty have been trained to place devices as well as six adolescent medicine fellows (two per year).
- Since 2017, Dr. Monica Mainigi, a GYN at the Hospital of the University of Pennsylvania has been seeing patients with potential surgical needs. She coordinates surgical cases with the CHOP pediatric surgery department.
- The ASC Clinic is now running a quality improvement project, which is designed to ensure that adolescents who are prescribed hydroxyurea, a potential teratogenic medication, receive counseling regarding the importance of pregnancy prevention. The ASC Clinic hopes to expand this initiative to all teratogenic medications prescribed in CHOP outpatient settings.

E. Fund CHOP Cares Grant projects to provide access to sex education and services, including:

a. Support groups for HIV-positive youth and youth who are HIV-negative yet affected by HIV.

Since Spring 2016, the CHOP Cares Grant Program funded new projects providing access to sex education and services, including:

- Providing funds to the Attic Youth Center for purchase of educational materials to promote rapid HIV testing in community settings.
- Partnering with AccessMatters to conduct focus groups with parents and adolescents to help build a peer advisory program.
- Funding incentives for male patients at CHOP's Karabots Pediatric Care Center to complete the HPV vaccination series.

Priority 5: Access to mental health, behavioral health, and substance abuse screening, education and services

OBJECTIVE: To increase access to mental and behavioral health services for children and adolescents and curb the impact of violence on them

ANTICIPATED IMPACT: More children receive the treatment they require for emotional, behavioral and mental health needs and fewer children suffer from the impact of violence, either physically or emotionally

2016 Strategy	2019 Update
<p>A. Continue to expand the new CHOP Violence Prevention Initiative (VPI) – Created in response to CHOP’s 2013 needs assessment and acts of youth violence in Philadelphia and across the nation, this program is a CHOP-wide effort to interrupt the cycle of violence. VPI conducts research and implements innovative findings in hospitals and schools using a resilience-based, trauma-informed and strength-building model. Staff provide therapy and psychoeducation groups, connecting families to outside resources. Patients are referred from the Emergency Department, trauma centers and schools. Includes a newly hired violence prevention specialist and funding to hire another. Signature programs include:</p> <p>a. <i>The Violence Intervention Program (VIP)</i> – a community-focused program that provides services to CHOP patients ages 8 through 18 who have been injured by assault, providing emotional and social support with the goal of stopping violence from continuing into adulthood.</p> <p>b. <i>Free2B</i> – a multimedia bullying prevention program piloted in two Philadelphia schools, with plans to expand to all seventh- and eighth-graders in Philadelphia.</p> <p>c. <i>Partner for Prevention</i>— an intensive, whole-school approach to bullying prevention in which third- through fifth-grade children in four Philadelphia schools learn problem-solving, anger management, empathy and perspective-taking skills.</p>	<p>The CHOP Violence Prevention Initiative has grown tremendously in the past three years. As part of updated aims and processes, programs have been expanded under three categories: (1) Universal Prevention: For All Children and Families; (2) Selective Prevention: For Children and Families at Higher Risk for Violence; (3) Indicated Prevention: For Children and Families Already Experiencing Violence.</p> <ul style="list-style-type: none"> • Universal Prevention: For All Children and Families <ul style="list-style-type: none"> ○ <i>Friend to Friend and PRAISE</i> – small-group and classroom programs run with 3rd-5th grade students in Philadelphia schools with goals to reduce aggression and bullying, improve problem-solving, and promote a safe and positive learning environment. In the 2017-2018 school year, approximately 500 students received VPI’s school-based aggression and bullying prevention programs, and close to 70% of the students improved on two or more outcomes (e.g., physical aggression, relational aggression, problem-solving skills). ○ <i>Free2B</i> – In 2017, approximately 14,000 students across 40 PA schools saw Free2B and demonstrated statistically significant improvement in problem-solving knowledge and attitudes about bullying. ○ <i>Trauma-Informed Care training</i> – teaches providers about the

d. *Children’s and Mom’s Project (CAMP)*— intimate partner violence (IPV) services and a domestic violence counselor are provided on-site at CHOP’s Karabots primary care practice in West Philadelphia. Other violence prevention programs throughout the CHOP Network include the Adolescent Initiative, Children’s Intensive Emotional and Behavioral Program, Community-Driven Research Day, Early Head Start, Homeless Health Initiative, the Philadelphia Collaborative Violence Prevention Center, Safe Place, and Pride@CHOP. CHOP is also working with the City of Philadelphia to replicate the MOM Program, an innovative home visiting program, in more areas of Philadelphia.

importance of recognizing how prior stress plays a role in a person’s current health and behavior, and how to respond accordingly.

- *One Kind Word training* – teaches providers strategies for positively intervening in challenging parent-child interactions.
- Selective Prevention: For Children and Families at Higher Risk for Violence
 - *STOP Intimate Partner Violence (STOP IPV)* – provider-initiated screening in CHOP’s Emergency Department and Karabots Primary Care practice in West Philadelphia to identify CHOP patients and families experiencing IPV and on-site support and safety planning by CHOP-based medical advocates from Lutheran Settlement House. In 2017, >35,000 CHOP patients received Intimate Partner Violence (IPV) screenings in the CHOP Emergency Department (ED), with approximately 400 families receiving IPV consultation and support.
 - *Screening for bullying* – provider-initiated screening in Primary Care clinics and several CHOP departments. In 2017, 109,453 CHOP network patients received bullying prevention screenings, and referrals and resources were provided to the 2,190 patients identified as victims & 440 patients identified as perpetrators of bullying.
 - *Screening for suicide and behavioral health issues* – in the CHOP ED, an average of 4,000 teenage patients complete the Behavioral Health Screen each year. Selective follow up care is provided for the 30% that have moderate to severe depression and 9% who have suicidal ideation.
- Indicated Prevention: For Children and Families Already Experiencing Violence
 - *Violence Intervention Program (VIP)* – identifies assault-injured youth in the CHOP ED & Trauma Unit and provides post-discharge community-

focused case management that addresses mental health and other service needs (e.g., medical, education, legal, housing) to promote safety and recovery, and prevent future violent events. VIP also provides group therapy support for youth to build resilience after a traumatic event (BRAVE), as well as organizational & peer support for frontline staff to prevent secondary traumatic stress (Stress-Less Initiative).

Other violence prevention programs throughout the CHOP network have also continued to provide services to youth and their families. In 2018, CHOP was recognized as an LGBTQ Healthcare Equality Leader by the Human Rights Campaign Foundation for the fourth year in a row. Over that year, Pride@CHOP, the employee resource group, and the Office of Diversity and Inclusion expanded training offerings to Care Network sites throughout the region. LGBTQ patient and employee scenarios were also utilized in human resources training for new leaders, seeking to foster a positive work environment supportive of employees, patients, and patient families.

The MOM Program did not continue, but PolicyLab has ongoing research projects examining home visiting programs across the Commonwealth and working with home visiting partners like the Nurse-Family Partnership program.

B. Continue screening youth for suicide in the emergency department — Use the “Youth Suicide Prevention in Primary Care” Pennsylvania Model, a multidimensional system change approach project that includes a web-based screening tool to identify youth at risk for suicide and facilitates partnerships between medical providers and local mental health providers.

The Behavioral Health Screen ED Version (BHS-ED), a web-based screening tool, was developed and validated. It is used in the Emergency Department (ED) at CHOP to identify youth at risk for suicide and other behavioral issues, to stimulate multidimensional system change that facilitates partnerships between medical providers and local mental health providers. An average of 4,000 teenage patients complete the Behavioral Health Screen each year. Selective follow up care is provided for the 30% that have moderate to severe depression and the 9% who have suicidal ideation.

C. Continue and expand services provided in current CHOP programs —

Including The Safe Place Treatment and Support Program, the Children’s Intensive Emotional and Behavioral Services program (partial day-hospital services located in Atlantic County, N.J., expanded to now include an extended-day program), and the Sexual Assault Response Team in the CHOP Emergency Department.

The Safe Place Treatment and Support Program (SPTSP) continued to provide evidence-based trauma focused treatment to children who have experienced child sexual abuse or exposure to domestic violence.

- Safe Place, along with PolicyLab, is developing an electronic screener to identify social needs in caregivers of children admitted to CHOP. This automated system will also identify referral sources in the geographic vicinity of the child’s home to assist families in accessing resources to address various social needs such as: food insecurity, domestic violence resources, mental health resources, home utility bills, transportation, and child care. This project is being supported by a private foundation grant and CHOP Information Services. We anticipate it will improve access to needed services and be able to positively influence health outcomes.
- PriCARE, a program designed to enhance parent-child interaction and foster positive parenting styles in families whose children are served in our Primary Care Network began as a pilot program in the South Philly site, expanded to include Karabots and Cobbs Creek, and is working towards expanding to Drexel Hill Primary Care Network. The program has demonstrated reductions in use of corporal punishment and improvements in child behaviors, when utilizing a positive parenting strategy taught to parents.

Children’s Intensive Emotional and Behavioral Services has continued to operate as usual after expanding the program five years ago. It is currently waiting on approval for a second expansion. 5,491 patients were served by these services in FY2018 and 5,124 were served in FY2017.

Sexual Assault Response Team (SART) – Since the inception of this program at CHOP in 2009, nearly 1000 pediatric patients have been treated in the Emergency Department after an acute sexual assault. The multidisciplinary SART program cares for children from infancy to adolescence, with our youngest patient being just 6 months of age.

D. Open a Gender and Sexuality

Development Clinic – Opened in 2015, this clinic provides mental health services for adolescents struggling with gender identity including psychotherapy, community outreach, gender identity talks, free monthly trans-youth support groups, and free parent and sibling support groups. The clinic also provides education for providers and helps patients navigate insurance coverage.

The Gender and Sexuality Development Clinic continues to provide mental health services for adolescents. Since opening (correction: it opened in 2014), this clinic has had over 1,000 families and operates with a network of local and regional mental health providers to collaborate on care coordination.

E. Continue to offer counseling and support services to families cared for in CHOP’s Center for Fetal Diagnosis and Treatment (CFDT) and Garbose Family Special Delivery Unit

– New initiatives include creating a universal screening protocol in the NICU and the Cardiac ICU to screen and provide necessary services to post-partum mothers three times in the year after their child’s birth. Also, currently developing online content and resources to further expand CFDT access for the community.

Ongoing initiatives include:

- Utilization of a universal screening protocol for all expectant parents 2-3 weeks post-fetal diagnosis as well as Day 1 postpartum after families have visited their babies in the NICU and the Cardiac ICU – to identify those parents at heightened risk for emotional distress and provide psychological interventions to decrease anxiety, depressive and traumatic stress.

New initiatives include:

- Offering a weekly mindfulness stress reduction parent support group to help parents cope with the stresses of a high-risk pregnancy and a neonatal hospitalization.
- The team is continuing to develop online content and resources for those families experiencing a loss in pregnancy or a death of a child.
- Developed additional educational materials on perinatal mood and anxiety disorders to help providers and parents understand the risks and options for treatment.

F. Reduce wait times for mental/behavioral health appointments and expand services —

CHOP increased access to behavioral health services institution-wide, with a particular focus on primary care touch-points by expanding the Healthy Minds, Healthy Kids Program in two urban and one suburban primary care site, with plans to expand further. The Hospital also increased staffing by 50 percent at CHOP’s specialty care centers in Pennsylvania and New Jersey to significantly reduce wait times for appointments and expanded services. Finally, CHOP will continue utilizing Child Guidance Resource Center and Village staff on-site in CHOP’s urban primary care locations to provide mental healthcare services for patients.

The Healthy Minds, Healthy Kids Program continues to integrate behavioral health providers within primary care teams in the CHOP Care Network. This initiative to provide co-location of services has helped patients and families see a behavioral health specialist more quickly. Health Minds, Healthy Kids also plans to expand to three additional sites in FY19 to continue increasing access to convenient co-located health services institution-wide.

Co-location of the Child Guidance Resource Center, a non-profit community behavioral healthcare organization, and CHOP’s Karabots Pediatric Care Center has also continued to increase access to behavioral health services. Additionally, CHOP’s TiPS (Telephonic Psychiatric Consultation Service) Program allows a primary care physician to consult with a psychiatrist right away when a child needs behavioral health services that are beyond what a pediatrician can provide. TiPS coordinators help families connect to those services.

CHOP is also working to expand access to mental/behavioral health services by planning to provide a series of education sessions for pediatricians to evaluate their patients’ emotional development alongside their physical development. Helping pediatricians develop additional behavioral health skills can increase the opportunity for earlier diagnosis and connection to appropriate behavioral health services.

G. Improve access to mental and behavioral health services in West Philadelphia — Collaborate with the Center for Grieving Children to provide on-site services to patients and postpartum screening for new mothers at the Karabots Pediatric Care Center.

Collaboration between the Karabots Pediatric Care Center and the Center for Grieving Children to provide on-site services to patients and postpartum screening for new mothers has continued. Additionally, there is a Child Guidance Resources Center within Karabots, which allows co-location of mental and behavioral health services with other primary care services.

H. Inform program and policy changes through research

— PolicyLab at CHOP, a center of emphasis within CHOP’s Research Institute, has completed work related to maternal depression interventions, psychotropic medication use in children (including assisting the Public Health Management Corp. with creating an early childhood care behavioral intervention unit in a PHMC-run center in West Philadelphia), and parent-child interaction therapy to improve caregiver-child attachment.

PolicyLab continues to be an active hub of research-to-action. PolicyLab has four areas of focus currently: adolescent health & well-being, health care coverage, access & quality, health equity, and intergenerational family services. Behavioral health research projects span across all four of these focus areas. Some of the current projects include: improving developmental and behavioral screening for Spanish-speaking children, helping depressed parents and caregivers, identifying opportunities to address child abuse and neglect in U.S. Army families, and addressing mental health conditions in schools.

I. Provide more inpatient services

— CHOP is opening a medical-behavioral inpatient unit in the Hospital in 2017, accommodating 10 patients with both medical and behavioral health needs.

The CHOP inpatient Medical Behavioral Unit (MBU) is a 10-bed acute-care medical unit embedded behavioral health supports. The unit accepts patients ages 3-18 with medical and behavioral health diagnoses and provides on-going physical assessments, medication administration, and behavioral treatment. The MBU is pioneering a model for collaborative management of a patient’s physical and behavioral health problems during an acute medical hospitalization. The unit has served more than 1,000 patients since it opened in January 2017.

J. Create a rapid response team to increase behavioral health education to care providers at the bedside

— Patients will be screened with a four-question screening tool at admission, which will lead to individualized care plans if the child shows difficulty coping with care during their inpatient stay.

Over the past 2 years, CHOP’s capacity for helping patients who are having difficulty coping with care has been widened through several assessment models and team interventions using several different professionals: Board Certified Behavioral Analysts, psychiatrists, psychologists, social workers, nurse practitioners, and others. All of these professionals now have established systems of regular rounding with each other and the admitting medical teams to provide a team approach. There is a continued effort to build regular assessment tools and an approach where a team is available for care.

K. Continue the process of operationalizing the Telephonic Psychiatric Consultation Service Program (TiPS)

— Currently working with the Commonwealth of Pennsylvania to operationalize a program allowing CHOP clinicians to provide behavioral health tele-consultation services to rural primary care providers needing support for their patients.

TiPS is now active at CHOP. As a Pennsylvania HealthChoices program, it increases the availability of child psychiatry consultation teams, regionally and by phone, to primary care providers (PCPs) and other prescribers of psychotropic medications. The program is available for children insured by Pennsylvania’s Medical Assistance (Medicaid) Program. TiPS provides real-time, peer-to-peer resources to the PCPs who need immediate consultative advice for children (up to age 21) with behavioral health concerns. There is one TiPS team

	<p>in each of the five HealthChoices zones in Pennsylvania. Children’s Hospital of Philadelphia provides consultation to providers in the Southeast Zone.</p> <p>The CHOP TiPS Program has 123 practices enrolled between the Bucks, Chester, Delaware, Montgomery, and Philadelphia Counties. The practices enrolled include CHOP Care Networks, non-CHOP affiliated hospital networks, and small independent practices. Within these practices, there are 800 providers enrolled including MDs, CPNPs, RNs, and LCSWs. The TiPS program is currently operating at a response rate for initial calls within 30 minutes or less for 100% of the calls within Q1 of FY18.</p>
<p>L. Fund CHOP Cares Grant projects related to mental/behavioral health, including ones that:</p> <ul style="list-style-type: none"> e. Support the emotional well-being of undocumented immigrant youth f. Provide stress release training for Early Head Start parents g. Introduce high school students to basic yoga and mindfulness meditation practices based in trauma-informed care h. Provide assault-injured clients a safe group atmosphere in which to process symptoms of post-traumatic stress (Safety, Emotions, Loss and Future (SELF) Groups for assault-injured youth) 	<p>Since Spring 2016, the CHOP Cares Grant Program funded new projects related to mental/behavioral health, including:</p> <ul style="list-style-type: none"> • Providing scholarships to children and adolescents with autism spectrum disorder to participate in music therapy through MusicWorks. • Provide scholarships to enable youth riders to be part of the Pegasus Therapeutic Riding Academy who otherwise might not be able to participate for financial reasons. • Supporting creation of a sensory room as part of the Autistic Support Program at Lea School. • Purchasing art supplies to launch a new therapeutic art program at People’s Emergency Center in West Philadelphia. • Creating Quiet Kits for behavioral health wellness at St. Mary’s Nursery School.

Priority 6: Assist patients and families with navigating the healthcare system — increasing collaboration and communication

OBJECTIVE: Continue to provide children and their families with assistance in navigating the healthcare system and linkages to resources

ANTICIPATED IMPACT: Increase the percentage of children with a primary source of care

2016 Strategy	2019 Update
<p>A. Create a care coordination program for children with complex, chronic illnesses — Recently implemented “Compass Care” to coordinate care between primary care physicians and specialists in a more efficient and less costly manner. These patients may have a non-CHOP primary care provider.</p>	<p>Since Compass Care was started in 2014, other programs have also been implemented to increase care coordination. The Care Management Department was created in May 2017 as an umbrella department for several care management programs, including Compass Care. For fiscal year 2016, enrolled in Compass Care experienced an average drop of 4.02 to 1.26 in total days hospitalized, a 50% decrease in Emergency Department visits per month, and 53% fewer hospital admissions. As of February 25th, 2019, there are currently 123 patients enrolled in Compass Care, however enrollment is rolling so this number can change often. Additionally, Compass Care follows ~65 patients who are no longer enrolled.</p> <p>Other programs include one embedded into primary care services, which assigns nurses to care management roles, and one to support adult patients transitioning out of CHOP care (Chairs Initiative). Additionally, between 2015-2017, CHOP engaged in a grant to pilot care management for children with medical complexity (Coordinating All Resources Effectively (CARE) Award), which has since ended. There is also a demonstration project currently implemented at Karabots, Keystone-Karabots Care (K2C), serving medically complex children.</p>

B. Provide care coordination services to foster care children — The Fostering Health Program includes a multidisciplinary team of specialists that evaluates each child placed into foster care and creates a plan to inform the child’s care moving forward. The program works closely with Philadelphia’s Department of Human Services (DHS), Community Umbrella Agencies (CUAs) and foster care families.

The Fostering Health Program continues to coordinate care for foster care children. The program provides comprehensive health assessments for children in Philadelphia foster care and then creates a plan to inform the child’s care moving forward. The Fostering Health Program also continues to work closely with the Philadelphia Department of Human Services (DHS), Community Umbrella Agencies (CUA), and families. Over 600 patients have been served since the program started in 2016.

C. Increase staffing for the Family Health Coverage Program (FHCP) — The program assists uninsured and under-insured families with assessing their eligibility, and applying for, public insurance.

One additional person was hired for the Family Health Coverage Program (FHCP), which allowed the program to successfully process approximately 2,000 more cases in 2017 and a similar number for 2018.

- In 2017, the FHCP was able to process 14,031 cases for CHOP patients that were uninsured or underinsured. Of that total in 2017, CHOP granted 1,018 patients with financial assistance/charity care.
- In 2018, the FHCP was able to process 13,450 patients/cases for CHOP patients that were uninsured or underinsured. Of that total in 2018, CHOP granted 1,086 patients with financial assistance/charity care.

D. Add more support for those referring patients to CHOP primary care — Includes a toll-free number for consultations, an expedited process to obtain appointments and new policies to ensure more timely communication with those making referrals for primary care. Also allows patients to be matched with primary care providers based on their specialty care needs.

The Department of Physician Referral Services, staffed by physician liaisons and support personnel, links pediatricians, family practitioners, pediatric and adult specialists and other healthcare providers to CHOP’s many programs and services available for referred patients. Since 2016, the department has taken great interest in improving communication for referrals. A few services provided and enhanced include:

- 1-800-TRY-CHOP: Clinical priority line to discuss a patient with a CHOP clinician or for help navigating the CHOP system
- Link2CHOP: an electronic, Internet-based portal for referring physician offices that provides real-time, “read-only” access to the CHOP Electronic Medical Record (EPIC)
- Patient Referral Toolkit: offers clinical resources and concierge services for providers and staff
- Pediatric Partners Newsletter: monthly e-newsletter for clinicians with latest news from CHOP clinical departments and

	<p>leadership, upcoming professional education opportunities, new staff, and community initiatives; the newsletter is currently sent to 20,000 national, regional, and local providers</p> <ul style="list-style-type: none"> • “Partnership Made Easy” marketing card: handed out nationally at conferences, locally to pediatric offices, and at programs with outreach opportunities to educate on access to primary care through the CHOP Care Network <p>The department increased staff from 3 to 4 liaisons in the past two years to meet growing needs of dramatic increases in referrals due to improved communication and the expediated process for requesting appointments.</p>
<p>E. Change staffing models to improve case management – Includes making outreach support and case management a priority, incorporating nurse care coordinators in CHOP primary care offices, and making improvements in emergency care to include a case manager to identify patients frequenting the E.D.</p>	<p>See above strategy update from the Care Management Department.</p>
<p>F. Create a task force to improve the patient experience and patient satisfaction.</p>	<p>In 2016, Experience moved onto the CHOP Operating Plan and a centralized Patient & Family Experience Team was convened, allowing for an increased focus on both qualitative and quantitative data and to incorporate the patient, family, and staff voice into work across CHOP. The team also now has a multidisciplinary steering committee. A few examples of successes since include:</p> <ul style="list-style-type: none"> • Physical updates – the Center for Families has been implemented on the first floor of Main Building, additional welcome space has been added in Buerger, and more wayfinding and signage upgrades are in progress. • The team worked with Press Ganey to receive feedback about patient and family experiences – over 630 people have access to and use the Press Ganey survey system; over 400 leaders receive a summary of Press Ganey performance each month and over 800 physician providers receive their scores and comments each quarter. • The Center for HealthCare Communication was designed to house best practices,

resources, coaching, and supports for clinicians and clinical support services to help improve communication skills with patients, families, and each other.

- Real-Time Check-ins were introduced and implemented in all inpatient units to increase contact with families during the course of care. Ambulatory is scheduled to test and scale this service in FY19.
 - In FY18, the Patient & Family Experiences Team received over 3,560 Real-Time Check-Ins with patients and families, with 51% resulting in staff praise and 491 issues resolved in the moment.
- In FY18, the Patient & Family Experience Team partnered with the emergency department, 22 inpatient units, and 30 primary care sites and received over 70,000 Press Ganey surveys and over 250,000 comments from patients and families.
 - Interventions implemented at partner sites included improving survey returns, employee engagement and recognition, physician support and coaching, enhancing internal communication, sharing information about delays, language of caring, and call button visuals/helpful phrasing.
- Inpatient units that implemented helpful phrasing and visual resources, based on Press Ganey and Real-Time Check-In comments and staff feedback, helped the units improve their patient and family experience Press Ganey scores throughout the year. One unit saw an increase in their overall top box scores from 68.4% in FY17 to 77.1% in FY18 after implementing Language of Caring sessions and proactively informed families about medical team rounds and amenities available.

G. Utilize the electronic health record to improve continuity of care.

a. Added a new tool to EPIC, the Hospital's electronic medical record system, to allow clinician notes to be directed from provider to provider and allow resource information to be added to help with referrals and community resources.

MyCHOP currently has over 200,000 active accounts. Online scheduling is live in all Primary Care and 23 Specialty Care divisions. Additionally, referral, refill, and non-urgent medical requests are now live on MyCHOP.

Since 2016, several tools from EPIC's Population Health module, Healthy Planet, have been implemented to improve proactive outreach to

b. Work to create a longitudinal care plan to track a patient's needs across the Institution, using EPIC's Population Health module, Healthy Planet. Define, engage and track patient populations, as well as measure and improve care processes and outcomes over time.

c. Develop an online medical chart for patient-family access — Created MyCHOP, a secure, online health connection to portions of a patient's medical record for families to use to obtain information, make appointments and receive referrals.

patients with chronic conditions and avoid gaps in care.

- A variety of real-time care gap identification tools are now used across CHOP primary care to track and contact patients who need to come in for well visits, routine immunizations, lead testing, etc. EPIC-based patient registries have also been built to facilitate outreach and track the receipt of recommended care for patients with chronic disease. To date, approximately 105,000 CHOP patients are in registries for asthma, diabetes, epilepsy, sickle cell disease, inflammatory bowel disease, pre- and post-organ transplant, and other chronic care needs.
- Working with clinical teams across the hospital, multidisciplinary workflows involving physicians, nurses, social workers, registrars, nutritionists, and other team members have been implemented to better manage their patient populations and conduct proactive outreach. This has since demonstrated improvements in the percentage of patients with sickle cell disease at high risk for stroke who receive annual transcranial doppler ultrasounds for stroke prevention.
- Currently, a process is being implemented through Healthy Planet to help inpatient social workers prioritize their highest need patients, reach patients in a timely manner, and ultimately improve the patient experience and discharge process. There are now more than 800 CHOP staff members who have used these tools for patient care and outreach. This work will continue in future years to meet the needs of other patient populations with chronic disease at CHOP.

H. Utilize mobile phone technology to improve the patient experience —

Including one pilot project allowing the Division of Dermatology to use mobile technology to answer questions virtually and another project to launch an app in November 2016 to assist visitors with wayfinding throughout the Hospital's Main Campus.

In November 2018, a store-and-forward, pay-out-of-pocket teledermatology service option was re-launched for select patient families of CHOP Care Network sites in Pennsylvania. The teledermatology service is available for patients ages 4-weeks to 17-years-old at nine Care Network sites through MyCHOP called MyDerm E-Visit. The team received two cases as of November 2018, without any

marketing. A marketing campaign for the service will be starting shortly.

A free trial of a Provider-to-Provider tele dermatology service with doctors at Karabots was also piloted in 2017-2018 and shown to be effective, cost-saving, and well-received by doctors and patients. Cases were submitted from the PCP office using EPIC Haiku/Canto.

A tremendous amount of work was invested into creating a multilingual wayfinding app in 2016 that would help patients and staff navigate CHOP's Main Campus. However, this project has since been put on hold until the best technology can be utilized to provide the most useful navigation assistance.

Thanks to the Chairs Initiative, which provides internal grants to support innovation, improvement, and collaboration throughout and beyond CHOP, the Transition to Adult Care Team, also known as Multidisciplinary Intervention Navigation Team (MINT), was established as a consultative service at CHOP that assists in the coordination of transition-related care across primary care and different specialties. The team consists of a youth community health worker, social workers, a program coordinator, nurse practitioner and "Med-Peds" physicians.

I. Provide assistance with transitioning to adult care — Creating a team at CHOP, through a "Chairs Initiatives" project, to provide patients seeing multiple specialists with centralized assistance during their transition to adult care. The service develops care plans and assesses patients' psychosocial, self-care and health insurance needs.

- At the individual patient level, MINT assists in developing patient care plans, identifying adult providers, assessing patient and family self-management and self-care needs, addressing health insurance needs, formulating comprehensive medical summaries, and coordinating care between pediatric and adult institutions.
- At the institutional level, the team acts to bring the Six Core Elements of Health Care Transition (policy development, tracking and monitoring of patients, transition readiness, transition planning, transfer and transfer completion—guidelines endorsed by the AAP, AAFP, and ACP) to CHOP Divisions and Programs by implementing electronic medical record-based tools and supporting divisional partners and champions.

Approximately 200 consults were received in FY17, 30 of which were fully transferred to adult care. Over

300 inpatient bed-days were saved and over 150 outpatient appointments were made. In a referring provider survey, 72% stated the transition team helped with identifying adult providers and coordinating care with other CHOP specialists, 80% stated they felt more comfortable initiating conversations about transition with other patients 100% stated service saved >2 hours of time.

At the health systems level, MINT works with a Penn-CHOP working group that meets quarterly to discuss systems level issues, a Transitions Special Interest Group that meets quarterly to disseminate best practices, a Capacity Management partnership, Penn High Utilizer Program partnership and a behavioral health working group.

J. Continue work in the population health field — Goals include further advancing care coordination across the institution, particularly at the primary care level, to improve the quality of care and reduce costs to the institution and consumer. The work is part of an ongoing three-year grant and includes community health workers, social workers and care coordinators.

CHOP's continued commitment to the population health field is demonstrated by several care coordination enhancement projects that have demonstrated positive impact.

- In June 2015, CHOP received support from the Center for Medicare and Medicaid Innovation to participate in the Coordinating All Resources Effectively (CARE) Award, a national three-year project to transform care delivery for children with medical complexity across ten participating children's hospitals. Over the course of the CARE Award program, care coordinators at CHOP worked across six CHOP primary care sites and the CHOP Compass Care Program to provide services to over 600 medically complex patients and their families to navigate the health system and create longitudinal care plans rooted in reducing preventable hospitalizations. The program tracked patients enrolled in CARE to understand the impact of enhanced care coordination on healthcare utilization, outcomes, and spending.
- The Compass Care program continues to provide ongoing medical and care coordination services to some of CHOP's most medically complex patients as part of CHOP's care management service line.
- Built upon the momentum of these efforts, an enhanced care management pilot program called Keystone-Karabots Care (K2C) was formed in partnership with Keystone First Medicaid managed care health plan. The K2C

	<p>care management team includes nurses, doctors, community health workers, a social worker, and an office administrator. Between April 2017 and June 2018, over 500 medically complex children were enrolled in K2C, leading to a 23.4% reduction in hospitalization rates. This three-year arrangement will be reevaluated in 2020 to determine sustainability and next steps.</p>
<p>K. Create an intergenerational family services model – CHOP is evaluating the best way to care for the entire family, using social determinants of health as an essential component for determining family needs.</p>	<p>There is strong evidence that health-related social needs impact children’s health and health care utilization including the use of the emergency department, hospital admissions, and longer lengths of stay.</p> <ul style="list-style-type: none"> • With leadership from CHOP’s Safe Place program and the Population Health Innovation team, an interdisciplinary project team of physicians, nurses, social workers, IS specialists, and research scientists across CHOP is developing efficient and effective ways of systematically identifying and addressing families’ health-related social needs in the hospital. • With support from the Verizon Foundation, the team has partnered with an outside resource mapping company to pilot a social risk screener and integrated resource mapping service. • Over the next year, the team will be working closely with inpatient and ambulatory teams to test the acceptability and feasibility of this technology, with the goal of finding efficient and effective ways of identifying and addressing families’ health-related social needs during their time at CHOP.

Priority 7: Access to dental, vision and specialty care for children

OBJECTIVE: Increase access to dental, vision and specialty care for children

ANTICIPATED IMPACT: Decrease the waiting time to schedule appointments and provide improved care

2016 Strategy	2019 Update
<p>A. Continue to provide access to dental providers, specifically for low-income children — Includes providing access to dental care for children in Philadelphia homeless shelters (through the Homeless Health Initiative), partnering with KidsSmiles to provide dental services to CHOP’s three Philadelphia primary care locations and contracting with the University of Pennsylvania School of Dental Medicine to provide on-call dental services to CHOP patients in the Emergency Department.</p>	<p>These services continue to be provided. Volunteer dentists, alongside doctors, nurses, and social workers, provide high-quality medical and dental care to families living in local emergency housing shelters through the Homeless Health Initiative. CHOP also continues to partner with KidsSmiles to provide dental services to primary care locations and with the University of Pennsylvania School of Dental Medicine.</p>
<p>B. Continue to provide access to vision care — Partner with the Philadelphia Eagles Charitable Foundation which provides an “Eagles Eye Mobile” to provide vision care and glasses to under-insured and uninsured children; and follow the American Academy of Pediatrics’ Bright Futures vision guidelines at all primary care locations, referring children to specialty care, if necessary.</p>	<p>CHOP’s Division of Ophthalmology continues to partner with the Eagles Charitable Foundation and the Eagles Eye Mobile to visit schools in Philadelphia and provide eye exams and glasses to under-insured and uninsured children. CHOP also receives referrals for students with more serious eye conditions from the Eagles Eye Mobile.</p>
<p>C. Consolidate the location of specialty care providers for patient convenience—In July 2015, CHOP opened the Buerger Center for Advanced Pediatric Care, a 12-story building on the Hospital’s Main Campus in West Philadelphia that is dedicated to pediatric specialty care.</p>	<p>The Buerger Center for Advanced Pediatric Care now houses all CHOP specialties, except for dental, within one facility, with Ophthalmology being the most recent addition. The facility was designed in a system of clinical neighborhoods, where means certain related specialties and have a synergy are grouped together on one floor. This means many patients do not have to travel to a different building or floor to receive different services, making specialty care more conveniently accessible.</p>

D. Expand services for children with hearing loss — The Center for Childhood Communication (CCC) at CHOP recently expanded its services by establishing staff audiologists as “educational liaisons” to support families of children with permanent hearing loss with accessing area educational programs. The CCC also recently increased outpatient health and behavior services for all families regardless of their child’s age.

To expand upon efforts to support families of children with hearing loss, the Center for Childhood Communication began offering several family workshops throughout the year focused on a variety of topics in 2017.

- *Optimizing Every Day* – support for children and young adults with hearing loss and their families to learn about devices and options for connectivity, accessibility, and safety.
- *FirstSteps* – education and support for families of children with newly identified hearing loss to better understand the child’s hearing loss, learn about speech-language development, develop skills to support the child’s learning, and meet other families to hear their experiences.
- *Exploring Educational Law, Advocacy, and Support* – to provide information on education law for children with hearing loss and their families.

The workshops are provided to families at no cost and provide information and support beyond typical services received during appointments.

E. Continue work in various specialty fields to provide access to healthcare and health information for families — This includes the Leadership Education in Neurodevelopmental and Related Disabilities (LEND) Program, Minds Matter: Concussion Care for Kids Program, Center for Autism Research, and the Center for Pediatric Inflammatory Bowel Disease (IBD) Frontier Program.

CHOP continues to work with specialty fields to improve access to healthcare and health information for families through these initiatives and programs.

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