



2022 COMMUNITY HEALTH NEEDS ASSESSMENT

Summary & 2022–2025 Implementation Plan

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On the cover: De’Yanna, 14, and her mother Briney in the newly opened Middleman Family Pavilion in CHOP’s second hoispital in King of Prussia.

BACKGROUND

Children’s Hospital of Philadelphia (CHOP) is the first pediatric hospital in the United States, founded in 1855, and has proudly been an active part of the Philadelphia community for more than 165 years. The organization and its employees aim to make sick children well, help children maintain good health and secure a healthy future for families in their own communities.

CHOP is the only freestanding, independent (i.e., not affiliated with a health system) pediatric hospital in the Commonwealth of Pennsylvania, affording it an unparalleled singular focus on pediatric services. It is one of only three pediatric hospitals in its primary service area. The CHOP Care Network extends throughout the region, with Primary Care practices, Specialty Care and Ambulatory Surgery centers, Urgent Care centers, Newborn & Pediatric Inpatient Care sites at affiliated community hospitals – with a total of more than 50 locations in Pennsylvania and New Jersey. It also offers Home Care services.

In January 2022, CHOP opened its second hospital in King of Prussia, Pa., featuring the same world-class care as our first hospital, with increased access for the local communities we serve. This facility has 80 private patient-rooms and a 24/7 Emergency Department with 20 rooms.

During the most recent fiscal year (July 1, 2021 – June 30, 2022), CHOP provided care to 29,821 inpatients in our Philadelphia and King of Prussia hospitals and saw 1.47 million outpatients in the CHOP Care Network, which includes primary, specialty and urgent care locations throughout Pennsylvania and New Jersey. Patients came from all 50 states and the District of Columbia. Since the 2010 launch of Global Patient Services, the program has brought over 4,700 patients to CHOP from over 125 countries. CHOP is also home to one of the nation’s most prominent pediatric graduate medical education programs, and the CHOP Research Institute is among the world’s leading pediatric research enterprises.

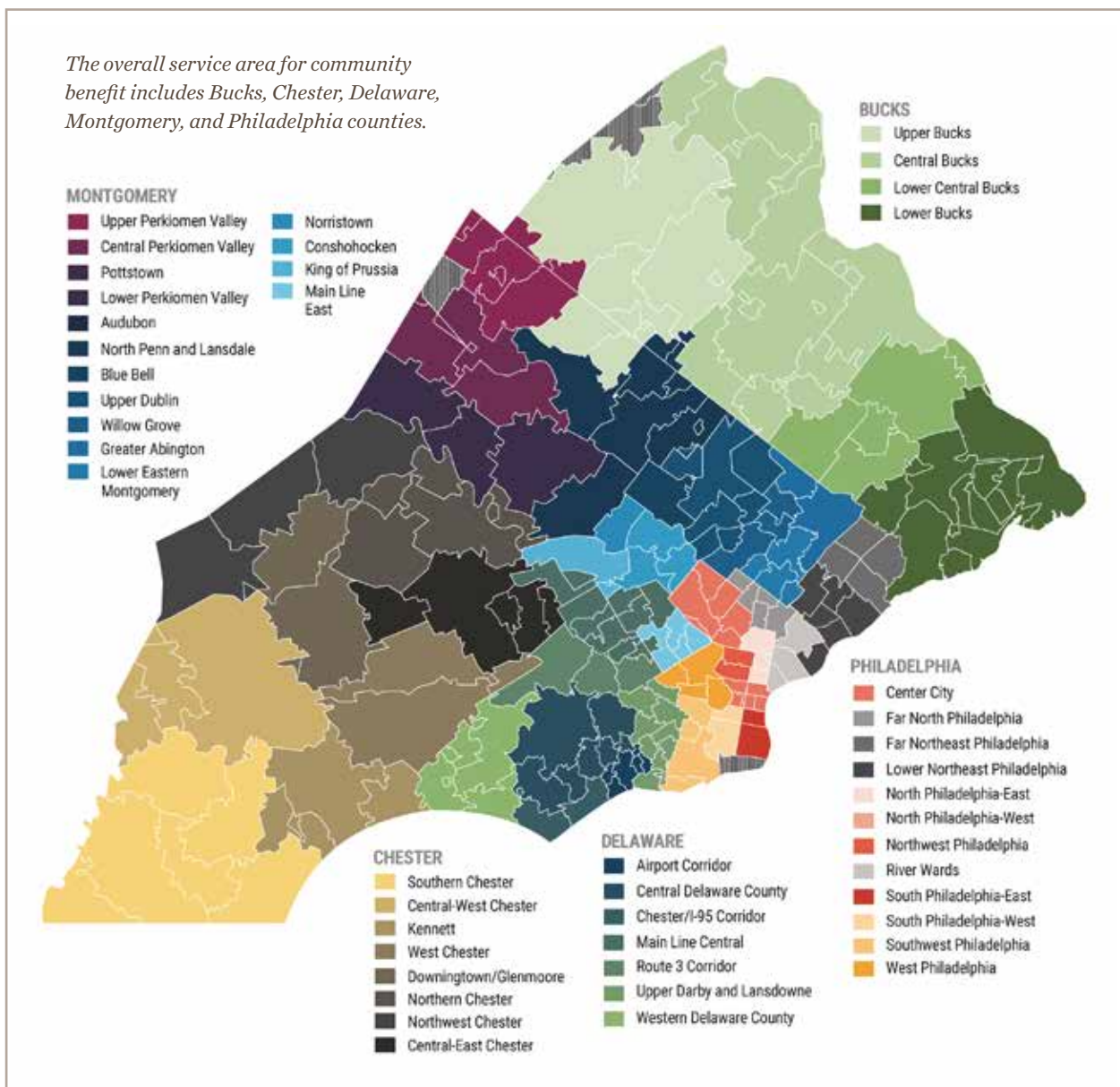


CHOP's newly opened second hospital in King of Prussia, and William, 7, (above) was one of the first patients to be treated.

CHOP SERVICE AREA AND THE COMMUNITY HEALTH NEEDS

CHOP defines its targeted service area for community benefit as all ZIP codes in the Greater Philadelphia five-county region. While the Greater Philadelphia region is CHOP's primary target area, as a globally recognized children's hospital, CHOP serves patients from 125 countries as well as 50 states and the District of Columbia. CHOP's primary patient care service area extends beyond the five-county region and is a large geographic area with 1.4 million children (<18 years old) living in urban, suburban and rural areas. This service area includes ZIP codes within 14 counties of Southeastern Pennsylvania, Northern Delaware and Southern New Jersey.

The overall service area for community benefit includes Bucks, Chester, Delaware, Montgomery, and Philadelphia counties.



CHOP SERVICE AREA AND THE COMMUNITY HEALTH NEEDS



CHOP engaged in a Regional Community Health Needs Assessment (RCHNA) that identified health needs throughout Southeastern Pennsylvania. This effort, spearheaded by the Health Care Improvement Foundation (HCIF), Philadelphia Department of Public Health (PDPH) and the Philadelphia Association of Community Development Corporations (PACDC), also included the following hospitals, health systems, public health departments and other organizations as partners:

- Doylestown Health
- Grand View Health
- Jefferson Health
- Main Line Health
- Penn Medicine
- Redeemer Health
- Temple University Health System
- Trinity Health Mid-Atlantic

Other partners:

- Chester County Health Department
- Delaware County Health Department
- Montgomery County Office of Public Health
- Philadelphia Department of Public Health

The RCHNA incorporates primary qualitative data from geographically based focus groups in each of the five counties. This included 26 virtual focus group-style “community conversations” held to gather input from residents of geographic communities across all five counties and 21 virtual focus group discussions centered on “spotlight” topics conducted with community organizations and local government agency representatives, as well as quantitative data from a variety of sources. Lastly, the report includes targeted primary data to better understand the health needs associated with conditions requiring specialized care (cancer and disability), as well as communities whose needs have been historically less understood or adequately addressed (immigrant, refugee and heritage communities; youth and LGBTQ+ communities).

All quantitative and qualitative inputs were organized into 12 community health priorities that were categorized across three domains: **1) Health Issues**, including physical and behavioral health issues significantly impacting the overall health and well-being of the region; **2) Access and Quality of Healthcare and Health Resources**, such as availability, accessibility, and quality of healthcare systems and other resources to address issues that impact health in communities across the region; and **3) Community Factors** like social and economic drivers of health, as well as environmental and structural factors that influence opportunity and daily life.

IDENTIFIED NEEDS

The top 12 needs identified in the RCHNA serve as the focus of CHOP's implementation plan:

1. Mental Health Conditions
2. Access to Care (Primary and Specialty)
3. Chronic Disease Prevention and Management
4. Substance Use and Related Disorders
5. Healthcare and Health Resources Management
6. Racism and Discrimination in Healthcare
7. Food Access
8. Culturally and Linguistically Appropriate Services
9. Community Violence
10. Housing
11. Socioeconomic Disadvantage
12. Neighborhood Conditions

(See details on these needs beginning on Page 15.)

As a leading pediatric hospital, CHOP recognizes that children and youth represent a population with diverse health needs and unique vulnerabilities that require urgent attention to prevent lifelong negative repercussions and maximize the potential for growth and thriving. Unfortunately, the barriers of well-being for all children and youth in the region are significant, as many families struggle with economic stability to support their children, and racial and ethnic inequities related to education and health outcomes persist. The negative impacts of the COVID-19 pandemic have exacerbated these issues and responses on youth learning and development are increasingly being documented.



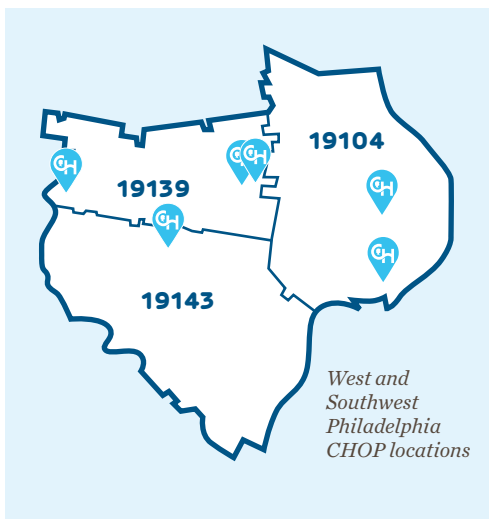
To facilitate understanding of health issues specific to children and youth, inputs identified by the youth of community assets, community needs, youth needs and potential solutions are presented in [this report](#) (shown left). A consistent theme that emerged was the need for support systems to be incorporated in their communities. Through this CHNA we have facilitated this first step of trying to encourage the voices of our youth populations and have given them a platform to speak up; however, more work must be done. By understanding the needs of the youth populations, CHOP is actively working toward addressing these unmet needs.

Due to CHOP's long history of working with the community and its ability to provide health services and conduct community-based participatory research, many of the health needs uncovered by the RCHNA were not unexpected and are actively being addressed by a number of CHOP's existing programs and initiatives. CHOP consistently invests in programs that benefit its surrounding community and strongly believes that our hospital's mission can reach outside our walls to help children living in and around our service area and beyond. This implementation plan outlines how CHOP is working on cross-collaborative partnerships in the community, highlighting continued strategies from previous implementation plans and new initiatives to respond to the needs identified in its community. The four initiatives highlighted below address many of the needs identified by the RCHNA.

HEALTHIER TOGETHER



Healthier Together is a transformative community initiative to address the social determinants that negatively influence our patients' health in the neighborhoods surrounding the Philadelphia campus. Healthier Together was launched in 2019 in response to the most pressing needs identified in the 2019 RCHNA: housing, hunger, trauma and poverty. By resourcing programs proven to work through rigorous research, CHOP is committed to building partnerships that aspire to give every child a fair chance at a healthy future. Healthier Together partners with CHOP community programs, community organizations, community residents, nonprofits and government agencies to learn from each other and multiply our collective impact. **By Healthier Together's third year, the initiative reached more than 13,400 individuals and invested over \$10 million in the community.** As Healthier Together enters the second half of its five-year commitment, the initiative will focus on the following:



Healthier Together focuses its efforts in these ZIP codes.

1. Continue to convene partners and integrate programs to maximize impact while reaching more families.
2. Develop and implement sustainability plans to ensure the long-term impact of the initiative.
3. Enhance the evaluation plan to capture the compressive impact of Healthier Together, and disseminate best practices and lessons learned.

More information on Healthier Together can be found at www.chop.edu/healthier-together.

HEALTHIER TOGETHER *continued >*

Housing: Creating Healthier Homes

Healthy, stable housing is fundamental for a child's health. With our community partners, Healthier Together addresses this social determinant of health in two ways: through repairs that reduce asthma triggers in the homes of children with severe asthma and by increasing access to legal support for cases related to evictions and housing habitability.

Since launching in 2019, Community Asthma Prevention Program-Plus (CAPP+), in partnership with the City of Philadelphia and the Philadelphia Housing Development Corp., has renovated 136 homes of families who have children with difficult-to-treat asthma. Healthier Together has helped families to resolve 245 legal issues related to housing, with services supplied free to families.

In coming years, Healthier Together will expand the reach and services to reduce asthma triggers where children live, play and learn.

Hunger: Accessing Healthy Food

Healthy food is essential to a healthy childhood, but unfortunately, 21% of Philadelphia children experience food insecurity. Healthier Together takes a comprehensive approach to promote healthy eating through improving food access, providing nutrition education and supporting local food systems. Since launching, Healthier Together programming has distributed the equivalent of 45,500+ meals, installed 80 home and community gardens, and held over 50 food and nutrition workshops and classes.

In the coming years, Healthier Together, will aim to increase our support for healthy food in early childhood centers and support more community-based organizations working on food justice.

136 homes renovated

to reduce asthma triggers



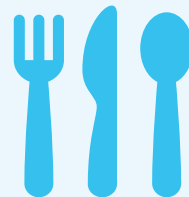
245 housing-related legal cases

resolved to keep families in stable & healthy homes



45,570+ healthy meals

distributed to families



Poverty: Achieving Financial Stability & Prosperity

In Healthier Together’s geographic area, 42% percent of households with children currently live in poverty. Economic inclusion and financial mobility allow households and communities to thrive. Healthier Together works at multiple levels to promote access to financial support services for families, contracts and training for small businesses, and job training for young people. For example, through a partnership with The Enterprise Center, 97 small businesses received certification as diverse businesses.

In coming years, Healthier Together will expand the reach and services offered through the Medical Financial Partnership and will continue to seek out opportunities for CHOP programs to contract with local, diverse businesses.

**97 certifications
for diverse small
businesses**

to increase
opportunities
for contracts

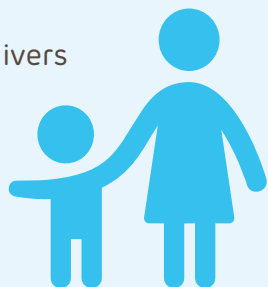


Trauma: Overcoming Trauma & Growing Resilience

Concentrated poverty, high violence and crime rates, and other traumatic, stressful events can contribute negatively to mental health and well-being. In 2021, there were nearly 400 shooting victims in Healthier Together’s ZIP codes. Unaddressed trauma can adversely impact a child’s physical and mental health into adulthood. Through internal collaborations and external partnerships, Healthier Together is working to both reduce exposure to traumatic events like gun violence and provide services that can minimize the impact of trauma on a child’s well-being. To date, over 700 children, caregivers and educators have received trauma-support services and/or training via support from Healthier Together.

**Trauma services
for 700+**

children, caregivers
and educators



In the coming years, Healthier Together will strengthen existing partnerships and provide more families and neighbors with trauma-support services. Additionally, Healthier Together will launch new partnerships to bolster community-based organizations and other community assets, such as churches and recreation centers, to deliver enriching and safe activities for youth as a protective factor against gun violence and to help build the capacity of these important community assets.

CENTER FOR HEALTH EQUITY

The vision of the Center for Health Equity, launched in 2021, is to discover, implement and disseminate evidence-based practices and policies to ensure equitable care and achieve the best health for every child in Philadelphia. The Center for Health Equity will bring together experts from CHOP, the city of Philadelphia and the nation to understand the gaps and bridges in achieving health equity. It will all begin in CHOP's own backyard, focusing first on West Philadelphia and then on other communities throughout the city facing similar challenges. As CHOP improves its programs and demonstrates strong outcomes, the Center for Health Equity will then propose adaptable models for health equity that can be used in communities across the country.

“Nothing about us without us” is the mantra at the Center for Health Equity. To this end, the center will integrate the community’s voice through the formation of a Neighborhood Council, a community consultant for each core area of focus and a village of community health workers. The Neighborhood Council will consist of CHOP employees who live in the West Philadelphia area. The community consultant will participate in our clinical, community and research focus areas. Community health workers will be the boots on the ground for our community focus area.

"Nothing about us without us"

— Center for Health Equity mantra



Inaugural 2022 Back to School Community Health Partnership Clinic in West Philadelphia

Photos: Ron Dennis of the Community of Compassion CDC Inc.

CENTER FOR HEALTH EQUITY *continued >*

The Center for Health Equity encompasses four core work streams critical to addressing pediatric health disparities:

Clinical Quality and Safety

The center will seek opportunities to eliminate health disparities and assure health equity across the CHOP enterprise and to build skills to capture metrics and disseminate solutions.

Community Translational Focus

Through partnerships with key community stakeholders, the center will provide evidence-based interventions that show promise to reduce disparities and help sustain the impact of these interventions long term.

Advocacy and Justice

The center will identify opportunities to advocate for racial justice and health equity and to cultivate community partnerships to drive change in healthcare.

Research and Education

The center will provide mentorship and tools for CHOP researchers to implement best practices for health equity in research.

By creating and supporting programs committed to understanding the barriers to health equity, we work with our partners and colleagues to achieve our ultimate goal of ensuring every child in Philadelphia has a fair and just opportunity to be as healthy as possible.



CPR training was among the activities at the 2022 Back to School Community Health Partnership Clinic in West Philadelphia.

Photos: Ron Dennis of the Community of Compassion CDC Inc.

CHOP CARES COMMUNITY GRANT PROGRAM

The hospital's senior leadership encourages employees to partner with community organizations to improve the lives of children where they live. In fact, many of our signature community programs, like the Refugee Health Program, began with an employee's or pediatric resident's vision for meeting the needs of underserved children.

In 2013, CHOP created a Community Advisory Board comprised of CHOP employees and local civic leaders to advise the hospital on the distribution of competitive grants awarded through the [CHOP Cares Community Grant Program](#). In 2019, the CHOP Cares EXCEL grant program launched, providing higher levels of funding and additional resources, to support the growth and sustainability of programs previously funded by a CHOP Cares Community grant. Since 2019, CHOP has awarded 186 grants for a total of \$741,000. The programs award CHOP employees with funding to work in their own communities. This results in extending CHOP's reach even further into more communities to meet needs identified in the RCHNA.

Some programs include yoga and meditation lessons for Philadelphia students; food boxes to food-insecure households; free hearing tests for Pre-K Counts students; support groups for transgender, gender-non-binary and gender expansive children and their families; menstrual hygiene products and education for young girls facing homelessness; and many more.



From the top, awarded grant examples: Minds Matter – Concussion Care for Kids Education and Outreach Initiative; Physical and Emotional Wellness – Raja Yoga's School Outreach Program; and the Thermometer Education for Maximizing Parental Partnership

COLLABORATIVE OPPORTUNITIES TO ADVANCE COMMUNITY HEALTH

Since 2016, Children’s Hospital of Philadelphia has participated in Collaborative Opportunities to Advance Community Health (COACH), a collaboration of healthcare and community-based partners in southeastern Pennsylvania. COACH’s mission is to foster coordination and collaboration within and across sectors on interventions that build and maintain conditions for sustained community health and well-being. COACH participants collaborate on shared implementation strategies and benefit from shared learning across partners, focusing on activities that build food security and trauma-informed and healing-centered practices.

COACH is an initiative that brings together hospital/health systems, public health and community partners to address community health needs in southeastern Pennsylvania.



Strategic Focus No. 1: Food security

Food security is having access to sufficient, safe and nutritious food necessary to lead an active and healthy life. Financial challenges brought on by the COVID-19 pandemic has led to an increase in the rates of food insecurity across all counties and a sharply rising demand for emergency food assistance. These needs present barriers to equitable food access, including high-cost foods, limited food options within a neighborhood and limited ability to navigate via transportation to food resources.

In the coming years, COACH will continue to increase community access to sufficient, nutritious food. Using a healing-centered and relationship-centering approach, COACH will identify patients and community members who are interested in food resources and programs that support access to healthy food. It will look to connect patients and community members to resources that support food access through community-clinical partnerships, including public benefits assistance, emergency food resources or education.

COACH will also participate with collaborating health systems and community-based partners in shared learning around implementation strategies through the COACH Food Security workgroup. The workgroup meets bimonthly and consists of more than 15 cross-sector organizational partners representing nonprofit health systems, public health agencies, insurers and community-based food access organizations.

COLLABORATIVE OPPORTUNITIES TO ADVANCE COMMUNITY HEALTH

continued >

Strategic Focus No. 2: Trauma-informed and healing-centered practices (TIHCP)

Trauma results from experiencing physically or emotionally harmful or life-threatening events or circumstances that overwhelm a person's ability to cope over time. These experiences cause lasting adverse effects on a person's functioning and mental, physical, social, emotional or spiritual well-being. Trauma and traumatic stress may be connected to individual or interpersonal experiences (such as adverse childhood experiences [ACEs], medical trauma or experiencing stressful social needs [such as food insecurity, housing insecurity or socioeconomic disadvantage]; community and societal factors (such as community or neighborhood violence and pervasive crises such as COVID-19); or accumulated trauma resulting from historical, interpersonal and systemic racism and discrimination. History of trauma is widespread and affects healthcare system staff, patients and broader communities.

COACH will look to integrate trauma-informed practices to create a culture of healing-centered care for all. In 2021, COACH-participating hospitals and health systems established TIHCP teams to coordinate and shepherd work in expanding trauma-informed and healing-centered practices at their institutions. CHOP will continue to provide trauma-informed trainings to CHOP employees and implement a program for post-TIHCP training maintenance and adoption of a sustainable trauma-centered framework for departments via partnerships with CHOP Center for Violence Prevention, Center for Pediatric Traumatic Stress and CHOP's Human Resources Wellness Program. Additionally, CHOP is integrating the TIHCP framework throughout the employee experience with learnings and measurement offered by Human Resources. As new employees are onboarded, they will participate in a "CHOP 101" session focused on implementing trauma-informed services and approach to providing care for patients and families.

ADDITIONAL PRIORITY AREAS

Across CHOP, clinicians, divisions and community programs are working to address the most emerging needs identified in our community. For most of its history, CHOP has extended its health services beyond the walls of our buildings and into the community. That is why CHOP was aware of — and actively working on — many of the health needs revealed by the RCHNA. The hospital continues to invest in community programs to address these needs so children in the communities we serve can live the healthiest lives possible. New programs and initiatives are addressing emerging needs in the community. These initiatives are highlighted by each core area of focus:

Priority 1: Mental Health Conditions

In CHOP's service area, young and adult members and community partners continue to prioritize mental health as their top health need. Significant mental health needs across the region are indicated by high rates of depression among youth and adults (1 in 5 adults report diagnosed depressive disorders, and many more are undiagnosed) as well as persistent and increased rates of suicide mortality and suicide attempt/ideation among youth (particularly those who identify as LGBTQ+).

YOUTH PERSPECTIVE: Youth shared with greater intensity their own experiences with stress, pressure and burnout. Depression, anxiety and trauma due to the COVID-19 pandemic and community violence were widely shared across groups.

OBJECTIVE: Increase awareness of behavioral health resources and services for children and adolescents, and create spaces for open discussions of mental health for youth to normalize/destigmatize mental health issues.

ANTICIPATED IMPACT: Increase in children, youth and family utilization of needed behavioral healthcare to better address and manage mental health symptoms and related impairments.

STRATEGIES:

1. Continue and expand co-location of mental health services provided at CHOP's primary care locations – Focus on promoting programs that continue to integrate behavioral health providers within primary care teams in the CHOP Care Network. These initiatives provide co-located services, helping patients and families see a behavioral health specialist more quickly, while also creating greater access to behavioral health providers and subsequently reducing wait times. Integrating behavioral health into families' traditional primary care also serves to reduce the stigma sometimes attached to seeking mental health services.

a. Healthy Minds Healthy Kids (HMHK) Program: The aim of HMHK is to increase youth and family utilization of needed behavioral healthcare and decrease behavioral health symptoms and related impairment. Program staff hope to increase staffing for HMHK to ensure that integrated behavioral healthcare is the standard of care throughout the CHOP Primary Care Network. Their goal is for CHOP patients to be able to have an initial consultation with HMHK within two weeks of the identified need. In collaboration with Care Network leaders and other programs in Department of Child and Adolescent Psychiatry and Behavioral Sciences (DCAPBS),

Priority 1: Mental Health Conditions, continued >

providers intend to increase the use of screeners for behavioral health conditions to improve efficiency of identification of behavioral health need. *At right, Brooklyn, 5, visits with her psychologist at the South Philadelphia CHOP network location.*

b. PriCARE Program: In conjunction with the Safe Place: The Center for Child Protection and Health and DCAPBS, PriCARE, a trauma-informed group-training program was developed. Led by researchers at CHOP's PolicyLab, PriCare works in a primary care setting, teaching parents and caregivers techniques to support the social and emotional growth of their children and improve child behavior, strengthen parent-child relationships, and decrease parental stress. Recently, PriCare launched programming for foster parents as well as PriCare (CARIÑO) for Spanish-speaking families.



2. Continue and expand services provided at the

Philadelphia Children's Crisis Response Center (PCCRC) – In partnership with CHOP, the PCCRC continues to see patients transferred from CHOP's Emergency Department. PCCRC accepts all children under 17, while also accepting any type of insurance. PCCRC conducts a thorough assessment of each patient's needs to determine the most effective level of care. Services include therapeutic stabilization, admission into its onsite Crisis Stabilization Unit, referral to appropriate level of care and crisis/aftercare planning.

3. Continue and expand services provided in current CHOP programs – CHOP programs that provide behavioral health diagnosis and treatment include 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.

4. Launch of new and expanded CHOP facilities – Through the launch of new facilities and addition of new staff, CHOP hopes to decrease barriers to access behavioral care and to provide additional access for appropriate levels of care. New/expanded facilities include the following:

- a. **CHOP Center for Advanced Behavioral Health** (Summer 2022) *At right, Rohan, 15, and his mother approach the CHOP entrance to the Center for Advanced Behavioral Health.*
- b. **King of Prussia Hospital** expansion to include an adolescent malnutrition unit (Fall 2022)
- c. Crisis response center and inpatient mental health at the **PHMC Public Health Campus** at Cedar Avenue in West Philadelphia (Spring 2023)



5. Increase access to trauma support services – Healthier Together supports mental health conditions through its Growing Resilience in Teens (GRIT) program. Patients from Cobbs Creek Primary Care and Karabots Pediatric Care Center can be referred to GRIT after experiencing a recent trauma. GRIT connects patients and their caregivers to peer-support groups for grief and loss from community partner Uplift Center for Grieving Children

Priority 1: Mental Health Conditions, continued >

and/or case management for social needs and behavioral health support from CHOP's Center for Violence Prevention. If needed, patients can also be referred to community provider Hall Mercer for trauma-focused cognitive behavioral therapy. GRIT aims to address trauma early and connect families to services that can help prevent more serious mental health diagnoses as the patient grows up.

6. Provide mental health services to students at Girard College – The Independence Blue Cross Foundation is funding a multiyear initiative to provide access to mental healthcare for every student at Girard College, a first through 12th grade boarding school in North Philadelphia. This integrated care model combines telehealth services from CHOP with school-based support for youth impacted by trauma. This collaboration, which started in 2022, also provides training to teachers, administrators and school counselors on screening and referral of all students with undiagnosed mental health conditions (anxiety, trauma, depression, substance use disorder, suicide) or physical health needs.

7. Continue offering counseling and support services to families cared for in CHOP's Center for Fetal Diagnosis and Treatment (CFDT) and Garbose Family Special Delivery Unit –

Ongoing initiatives include the utilization of a universal screening protocol for all expectant parents two to three weeks post-fetal diagnosis as well as immediately after families have visited their babies in the NICU and the cardiac ICU. Parents are identified for heightened risk for emotional distress and receive psychological interventions to decrease anxiety, depression and traumatic stress. They also have access to weekly mindfulness stress-reduction parent support groups to help them cope with the stresses of a high-risk pregnancy and a neonatal hospitalization. CHOP distributes educational materials on perinatal mood and anxiety disorders to help providers and parents understand the risks and options for treatment.



8. Continue operationalizing the Telephonic Psychiatric Consultation Service Program (TiPS) – As a Pennsylvania HealthChoices program, TiPS 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 PCPs who need immediate consultative advice for children (up to age 21) with behavioral health concerns. There is one TiPS team in each of the five HealthChoices zones in Pennsylvania. CHOP provides consultation to providers in the Southeast Zone.

Priority 2: Access to Care (Primary and Specialty)

The supply of primary care providers across the region compares favorably to national data and trends with uninsured rates are improving regionally, but challenges remain with increasing provider acceptance of new patients with Medicaid coverage. Barriers to access to primary care for communities are due to lack of providers in neighborhoods, affordability and language/cultural barriers. These issues are exacerbated with specialty care with added challenges posed by even more limited availability of appointments, high cost and lack of care coordination/linkage with primary care.

Priority 2: Access to Care, continued >

YOUTH PERSPECTIVE: Youth mentioned challenges with accessibility and affordability of healthcare. The lack of free clinics, the significant distance needed to be traveled for some facilities (or, put differently, few options close by), low appointment availability, long wait times, lack of insurance and high costs of deductibles were particularly noted.

OBJECTIVE: Establish comprehensive health centers that would address not only physical health, but also mental health and dental care. Create high-quality free or low-cost healthcare options to serve those who may be uninsured or underinsured.

ANTICIPATED IMPACT: A decrease in barriers will allow more patients to easily access quality primary care.

STRATEGIES:

- 1. Expanded hours, providers and services** – CHOP’s Primary Care Network sites continue to implement strategies to increase access to primary care, including extended hours during the week and on weekends. More providers will continue to be added to CHOP’s primary care centers. CHOP Urgent Care Centers will also continue to offer after-hours care on evenings and weekends in King of Prussia, Brandywine Valley, Abington and Bucks County. Specialty care services, including day surgery, continue to expand throughout CHOP’s primary service area. A new Specialty Care Center in Bryn Mawr will open fall 2022.
- 2. Continue and expand use of a will-call list** – Since no-show rates are high in the urban primary care practices and the demand for primary care is higher than the available appointment slots, the will-call list was established. CHOP will continue to rely on the will-call list to meet the demand for primary care appointments. When patients are a no-show for their appointment, someone else can fill their empty appointment slot.
- 3. Engage an additional pre-visit experience** – An initiative to expand access to pre-registration and online scheduling options outside of MyCHOP, our patient portal, will expand across the CHOP Care Network. This will provide additional pre-collection of questionnaires, which should streamline the patient visit and reduce the amount of time required at check-in.
- 4. Increase access to health education through existing and expanded community programming** – Core community programs, such as CHOP’s Injury Prevention Program, the Center for Injury Research and Prevention, Vaccine Education Center, Homeless Health Initiative, Youth Heart Watch, I know U should 2, and Transition to Adulthood Program, will continue to provide education and training in the community. *At right, CHOP offers videos that show parents how to safely install car seats for children of various age groups.*
- 5. Increase patient access to information** – Patient families can continue to access portions of their child’s medical records, schedule appointments and receive referrals through our online health record portal called MyCHOP, which will continue to increase families’ access to their child’s medical information.



Priority 2: Access to Care, continued >

- 6. Increase access to support groups and health education to augment preventive/primary care** – CHOP will increase the number of parent support groups for families on topics such as general health, healthy weight and diabetes management. CHOP primary care practices will also continue to provide information on wellness activities and events for families in the community.
- 7. Continue the After-hours Program (AHP)** – CHOP’s 24-hour telephone hotline continues to be available for patient families. AHP is a telephone triage service staffed by specially trained pediatric nurses available when a patient’s primary location is closed.
- 8. Continue to expand telehealth in specialty care to school nurses** – CHOP is working to ensure that school nurses will be able to use medical instruments and refer in real time to a CHOP employee for specialty care diagnoses and second opinions, such as sending images through the MyCHOP app at designated pilot schools.
- 9. Provide assistance with transitioning to adult care providers** – A specialized team at CHOP will continue to provide patients seeing multiple specialists with centralized assistance during their transition to adult care providers. The service develops care plans and assesses patients’ psychosocial, self-care and health insurance needs.
- 10. Continued operation and expansion of CHOP’s King of Prussia Campus (KOP) Campus** – The opening of the Middleman Family Pavilion, with 80 inpatient rooms and the first dedicated pediatrics emergency room in Montgomery County, combined with our co-located thriving specialty care and urgent care services, created a new pediatric healthcare hub the size of four city blocks. Staffed with kids in mind, the Middleman Pavilion has care teams that include child life specialists – trained experts who help young patients cope with illness and hospital experience. Additional inpatient rooms will open in 2023.
- 11. Expand the Fostering Health Program** – CHOP’s Fostering Health Program provides comprehensive health assessment and nursing care coordination to identify the health care needs of children in foster care and connect them with services. A new project has been initiated to assess and improve follow-up with recommended healthcare services. A nursing student will provide follow-up calls to track completion of recommended referrals, identify barriers and collaborate with families and multidisciplinary teams to develop strategies to overcome barriers.
- 12. Provide patients and families with sexual and reproductive care** – The Title X Family Planning program provides reproductive life plan counseling, sexually transmitted infection (STI) and HIV testing, pregnancy testing and options counseling, and education and provision of contraceptive methods. Providers hope that through access to these services, STI and HIV screening rates and treatment time, contraceptive use, pregnancy prevention and sexual health self-efficacy improve in their target populations.
- 13. Provide patients and families with gender affirming care** – The Gender and Sexuality Development Program at CHOP works with patients and families and is helping to connect them to gender affirming and supportive healthcare and healthcare resources. Due to a long history of discrimination — and current negative legislation coming out trying to limit the rights and well-being of transgender children and youth — parents are rightfully worried about who to contact and who to trust when it comes to their child’s care. Through the program, staff can provide referrals to local therapists, primary care providers, support groups, churches and schools. In both Pennsylvania and New Jersey,



KOP emergency entrance

Priority 2: Access to Care, continued >

the program provides one of the only comprehensive gender care options for pediatric patients. The program expanded to New Jersey in 2020, and is looking to expand to King of Prussia in 2023. *At right, staff from the Gender and Sexuality Development Program's clinic in Voorhees also expanded its reach with virtual support groups.* Team members also provide trainings throughout the CHOP primary care network to strengthen the knowledge and skills care teams have in supporting transgender and gender nonbinary patients. In partnership with the CHOP-Geisinger collaboration, they are helping Geisinger locations to build a gender care program as well to support families located in more rural Pennsylvania locations.



- 14. Expand CHOP's Refugee Health Program** – Refugee Health Program at CHOP works to ensure that all refugee children have a healthy start to their lives in the United States. The program helps Philadelphia's refugee resettlement agencies meet refugee healthcare needs by providing age-appropriate screening for infectious conditions, developmental delay, adolescent risk behaviors and immunizations, and doing psychological assessments. Program staff also work to eliminate any health-related barriers that would keep children from entering school and help families find a healthcare provider that will continue to care for their children. When an influx of Afghan refugee families arrived in Philadelphia in 2021, CHOP staff responded immediately to provide health screening at the airport and to move ill children into to the appropriate care. CHOP will continue working with HIAS Pennsylvania, Bethany Christian Services and Nationalities Service Center to expand access and quality of care for asylees and asylum-seeking children.
- 15. Continue the work of CHOP's Homeless Health Initiative (HHI)** – CHOP's Homeless Health Initiative (HHI) provides free health services, such as medical and dental care, health education and more, to families living in local emergency housing shelters in the Philadelphia area and Trenton, N.J.
- 16. Development and incorporation of CHOP's Community Clinical Systems Integration (CCSI) Initiative** – With the support of the Vanguard Strong Start for Kids initiative, CHOP's PolicyLab developed and began to pilot Community Clinical Systems Integration (CCSI), an initiative focused on reducing fragmentation by creating a more efficient system and addressing the structural barriers that exist to build a higher-quality and more collaborative, trusted network of care for families across all family-serving systems. PolicyLab also launched the CCSI Early Childhood Education support strategy – which aims to create an integrated cross-sector early childhood support system for families that includes evidence-based home visiting services, pediatric primary care and quality childcare to improve the health, well-being and service delivery to families with young children in Philadelphia.

Priority 3: Chronic Disease Prevention and Management

Conditions like heart disease, cancer, stroke and chronic lower respiratory diseases continue to constitute the majority of the top five leading causes of death for all counties. Across and within the five counties, disparities in burden of chronic disease correlate with poverty, which disproportionately affects communities of color. In Philadelphia, Hispanic/Latino communities have some of the highest rates of chronic conditions, such as asthma and obesity, and the city's non-Hispanic Black population has disproportionately high rates of chronic conditions such as hypertension and diabetes.

Priority 3: Chronic Disease Prevention and Management, continued >

YOUTH PERSPECTIVE: One group shared the importance of greater awareness of chronic conditions affecting youth and increasing support for such conditions.

OBJECTIVE: Better inform, educate and engage the public regarding chronic disease prevention and management. Address the communities' limited knowledge about chronic disease screening guidelines and resources through engaging campaigns on varied platforms, including virtual health promotion programming. Integrate mental health services into overall care management for people with chronic diseases.

ANTICIPATED IMPACT: A decrease in children and families affected by chronic disease. An increase in the number of children and families receiving comprehensive chronic disease care, including mental health services.

STRATEGIES:

- 1. Continue to expand the Healthy Weight Program (HWP)** – CHOP provides this program at various locations throughout the service region. HWP advances the prevention and treatment of childhood obesity through the integration of clinical care, research, education and community advocacy. They plan to improve access to behavioral health screening assessments and psychology management for their patients and families. They will also continue to offer food insecurity screenings for all families seen for in-person HWP visits and plan to improve identification of families seen virtually.
- 2. Expand the reach of Youth Heart Watch** – CHOP's Youth Heart Watch (YHW) coordinates community heart screenings at schools, churches, recreation centers and other neighborhood locations around CHOP's service area for children ages 5 to 19. YHW provides electrocardiograms (ECGs) and echocardiograms (ECHOs) free of charge without collecting insurance information, to meet its aim to eliminate cost and environmental barriers to providing families with an initial assessment and information on further follow-up, if needed. YHW hopes to identify children and adolescents with heart conditions and provide further evaluation and treatment to manage identified chronic disease and prevent sudden cardiac arrest or death.
 - a. Heart Safe School Referral Program** – CHOP's YHW is rolling out this program in August 2022. Clinical staff will be able to provide families of children with cardiac conditions putting them at risk for cardiac arrest information about program services. Families can anonymously send their school and extracurricular activity information for program staff to contact directly about becoming a part of the Heart Safe Schools Program.
 - b. CPR/AED Education** – Youth Heart Watch plans to launch videos related to CPR/AED education and sudden cardiac arrest in late 2022. These videos will be posted on Youth Heart Watch's website and CHOP's YouTube channel, and be distributed to community partners. Additionally, supported by a CHOP Cares Grant, YHW is implementing a CPR/AED Equipment Lending Library System, to lend equipment and videos with the goal of training more students, staff and community members in CPR and AED use. It will also be used to assist schools and groups in holding important sudden cardiac arrest drills with training equipment to practice real-life responses.



3. Continue Healthy Kids Running Series (HKRS) in West Philadelphia and expand to Norristown

– CHOP’s HKRS works to engage communities and families by providing an inclusive youth running experience, inspiring kids to believe in themselves and lead an active healthy lifestyle. It is a five-week program that introduces kids to the world of running in a fun way through age-appropriate races. *At right, sisters Giovanna and Isabella are all smiles after running during the HKRS.*



4. Continue offering the Tobacco Dependence Program

– This innovative program helps parents and caregivers stop smoking by providing free education, counseling, support and nicotine replacement therapy. To advocate for the total health of our patients, program providers offer counselling services and nicotine replacement therapy to both inpatients and family members while their child is an inpatient at CHOP’s Philadelphia campus. Every patient admitted is screened for primary or environmental tobacco exposure. Families with positive exposure receive education about the dangers of second-hand and third-hand smoke exposure. If they are interested in quitting, the patient or family member is enrolled in the Tobacco Dependence Program and seen by one of the core team members until patient discharge. At discharge, each enrolled person is referred to a program in their community for continued support for successful sustained recovery from tobacco dependence.

5. Continue to offer and expand the Integrative Health (IH) Program – Integrative Health involves cost-effective, complementary therapies to support well-being alongside traditional medicine. CHOP’s IH Program and partners developed a series of wellness classes covering resiliency and coping, physical activity, sleep hygiene, breathwork, aromatherapy, nutrition, mindfulness, yoga and caring touch/massage. The class series is called “BE-WEHL,” which stands for Behavioral Health – Wellness Equity for a Healthy Life. Adversities at a young age wires the brain to constantly operate in “fight or flight” mode, limiting the children’s capacity to thrive and ultimately leading to poor health outcomes. CHOP’s IH program believes that by teaching children, families and providers about wellness practices that activate the “rest and digest” mechanisms of the nervous system, providers can help to buffer the impact of stress for children.

6. Provide care coordination services to foster care children – The Fostering Health Program continues to provide care coordination 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.

7. Continue to offer and expand the Community Asthma Prevention Program – CHOP’s Community Asthma Prevention Program (CAPP) operates a Home Visitor Program, now expanded to all of Philadelphia and parts of Montgomery and Delaware counties, utilizing peer community health workers to teach in-home classes and provide families with supplies to mitigate asthma triggers in the home environment, with the goal of improving asthma-related outcomes in children.

Priority 3: Chronic Disease Prevention and Management, continued >

- 8. Expand the services of CHOP's Comprehensive Sickle Cell Center** – The Comprehensive Sickle Cell Center at CHOP provides parents and caregivers of children with sickle cell disease access to transfusion services, hematology acute care unit, newborn screening and genetic counseling, pulmonary care, cerebrovascular care, imaging, and psychosocial services. *At right, Enrique, 6, receives care from the Comprehensive Sickle Cell Center.*
- 9. Grow CHOP's Keystone First Complex Care Coordinator Program (K2C)** – CHOP's Keystone First Complex Care Coordinator Program (K2C) works to help families of children with chronic or complex medical conditions with care coordination, such as helping families navigate the health system by lining up specialty care appointments, reminding parents when their child is due for an appointment or well visit, following up with the family after inpatient stays or Emergency Department visits, and connecting families with community supports.



Priority 4: Substance Use and Related Disorders

Substance use disorders often co-occur with mental health conditions. Substance use is associated with community violence and homelessness. Drug overdose rates continue to be high due to the opioid epidemic. The opioid epidemic is associated with increases in other health conditions including HIV, hepatitis C and neonatal abstinence syndrome (NAS).

YOUTH PERSPECTIVE: Ready access to drugs, alcohol, cigarettes and vapes was raised by several groups, which also recognized how they can lead to problems with addiction. One group raised that use of such substances was a coping mechanism for stress and pressure.

OBJECTIVE: Sustain and expand prevention programs, ranging from school-based educational programs to community drug take-back programs.

ANTICIPATED IMPACT: Expanded screening, referral and treatment services for substance use disorders within mental and behavioral health care and primary care.

STRATEGIES:

- 1. Expand the reach of the Comprehensive Opioid Response and Education (CORE)** – As the youth mental health crisis converges with the worsening substance use and overdose crisis, CHOP will align internal and external resources and communications via the CORE Program. As CHOP focuses on expanding patient, family and community access to mental and behavioral health, new opportunities to address co-occurrence with substance use disorders will emerge. CORE will bring together medical and psychiatric/behavioral health leaders to develop family-centered approaches to seize these opportunities. CORE is comprised of three subcommittees:

Priority 4: Substance Use and Related Disorders, continued >

a. Pain Assessment and Management (PAM) Task Force –

- i. Will work to integrate best practice advisories regarding medication storage and reversal as well as provide professional education on safe prescribing practices

b. Substance Use Disorder (SUD) Task Force –

- i. Integrate Mental/Behavioral Health Care and Adolescent Medicine SUD care at CHOP
- ii. Will support the development of clinical pathways to share externally with the CHOP professional community in partnership with the Craig-Dalsimer Division of Adolescent Medicine
- iii. Enhance warm-handoff and counteract stigma by collaborating with external partners and providers via behavioral health and psychiatry, primary care and other CHOP divisions and departments as needed
- iv. Expand integrated psychiatric and adolescent medicine screening and treatment services provided by CHOP as indicated by community needs.

c. Community Education and Support Task Force –

- i. Sustain and expand the community drug take-back program enabled by the installation of two drug take-back bins on CHOP's Philadelphia and King of Prussia campuses in July 2022. Through continuation and evaluation of this project, CHOP hopes to sustain and expand the community drug take-back program to increase family access to the drug take-back bins in a pediatric medical setting. This project can help to reduce the availability of medications prescribed for behavioral health diagnoses or for pain in the home and in the community that child or youth may use for self-harm/suicide attempts.
- ii. Expand safe medication storage and disposal education and equipment to reduce access to lethal means and help prevent self-harm and intentional overdose by youth and family members
- iii. Provide education on mental health and co-occurring SUD in pediatrics with goals to help providers understand which screening and assessment tools are most appropriate for various case scenarios

2. Sustain the Neonatal Follow-up Program, Resilience after Infant Substance Exposure (NFP-RISE) Program – When pregnant people misuse or are addicted to drugs, NFP-RISE aims to reduce harm to the baby from prenatal opioid exposure and support the mother's engagement with recovery services to increase the likelihood of safe parenting. NFP-RISE helps coordinate care to deliver integrated services designed to decrease risk and optimize outcomes by utilizing best practices for serving this population as established by the American Academy of Pediatrics. They provide innovative approaches to engage and establish a connection with caregivers early, including prenatally. Services are grounded in a supportive, non-punitive framework for caregivers and babies, which aligns with federally legislated plan-of-safe-care mandates for birth hospitals. The program also monitors participants to identify areas of need early and connects infants and young children to therapeutic interventions.

3. Grow the Opioid Assistance Resource Line – CORE at CHOP, in partnership with the Philadelphia Department of Public Health, launched the Opioid Assistance and Resource (OAR) Line in 2020. It was established to help answer questions about using buprenorphine and other medication-assisted treatment options, especially in complex cases. Through this resource line, any clinician in the region has free 24/7 access to healthcare providers who can walk them through initiating buprenorphine for their patients with opioid use disorder.

4. Continue to operate CHOP's Poison Control Center (PCC) – The Poison Control Center (PCC) at CHOP provides poison control services to people of all ages in Eastern Pennsylvania, the greater Philadelphia area and Delaware. The PCC is a dedicated resource available to both families and healthcare providers throughout our community. PCC staff provides a 24-hour, toll-free, multilingual hotline (800-222-1222), educates the public on poisoning prevention and awareness, and more.

Priority 5: Healthcare and Health Resources Navigation

Community members and partners widely viewed navigating healthcare services and other health resources, like enrollment in public benefits and programs, as a challenge due to a general lack of awareness, fragmented systems and resource constraints. Navigation includes information as well as transportation. Many individuals, especially older adults, face significant challenges securing transportation to healthcare and health resources. Financial and logistical issues associated with travel can be a barrier to accessing healthcare and health resources.

YOUTH PERSPECTIVE: Youth shared challenges related to healthcare access, emphasized the challenges with getting the right information about available healthcare resources and how to access them, understanding and navigating confusing systems, and managing insurance (and related cost issues). Participants raised challenges with not getting navigational support from providers, as well as quality issues stemming potentially from bias/ stereotyping and lack of staffing.

OBJECTIVE: Increase public awareness of community resource directories that local health systems have invested in and support community members with using them. Increase the capacity of healthcare staff to assist community members with navigation by regular education on available resources.

ANTICIPATED IMPACT: Patients and community members to receive proper quality care in a more timely and efficient manner.

STRATEGIES:

- 1. Add more support for those referring patients to CHOP clinical services** – The Department of Provider Engagement, 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. Physician liaisons continue to offer resources to make it easier to access care including:
 - a. 1-800-TRY-CHOP** – clinical priority line to discuss patient care with a CHOP clinician or for help navigating CHOP
 - b. Link2CHOP** – an electronic, Internet-based portal for referring physician offices that provides real-time, “read-only” access to the CHOP electronic medical record (Epic)
 - c. Patient Referral Toolkit** – offers clinical resources and concierge services for providers and staff
 - d. Pediatric Partners Newsletter** – monthly e-newsletter for clinicians with latest news from CHOP clinical departments and leadership, upcoming professional education opportunities, new staff and community initiatives
 - e. “Partnership Made Easy” cards** – 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

MORE INFORMATION AT YOUR FINGERTIPS



Scan the QR code to access documents on:

- Our services, programs and multidisciplinary clinics
- Upcoming events
- How to partner with CHOP for your patients
- Educational resources, clinical pathways, referral guides
- And more!

 **Children's Hospital of Philadelphia**
Breakthroughs. Every day.

- 2. Increase quality of patient and family experience** – An increased focus on both qualitative and quantitative data collection from patients, families and staff feedback is woven into all aspects of operations across CHOP to eliminate barriers to care and increase the quality of the patient and family experience. A multidisciplinary steering committee is working on the following initiatives:
- a. Physical updates* – The Center for Families was added by the main entrance of our Philadelphia Hospital, and our Connell Resource Center sleep rooms have been updated. Furthermore, in the design and building of our Middleman Family Pavilion, the new hospital on the King of Prussia campus, every detail was considered to ensure our patients and families have the most exceptional experience.
 - b. Data-driven improvements* – A Patient and Family Experience Survey is sent to every family at the end of every patient’s visit, unless the patient has been seen by the same provider for an outpatient visit at CHOP in the past 90 days. Over the past few years, our patient families continue to rate their experiences at CHOP highly in key areas such as likelihood to recommend CHOP; how well staff worked together to care for their child; staff responsiveness to fears and concerns; and for primary and specialty care, how well they were informed about delays.
 - c. Real-time check-ins* – CHOP staff is increasing contact with families in all inpatients units to evaluate and improve communication during the course of care.
- 3. Continue to utilize the electronic health record to improve continuity of care** – Epic, the hospital’s electronic medical record system, allows the sharing of clinician notes from provider to provider and now includes resource information to help with referrals and community resources. Epic’s Population Health module, Healthy Planet, improves proactive outreach to patients with chronic conditions and helps avoid gaps in care. Some initiatives include:
- a. A variety of real-time care gap identification tools are available across CHOP’s primary care practices 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.
 - b. To better manage their patient populations and conduct proactive outreach, CHOP personnel will be working with clinical teams across the hospital in multidisciplinary workflows involving physicians, nurses, social workers, registrars, nutritionists and other team members.
 - c. 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 CHOP patient populations with chronic disease.
- 4. Continue to promote the Family Health Coverage Program (FHCP)** – CHOP’s FHCP assists patient families in signing up for coverage under CHOP’s financial assistance program and/or for appropriate state health insurance programs. Signage at patient access points throughout the CHOP campuses, satellite offices, and on hospital and physician billing statements will continue to be promoted. In addition, information can be obtained on CHOP’s website, and financial assistance packets are available at all CHOP Care Network sites (primary care, outpatient subspecialty centers and specialty care clinics). Financial counselors are available to families either at the time of scheduling an appointment for services, during treatment or after services are provided. FHCP has a designated email account and two hotline numbers that are used for patient referrals. Active partnerships exist between FHCP and the hospital’s social worker, case managers, emergency room clerks and financial counselors. Informational flyers will also continue to be distributed as a standard resource at health fairs and during

Priority 5: Healthcare and Health Resources Navigation, continued >

community presentations and will be proactively sent to community organizations. Program staff will also continue to increase dissemination of the program online, throughout the CHOP campus as well as directly through engagements with outside community programs.

5. Resource mapping and social risk screening tool – In partnership with vendor FindHelp, CHOP launched Resource Connects, a web-based resource mapping tool to connect patients and families to free or low-cost social services in their community. The Resource Connects website can be found on www.communityresourceconnects.org. Features on the tool include categories focused on children and families (such as childcare, parenting support, baby supplies) direct links to translated versions of the site and resource lists added to the homepage for easy access.



Priority 6: Racism and Discrimination in Healthcare

Racism is recognized as an ongoing public health crisis in need of urgent, collective attention. The COVID-19 pandemic has unmasked – and amplified – longstanding health and economic disparities experienced by communities of color. Representatives of communities of color shared their mistrust of healthcare providers and institutions arising from seeing such disparities and personally experiencing discriminatory treatment in healthcare settings. Such experiences can lead to forgoing of needed care, resulting in increased morbidity and mortality.

YOUTH PERSPECTIVE: Racism and resulting inequities in health, as well as inequity arising from discrimination based on other identities (e.g., gender, sexual orientation, ability, intersectional), were of great concern to youth participants. Youth raised the issues of disparities in COVID-19 outcomes, differing levels of investment in certain communities, associated socioeconomic disparities and hate crimes.

OBJECTIVE: Expand and improve the training of healthcare providers around anti-racism, structural racism, implicit bias, diversity awareness, cultural competence and trauma-informed care. Ensure diversity, equity and inclusion efforts and plans within healthcare institutions include an explicit focus on racism and discrimination, with focus on policies, care practices and ongoing measurement.

ANTICIPATED IMPACT: Healthcare providers and institutions earn the trust of communities of color, especially ones that have been historically marginalized to decrease the number of patients and families that are forgoing medical care.

STRATEGIES:

1. Increase diversity in workforce, including more bilingual staff – CHOP will continue to empower and support its diverse workforce by ensuring that culturally competent services are made available to patients and families by incorporating equity and inclusion into the hiring, review and advancement of employees. Additionally, CHOP’s Language Services Department will continue to highlight the skills of diverse staff and meet the needs of patients and families by offering a language assessment for bilingual staff. As a result, CHOP staff will be able to use their language skills and become qualified to speak directly to patients and families through the institution.

Priority 6: Racism and Discrimination in Healthcare, continued >

2. Improving access to primary and specialty care for people in underserved communities –

Through the Partnering for Cultural Growth Initiative, in conjunction with targeted DEI education, we are focused on conducting assessments of the Primary Care network locations to ensure staff are provided resources and training on how to effectively partner, communicate and deliver care in an equitable and inclusive manner.

3. Renewing and expanding CHOP's commitment to providing anti-racism, and implicit/unconscious bias training for all staff, volunteers and physicians –

CHOP will accomplish this through a dedicated Diversity, Equity and Inclusion (DEI) education curriculum that is focused on understanding, recognizing, responding and changing behavior and culture as needed. Specific focus on DEI topics includes but is not limited to, racism/bias/systemic inequity/cultural humility, potential embedded racism and discrimination inherent within the healthcare system and how they will be mitigated. CHOP will also provide training and collaborative work with Language Services, the Gender and Sexuality Development Clinic, Spiritual Care, Global Medicine, and other key partners within and outside of the organization, to raise awareness and understanding of culturally informed and humble delivery of care.

4. Advocating for investments that create innovative solutions to improve access and provide safe, high-quality health outcomes for all communities in Pennsylvania –

The Center for Health Equity (*see full description on Page 10*) will bring together experts from CHOP, the city of Philadelphia and the nation to understand the gaps and bridges in achieving health equity to discover, implement and disseminate evidence-based practices and policies to advocate for racial justice and health equity and to cultivate community partnerships to drive change in healthcare.

5. Expanding the work of the Supply Delivery Program –

At CHOP, inclusion and diversity are drivers for creating the ideal experience for every patient, family and employee in a safe, culturally competent, diverse and caring environment. Supply Chain recognizes CHOP's commitment to diversity and inclusion and works with area strategic partners to identify small, minority-owned, woman-owned, veteran-owned, disabled veteran-owned, LGBT-owned and HUB (historically underutilized business) zone suppliers through the development of mutually beneficial business relationships, while also educating the CHOP community about CHOP's initiatives in this area.

Priority 7: Food Access

Issues of food access focus primarily on food security, defined as having reliable access to enough affordable, nutritious food. Many community members experience challenges with obtaining sufficient food of any kind, as well as report issues with accessing healthy food. A quarter of Philadelphia households are receiving Supplemental Nutrition Assistance Program (SNAP) benefits. Black and Hispanic/Latino communities are disproportionately impacted by food insecurity, as are older adults and immigrant communities.

YOUTH PERSPECTIVE: Participants were concerned about the lack of access to healthy foods in their communities and food insecurity. Many noted the easy access to cheaper fast food and unhealthy foods in corner stores, with supermarkets being further away and less accessible without a car.

OBJECTIVE: Ensure more equitable access to food assistance programs and health foods and connect families to community resources and benefit programs throughout the region.

ANTICIPATED IMPACT: Reduce food insecurity and strengthen local food sovereignty.

STRATEGIES:

1. Food Pharmacy – The Healthy Weight Program, in conjunction with Healthier Together, will continue to offer a healthy food “prescription” where patients identified as food insecure will receive three days’ worth of pantry goods per month, as well as six months of fresh food delivery (one delivery per month). Each family enrolled in the pharmacy will be provided with a community free-food resource guide, which shows them where free food exists in their neighborhoods. They will also continue to partner with local food organizations to increase programming to include pop-up farmer’s markets and cooking classes as well as look to expand services to inpatient services and other CHOP locations. *At right, the Food Pharmacy manager shows Ronald, 4, and his mother the fresh food available.*



2. Continue to operate a community garden – CHOP’s 1,200 square foot Community Garden at the Karabots Center will continue to provide new opportunities to connect CHOP patients and the West Philadelphia community to locally-grown, nutritious food. The program will continue to grow and distribute free produce directly to the community and will also host educational programming based around food, and partner with other garden-based food programs and initiatives.

3. Continue food programming and expand food insecurity screening and resource referrals – CHOP will continue to connect patients and families to the Complete Eats program, which is CHOP’s partnership with the U.S. Department of Agriculture and Philadelphia’s Nutritional Development Service. The Complete Eats program offers free lunches to children at several CHOP locations as part of the national summer meals program. *At right, 14-month-old Sebastian enjoys his free lunch, provided through the Complete Eats Program.*



4. Expand upon the work of Southwest and West Philadelphia Agriculture Network (SWWAG) – Healthier Together supports SWWAGG to expand upon its work, which builds community through opportunities to grow food, attend workshops and gain skills through internship and volunteer opportunities. This work is done in partnership with the Garden at Karabots, Sankofa Community Farm at Bartram’s Garden, Philadelphia Orchard Project and Urban Tree Connection.

5. Expand upon the work of Home Plate + Food Bucks Rx – Healthier Together also supports Home Plate + Food Bucks Rx, which equips families with young children with food management skills and monetary resources necessary to provide nutritious food at home. The work is done in conjunction with The Food Trust and the four early childhood education centers.

Priority 8: Culturally and Linguistically Appropriate Services

Across the five counties, about 12% of the population were not born in the United States. As many as 45% of residents of some geographic communities report speaking English less than very well. The need for culturally concordant providers and resources to address language barriers was raised in over 50% of qualitative meetings. The provision of high-quality language services (oral interpretation and written translation) is critical for providing equitable care to these communities. *At right, the CHOP Language Services Team.*



YOUTH PERSPECTIVE: Several youth groups were concerned with negative interpersonal dynamics and communication in their communities. Some cited the detrimental effects of “toxic” attitudes, disrespect and making assumptions. Other youth shared that sometimes they experienced language barriers and that there were no spaces to express themselves and foster meaningful, deep connections among community members.

OBJECTIVE: Increase the racial, ethnic and language diversity of staff and providers to better reflect the communities they serve.

ANTICIPATED IMPACT: An increase in access and coordination of care for patients who speak English as a second language.

STRATEGIES:

1. **Increase access to language services for inpatients and outpatients** – CHOP will continue to enhance and expand language services it provides to meet the linguistic and cultural needs of our diverse patient population. CHOP Language Services Program will continue to provide:
 - a. Staff interpreters for top five languages: Spanish, Arabic, Mandarin, Cantonese and Vietnamese (spoken and sign language)
 - b. Contracted interpreters (spoken and sign language)
 - c. Telephonic interpreting access from any phone for over 200 languages
 - d. Video remote interpreting at all CHOP locations (all specialty, primary and urgent care sites, Philadelphia and King of Prussia campuses)
 - e. 100-plus devices in total for more than 40 languages (spoken and sign language)
 - f. Telehealth interpreting (Haiku, Video, Webex, etc.)
 - g. Translations of vital documents and patient education material by specialized certified staff translators for Spanish and contracted translators for all languages
 - h. CHOP Speaks Your Language System, which allows patients’ families with limited English proficiency to call CHOP with an interpreter already on the line for the top 18 languages

Priority 8: Culturally and Linguistically Appropriate Services, continued >

- 2. Expand the patient education material project** – To reduce the risk of noncompliance with medication and treatment and risk for serious adverse events, CHOP continues to develop low-literacy, culturally relevant, multilingual health education materials and make them easily accessible. There is a new long-term and well-supported initiative that focuses on family education materials. The existing and newly created educational material shall be reviewed for health literacy, organized, updated, translated and made accessible to patients and families.
- 3. Train and credential bilingual staff** – In 2023, the Language Services Program plans to explore and develop a Language Proficiency Assessment to train and credential bilingual staff to serve as medical interpreters for in-person sessions.
- 4. Expand the CHOP Refugee Health Program** – Through the CHOP Refugee Health Program, CHOP works with resettlement agencies to ensure that refugees receive their Domestic Medical Examinations. CHOP will continue working with HIAS Pennsylvania, Bethany Christian Services and Nationalities Service Center to expand access and quality of care for asylees and asylum-seeking children. As the resettlement agencies typically work with refugee families for only three months of intensive case management, the program is working to teach families how to call the program office using CHOP Speaks Your Language and how to schedule both primary and specialty care. A mental health screener has also been in use at follow-up appointments in Refugee Health Clinic to help better identify the mental health needs of our patient population. Based on screening results, CHOP's Refugee Health Program is aiming to better connect families with culturally and linguistically appropriate services.
- 5. Increase access to language services for families with limited hearing abilities** – Enhancement and expansion of communication assistance and support for the deaf and hard of hearing patients and families within CHOP continues to be a priority. CHOP will continue to provide:
 - a. Patients and families with a fulltime staff American Sign Language (ASL) interpreter, collaborate with nonprofit vendors specialized in ASL
 - b. Use video remote interpreting provided by certified ASL interpreters in 17 locations and provide various auxiliary aids.
 - c. Special focus will be given to the following three goals:
 - i. Create an educational module to inform CHOP staff about best practices when working with deaf or hard of hearing patients and families
 - ii. 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
 - iii. Offer educational presentation for spoken language staff and vendor interpreters on how to best work with ASL interpreters
- 6. Increase wayfinding signage in the languages of CHOP's patients and families and provide information cards in many patient languages** – CHOP will continue to ensure the effectiveness of its signage and wayfinding system to include colors and other features that will be used throughout various locations to help patients, families and staff navigate CHOP buildings.

Priority 9: Community Violence

Violent crime and homicide rates are 8 to 10 times higher in Philadelphia compared to suburban counties. In 2020, Philadelphia lost 447 people to gun violence, the most gun-related homicides in 30 years. It is the leading cause of death for Black men ages 15 to 43 and Hispanic/Latino men ages 15 to 31. The trauma associated with exposure to gun violence is widely felt in communities. Women, youth from immigrant communities and LGBTQ+ communities are at a higher risk of interpersonal violence, including intimate partner violence (IPV), sexual assault and sex trafficking. *At right, community members remember their loved ones lost to gun violence at the dedication of the CHOP memorial to gunshot victims in the garden at the Karabots Center for Pediatric Care.*



YOUTH PERSPECTIVE: Youth mentioned the impact of widespread gun violence/easy access to guns on their feelings of safety. They shared that they want to have safer options for being outside and active. They expressed trauma and concerns that “they will die either by the virus or gun violence.”

OBJECTIVE: Increase awareness and availability of youth programs to prevent violence, including educational programs, sports and other recreational activities. Provide holistic, trauma-informed case management services to youth who have sustained an injury because of peer-to-peer community violence and their families.

ANTICIPATED IMPACT: A decrease in children and families being directly impacted by community violence and an increase in families and survivors accessing community violence support services.

STRATEGIES:

- 1. Expand the reach of the Center for Violence Prevention (CVP)** – Created in response to CHOP’s 2013 needs assessment and acts of youth violence in Philadelphia and across the nation, CVP is a hospital- and community-based effort to reduce exposure to and impact of violence among children and families. CVP staff conduct high-impact research and design innovative, evidence-based programs that are implemented across clinical, school and neighborhood settings. CVP programs are guided by trauma-informed practices, principles of social justice and equity, and community-based participatory research. Signature programs include:
- 2. Universal prevention** – for all children and families:
 - a. Bullying Classroom Check-Up** – program will be provided to teachers in partnering Philadelphia elementary schools. This program will include teacher professional development modules, coaching and practice in a mixed-reality simulator to support elementary school teachers to integrate social-behavioral expectations in the classroom and detect, prevent and respond to bullying and aggression briefly and in real time to create a positive social environment conducive to learning.

Priority 9: Community Violence, continued >

b. Friend to Friend and PRAISE – small-group and classroom programs run with third to fifth grade students in Philadelphia schools with goals to reduce aggression and bullying, improve problem-solving, and to promote a safe and positive learning environment. These programs will be expanded to approximately 10 to 15 Philadelphia schools per year over the next three years, with a goal for broader regional and national dissemination. CVP will also explore opportunities to expand its peer relations programming into CHOP departments (e.g., Department of Child and Adolescent Psychiatry and Behavioral Sciences, CHOP Care Network).



c. Trauma Informed Care Program – program will increase access to trauma-informed care (TIC) for all children with illness, injury and other medical experiences and their families. CVP started providing TIC training across the CHOP Care Network in 2014 and has expanded to the Philadelphia community through referrals and requests. The CVP Training Core will continue to deliver cross-disciplinary trainings on trauma-informed care to healthcare providers and other professionals, both internal and external to CHOP. The Center for Pediatric Trauma Stress (CPTS) has provided training and resources nationally since 2002 as a partner in the National Child Traumatic Stress Network. CPTS will continue to provide training and resources in trauma-informed care to health and mental health professionals, including in-person training and online continuing education courses.

d. Trauma Trainings for Providers and Staff – CVP's Training Core provides trauma-informed care training that teaches providers the importance of recognizing the role that prior stress plays in a person's current health and behavior, and how to respond accordingly. It also provides One Kind Word training, which teaches providers strategies for positively intervening in challenging parent-child interactions. A goal of CVP is to make CHOP the first trauma-informed pediatric health system.

3. Selective prevention – for children and families at higher risk for violence:

a. STOP Intimate Partner Violence (STOP IPV) – provider-initiated screening available to all CHOP families across Pennsylvania and New Jersey to identify CHOP patients and families experiencing IPV and provide onsite support and safety planning by CHOP-based medical advocates from Lutheran Settlement House and Laurel House. CVP will explore opportunities to expand and implement routine IPV screening in CHOP primary care practices, with priorities focused on South Philly and Cobbs Creek, and to further explore the expansion of the STAR program, and the teen dating and violence prevention program.

b. Screening for bullying – provider-initiated bullying screening, referrals and resources that will continue to be provided in CHOP's primary care centers and expand to other CHOP departments

c. Screening for suicide and behavioral health issues – an average of 300 teenage patients complete the web-based behavioral health screen in the CHOP Emergency Department each month with approximately one-third of screenings revealing symptoms of moderate to severe depression or suicidal ideation. Importantly, many patients who screen positive did not initially come into the ED with a mental health complaint. Selective follow-up care is provided for the 23% who have moderate to severe depression and 9% who have suicidal ideation. This screening stimulates multidimensional system change that facilitates partnerships between medical providers and local mental health providers.

Priority 9: Community Violence, continued >

- d. Gun Safety Program** – more than 80% of adolescents who use a firearm to commit suicide do so with a family member’s gun. The objective of the Gun Safety Program is to keep teens, particularly those with behavioral health concerns, safer from the dangers of unsecured firearms in their home environments. Patients who present with behavioral health concerns who present to CHOP Emergency Departments and annual well visits at CHOP Primary Care facilities will continue to screen patients for the presence of firearms inside homes. Families that screen positive will receive gun safety education, as well as a free locking device. Across the CHOP enterprise, CVP will create a Safe Firearm Advisory Board for the purpose of supporting best practices around gun safety across a range of inpatient and outpatient environments. CVP will also look for opportunities to continue and expand CHOP’s community education program through which CHOP volunteers offer gun safety education and locking devices across community events.
- e. Growing Resilience in Teens (GRIT) Grants** – Healthier Together plans to fund up to 10 community-based organizations working on the root causes of gun violence with youth. It supports youth engagement opportunities because evidence shows that enriching opportunities are a protective factor against violence and more groups working to reduce violence correlates with a reduction in violence.

4. Indicated prevention – for children and families already experiencing violence:

- a. Violence Intervention Program (VIP)** – provides holistic, trauma-informed case management services to youth who have sustained an injury as a result of peer-to-peer community violence and to their families. Youth and families can identify goals across 17 needs domains including medical, mental health, legal, education, basic concrete needs, legal, housing, parental support, etc. to promote safety and recovery and prevent future violent events. VIP will receive referrals from the GRIT Program to connect patients who report an assault related injury to their primary care provider to VIP.
- b.** CVP will look for opportunities to provide frontline staff trauma-informed supervision and integrate organizational strategies to mitigate impact of secondary traumatic stress as well as provide monthly StressLess initiative sessions.
- c.** In addition, CVP will also look to expand efforts in other areas of youth violence prevention: suicide, cyberbullying and gun violence.

Priority 10: Housing

Safe, stable housing is critical for physical and mental health and well-being. Lack of stable housing is associated with 27 fewer years of life expectancy. Health issues associated with housing instability include behavioral health issues and medical conditions such as asthma and lead poisoning. In 2018, 40% of Philadelphia households were cost-burdened, defined as when a household spends 30% or more of its income on housing costs, including rent, mortgage payments, utilities, insurance and property taxes.

YOUTH PERSPECTIVE: Several groups of youth discussed the lack of affordable housing in communities, housing insecurity, homelessness, the impact of gentrification and the lack of sustained investment in neighborhoods. Some youth participants discussed the interrelationship between lack of housing and mental health concerns.

OBJECTIVE: Advocate for and implement responsible and equitable neighborhood development that avoids displacement and segregation.

Priority 9: Community Violence, continued >

ANTICIPATED IMPACT: Provide advocacy to homeless shelter systems and to families that require housing for children with special healthcare needs.

STRATEGIES:

- 1. Educate the local community about asthma triggers and identify housing conditions that lead to a higher risk of asthma-related medical interventions** – CHOP will continue its work with the Community Asthma Prevention Program (CAPP) to decrease the number of children living with, or at risk of developing, asthma through CAPP community classes and CAPP home and school interventions.
- 2. Continue to identify and repair homes in need through CAPP+** – *(see full description on Page 8)*. In addition to making their home healthier, free home repairs will also reduce the risk of displacement of families from their current homes and increase overall economic stability.
- 3. Provide eviction prevention services** – CHOP launched a partnership with Community Legal Services to improve housing stability for families facing eviction. CHOP has also provided tenants’ rights education at community events.
- 4. Improve the health outcomes of children living in local emergency housing shelters** – CHOP’s Homeless Health Initiative (HHI) will continue to provide free health and health related services to children and families living in local emergency housing shelters. Services provided will continue to include high quality, acute medical and dental care; connecting families with health insurance as well as primary and specialty care providers; and providing health education on topics such as nutrition and fitness. HHI will continue to serve children and families living in the following shelters: Families Forward Philadelphia, HomeFront in Mercer County, N.J., Lutheran Settlement House/Jane Addams Place, People’s Emergency Center, Red Cross House, Salvation Army/Red Shield Family Residence, and Women Against Abuse. *At right, HHI CHOP Night clinic.*



Priority 11: Socioeconomic Disadvantage

Individuals living at or near poverty levels have higher rates of adverse health behaviors and outcomes. Poverty among children and adults tends to cluster in communities, as these communities collectively experience trauma and toxic stress, lower life expectancy, limited access to healthcare and health resources, and greater exposure to unhealthy living conditions.

YOUTH PERSPECTIVE: In addition to issues with healthcare access noted above, youth discussed the impact of insurance coverage limitations and high costs associated with specialty care and therapy.

OBJECTIVE: Screen for socioeconomic disadvantage, and establish systems for linkage to community resources to address needs. Support families to build financial stability and prosperity with services such as financial empowerment counseling, tax preparation and more.

ANTICIPATED IMPACT: Reach more patient families about availability of financial empowerment resources.

STRATEGIES:

1. Expanding the Medical Financial Partnership – CHOP has partnered with several community organizations to offer high-quality services to help families build their wealth — and thereby improve their health and through this initiative reach more patient families about financial empowerment resources. Through the support of The Possibilities Project, CHOP’s primary care innovation program, and Healthier Together, the Medical Financial Partnership is able to provide and connect families with the following services and resources:

- a. Free financial counseling from community partner Clarifi to help improve credit scores, reduce debt or get back on track with rent or mortgage payments
- b. Free IRS-certified basic income tax prep from Campaign for Working Families
- c. \$100 incentive when opening a 529 savings plan account for an infant via Pennsylvania’s Keystone Scholar Program to be used for the infant’s future higher education expenses, including tuition, fees, books and more at a vocational or technical school, community college, two-year college or four-year university
- d. Screening families to see if they qualify for any of 19 public benefits and support with enrollment from Benefits Data Trust

At right, Medical Financial Partnership staff use community events to reach more families.



2. Expanding the Family Justice Partnership – CHOP’s Family Justice Partnership, formerly the Medical Legal Partnership, provides pro bono legal services and legal representation to families of patients in select CHOP locations whose health and well-being may be negatively affected by a legal barrier. The Family Justice Partnership will continue to provide embedded legal services with CHOP Nephrology (partnership with Penn Law School’s Interdisciplinary Child Advocacy Clinic) and at the Karabots Pediatric Care Center (partnership with Community Legal Services) with a focus on housing needs and benefits access of CHOP families, as well as other legal matters that impact children’s health. They will expand legal services to South and Southwest Philadelphia through a partnership through CHOP’s South Philly primary care site (to be piloted 2022 – 2023).

3. Launch the Center for Health Equity’s Neighborhood Council – The Center for Health Equity, through its Neighborhood Council Trauma Prevention Program, will provide and partner with community organizations to offer work readiness programs to include resume writing, job training and a pipeline to healthcare programs as well offer access to paid learning opportunities (internships).

4. Continue growing the local economy – One of CHOP’s guiding principles has been and continues to be to grow the local economy, which includes purchasing goods and services from local companies that value a diverse workforce and provide meaningful work opportunities to underrepresented members of our community.

5. Provide career training and opportunity for local residents – PowerCorpsPHL engages out-of-school or out-of-work 18- to 30-year-olds living in West and Southwest Philadelphia in an immersive, paid four- to 24-month program that results in connection to living wage jobs in energy, green infrastructure and community-based careers. CHOP will continue to partner with West Philadelphian Skills Initiative to provide skills training and an opportunity to interview for positions at CHOP to help local residents establish meaningful careers.

Priority 12: Neighborhood Conditions

Communities continually expressed concerns about greater neighborhood blight (such as abandoned homes, vacant lots, trash), which is more likely in high-poverty areas and is associated with increased community violence. Access to outdoor greenspaces and recreation areas like parks and trails are lower in these neighborhoods. Community members said these conditions have negative impacts on mental and physical health.

YOUTH PERSPECTIVE: Youth noted the negative impacts of pollution and lack of trees and greenspace in their communities. Several groups were particularly concerned about the presence of trash in public areas and illegal dumping in their communities.

OBJECTIVE: Support neighborhood remediation and clean-up activities and improve vacant lots by developing gardens and spaces for socialization and physical activity.

ANTICIPATED IMPACT: Healthier neighborhood and environmental conditions for children and families.

STRATEGIES:

1. Improve and create greenspace in Philadelphia neighborhoods – Deeply Rooted is a joint initiative between CHOP’s Healthier Together and Penn Medicine’s Urban Health Lab. Its aim is to improve the health and well-being in West and Southwest Philadelphia by creating greenspaces. This includes increasing the number of vacant lots greened, the number of trees and the number of micro-parks, as well as providing community action/activation environmental grants and nature-based career tracking/workforce development opportunities for at-risk youth. The Pennsylvania Horticultural Society is the lead strategic greenspace implementation partner.

- a. Phase 1 will focus on the Haddington, Kingsessing, Mill Creek and Cobbs Creek neighborhoods of West and Southwest Philadelphia, where high rates of gun violence, cardiovascular health issues, lack of tree coverage and large numbers of vacant lots are prevalent. This community-driven program will promote health equity, create healthy and safe neighborhood environments, and provide career training for community residents.

2. Implementation of Block Builds Initiative –

A new joint initiative of CHOP’s Healthier Together, the Center for Health Equity and Community Asthma Prevention Program Plus (CAPP+), will extend the work of CAPP+ to making improvements to the exteriors of the houses on the block surrounding an anchor CAPP+ home and will be completed in partnership with Habitat for Humanity.





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