

2017

COMMUNITY BENEFIT REPORT

Published: October 2018



PROMOTING CHILDREN'S HEALTH, DEVELOPMENT AND WELL-BEING







Dear Connecticut Children's Colleagues, Partners and Supporters,

At Connecticut Children's Medical Center, we are excited to embark on a new strategic direction focused on ensuring the health and well-being of children and families across Connecticut. Our new path is outlined in our five-year strategic plan, which affirms our institution's position as a leader in medical and surgical care and advances our efforts to transform child health services delivery to achieve population health through payment reform and innovative delivery system models.

We remain committed to state-of-the-art medical and surgical care and to strengthening the community surrounding our Hartford-based institution and communities across Connecticut, where children and families rely on us for the very best care. Beyond providing care, Connecticut Children's Office for Community Child Health (the Office), which is recognized as a national model in promoting children's optimal health, development and well-being, leads our efforts to support families and communities in addressing non-medical needs to ensure life-long health and well-being.

The Office's capacity to build comprehensive systems of community services and connect families to them through care coordination establishes Connecticut Children's as a leader in addressing the social determinants of health and ensuring the health and development of Connecticut's children. The Office's efforts to develop guidelines for primary care providers and subspecialists to co-manage care reduces costs and allows children and families to receive more of their treatments in a primary care setting, freeing up subspecialty services for those children who truly need them. The Office's expertise in developing, evaluating and bringing to scale social innovations sets the stage for our institution's work with community partners to address population health.

At Connecticut Children's, we take pride in our commitment to our patients and the communities we serve. This report highlights some of the many ways that our team works to ensure that the institution embraces community benefit and will continue to in the years ahead.

Sincerely,



James E. Shmerling
James E. Shmerling, DHA, FACHE
*President and Chief Executive Officer
Connecticut Children's Medical Center*



Gil Peri
Gil Peri, MBA, MPH
*President and Chief Operating Officer
Connecticut Children's Medical Center*



Our Total Community Benefit:
\$83.9 Million
in FY2017

At Connecticut Children's Medical Center, our community benefit reporting includes uncompensated care, research, and education, in accordance with federal requirements. However, as part of our commitment to improving our community and addressing identified community needs, we go a step beyond these requirements to also include our community building activities that address social determinants of health, which

include the conditions in which people live and work. Such activities include improving housing conditions, preventing injuries, and advancing early detection and intervention for children who either have or are at risk for developing delays and disorders. Embracing a broader definition of community benefit, beyond what is required, is central to our approach to promoting children's optimal health, development, and well-being.



COMMUNITY BENEFITS

Our Community Benefit by Category



Services for Uninsured or Underinsured Patients

\$51.3 million

At Connecticut Children's, about 55 percent of patients are insured by HUSKY, Connecticut's Medicaid program for low-income residents. HUSKY provides critical access to medical care for low income families, but does not fully cover the cost of such care. We also provide significant services to children who do not have health insurance and cannot afford to pay for medical care. We pay for services beyond our own capabilities to serve children by contracting with outside clinicians, such as those who provide mental health services in our emergency department.



Education for Health Professionals

\$18.5 million

Connecticut Children's serves as the primary pediatric teaching hospital for the UConn School of Medicine and has a teaching partnership with the Frank H. Netter MD School of Medicine at Quinnipiac University. We offer undergraduate medical education; graduate medical residency and fellowship programs; and post-graduate continuing medical education programs, which include a lecture series and weekly Grand Rounds sessions for community providers. We also offer education programs for nursing, social work, physical therapy, occupational therapy, speech therapy, respiratory therapy, and other clinical areas of focus.



Our Community Benefit by Category



Research Operating Expenses

\$5.9 million

Connecticut Children's invests heavily in research to develop, test, and deploy the latest advances in medical and surgical care. We are a research partner of The Jackson Laboratory, a genomics research center. Our physicians regularly present findings from their research studies at regional, national and international venues; publish their work in peer-reviewed journals; and author books. Expenses in this category reflect the institution's operating costs for maintaining our research infrastructure. The total amount of our investment in research is higher but is not part of this report due to federal limitations on including the value of grant-funded initiatives. Excluded from these federally-defined research expenses, are \$2.6 million of grant-funded initiatives we administered in 2017.



COMMUNITY BENEFITS

Our Community Benefit by Category



Community Building and Health Improvement Efforts

\$8.2 million

Connecticut Children's strives to build the capacity of our community to enhance the health and well-being of children and families. Our community benefit addressing social determinants of health, which are the circumstances in which people live and work, includes the efforts of Connecticut Children's Office for Community Child Health (the Office) and the Southside Institutions Neighborhood Alliance (SINA). This category includes infrastructure support provided by Connecticut Children's to the Office and its programs; the annual dues Connecticut Children's contributes to SINA; our legislative advocacy efforts; the financial counselors we employ to enroll families in Connecticut's Medicaid program; the time employees spend serving on Boards of Directors for outside organizations; and the time employees put toward our annual Day of Caring and United Way campaigns.

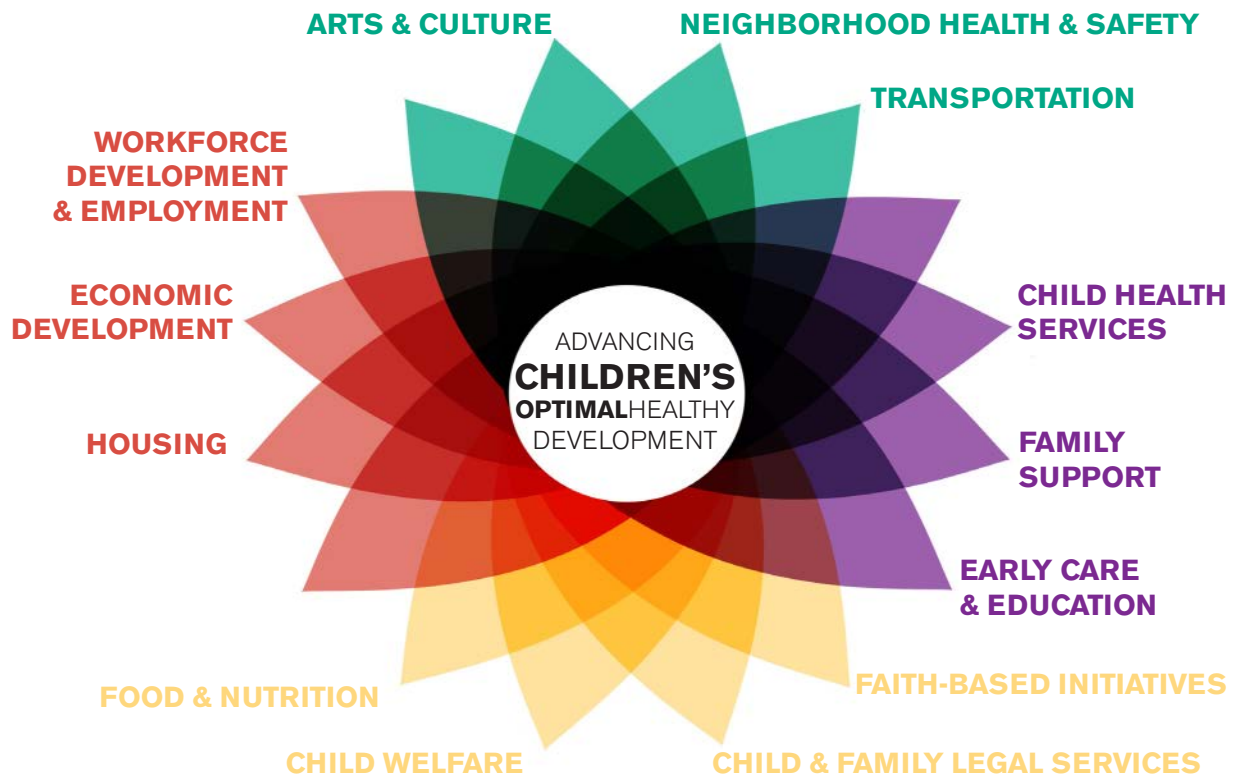


COMMUNITY BENEFITS

Spotlight on Connecticut Children's Office for Community Child Health

Connecticut Children's Medical Center is a national leader in promoting the optimal health, development, and well-being of children. Formed in 2012, Connecticut Children's Office for Community Child Health (the Office) is recognized as a pioneer in utilizing a cross-sector approach to build stronger child-serving systems and strengthen families. Led by the vision of Paul Dworkin, MD,

who previously served as Connecticut Children's physician-in-chief for 15 years, the Office helps shape federal, state and local policy regarding child services; strengthens relationships between internal and external partners across all sectors that influence child health and development; and cultivates innovations to positively support children at risk for poor health and life outcomes.



COMMUNITY BENEFITS

A Conversation with Paul Dworkin, MD

*Executive Vice President for Community Child Health
Director of Connecticut Children's Office for Community Child Health
Founding Director of Help Me Grow National Center*



Paul Dworkin, MD

*Executive Vice President for Community Child Health
Director of Connecticut Children's Office for Community Child Health
Founding Director of Help Me Grow National Center*

How does our approach to community benefit differ from other children's hospitals?

Dr. Dworkin: We take a much more comprehensive look at community benefit. Like all not-for-profit medical centers, we deliver a great deal of care which is not adequately compensated so it's appropriate for us to include that as a community benefit. However, we are also more proactive in identifying critical community issues, engaging partners in developing solutions in response to those issues, and championing the implementation and scaling of those interventions. We highlight all of those activities as major community benefits.

Describe the role of the Office as a state and national leader in community child health.

Dr. Dworkin: One of our key priorities is to develop local initiatives of statewide and national significance. On one hand, we want to be seen as a community resource and critical community partner, and we're very mindful that we are located in Hartford, a city with great needs. On the other hand, we recognize the opportunity and obligation to design, implement, evaluate, and disseminate programs that can also have impact beyond Connecticut. Explicit principles guide our work, which yields impact due to strong partnerships at the state and federal level. For example, at the national level, our Help Me Grow National Center's affiliate network and our partnership with federal agencies, such as the Maternal & Child Health Bureau, have afforded us the opportunity to guide national thinking in developing cross-sector comprehensive early childhood systems.

Describe the Office's role in advancing social innovation.

Dr. Dworkin: Innovation is a big part of what we do. We recognize the significant gaps and capacity issues that limit our efforts to build comprehensive systems and strengthen families to promote children's optimal healthy development. We need new approaches. We can't be successful without broadening the tools, processes, measures, and metrics that we use to advance outcomes for children. We



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must develop novel solutions to contemporary issues that can be scaled and disseminated if proven successful. The science regarding the so-called biology of adversity, adverse childhood experiences, social determinants of health, and even the way in which our genetic expression is influenced by adverse circumstances demands new approaches. That is why we place great emphasis on developing and testing our own social innovations and supporting other innovators.

Describe the importance of the Office's work in addressing social determinants of health.

Dr. Dworkin: The guiding principle in our work has been the recognition that while the quality of health services provided by physicians and surgeons at Connecticut Children's is certainly important for all, especially for those with complex or chronic medical conditions, the outcomes we seek for children's optimal health, development and well-being are disproportionately influenced by social, environmental and behavioral factors, and if we are not addressing all of those factors we will not ultimately be successful in helping children reach their full potential.

You are advocating for a child-first focus with healthcare transformation. Can you explain that?

Dr. Dworkin: At the federal and state levels, there has been a lot of focus on health services trans-

formation. Healthcare reform has been about improving the quality of services provided by physicians as well as improving outcomes from those services; however, for pragmatic and other reasons, it has also perhaps disproportionately focused on cost savings. We spend a lot of money in this country without getting the outcomes we seek. Unfortunately, child health services are often left out of the discussion because the potential for immediate cost savings for children's services is paltry compared to the potential savings among adults and people with chronic illness.

In collaboration with other organizations, we are making the case that child health services must be integral to current reform discussions due to the long-term cost savings that can be realized by intervening early and setting children on paths toward lifelong health and well-being. We've seen movement in that direction at the state and federal levels and believe we should elevate our discussion. We make our case for many reasons, such as the moral and ethical imperative that children are our future, the much greater return on investment available over the long term, and the critical importance of future workforce development. We stress these compelling arguments for why child health services transformation should be first and foremost rather than reluctantly included toward the bottom of the priority list.



COMMUNITY BENEFITS

Connecticut Children’s Office for Community Child Health Programs

The Office, through its programs, initiatives and advocacy, promotes children’s optimal health, development, and well-being. Its programs and initiatives address needs identified in our trien-

nial Community Health Needs Assessment to strengthen families, physician practices and communities and build stronger child-serving systems across all sectors impacting child outcomes.

	Enhancing Innovation	Promoting Child Health and Development	Strengthening Child Health Services	Advancing Research and Education	Providing Direct Services to Families	Influencing Public Policy
Advancing Kids Innovation Program	●					
Care Coordination Collaborative Model	●		●			●
Center for Care Coordination	●		●		●	
Children’s Center on Family Violence				●		●
Children’s Hospital Learning Collaborative	●		●			
Co-Management			●			
Easy Breathing	●		●	●		●
Educating Practices in the Community		●	●	●		
Hartford Youth HIV Identification and Linkage Consortia		●	●		●	
Healthy Homes Program		●			●	●
Help Me Grow National Center	●	●	●	●		●
Injury Prevention Center			●	●	●	●
Mid-Level Developmental Assessment	●	●				●
Person-Centered Medical Home		●	●		●	
Practice Quality Improvement			●	●		
Resident Education in Advocacy and Community Health			●	●	●	
Start Childhood Off Right		●	●			

For more information on our programs and initiatives, please visit our website at <https://www.connecticutchildrens.org/community-child-health/>



COMMUNITY BENEFITS

Enhancing Child Development in Connecticut and Beyond

The Help Me Grow National Center (National Center) serves as a national resource to support the implementation of Help Me Grow systems around the country. The National Center oversees a network of affiliates that focus on identifying developmental and behavioral concerns in at-risk children and linking them to helpful programs and supports that can intervene when treatments are less costly and most effective.

The Help Me Grow National network consists of 28 affiliates, including Help Me Grow Connecticut, which work to address parent- and provider-identified concerns around young children's health, development and well-being. The National Center is based at Connecticut Children's Medical Center and is part of Connecticut Children's Office for Community Child Health.

The Help Me Grow model, developed by Paul Dworkin, MD in 1997 and pilot tested in Hartford, utilizes early childhood care coordinators at a cen-

tralized call center to provide developmental information to parents and child health providers to ensure children are identified early when there are developmental concerns, connect families to beneficial community-based services across multiple sectors, and follow up with families and providers to ensure they connect with such supports and that families' needs were met.

In addition to centralized call centers, the model also includes family and community outreach events; training for medical providers and early education and community professionals; and data collection to track communities' progress in meeting the needs of families with young children.

The Help Me Grow National Center also serves as a vehicle for Connecticut Children's Office for Community Child Health to bring innovations that address early childhood development that are tested locally to scale and impact by disseminating them to Help Me Grow affiliates around the country.



**2018 Help Me Grow
Annual Forum,
Seattle, Washington**

Tara Brown Photography

COMMUNITY BENEFITS

Help Me Grow by the Numbers



**Help Me Grow
Connecticut Reach in 2017**

4,065

children and families
served through a
centralized call center



**Nationwide Help Me Grow
Reach in 2017**

>81,000

children and families
served through centralized
call centers; 82 percent
reported their needs
were met



>150,000

families reached during
targeted outreach events



COMMUNITY BENEFITS

Providing Care Coordination for Children in Mental Health Crisis

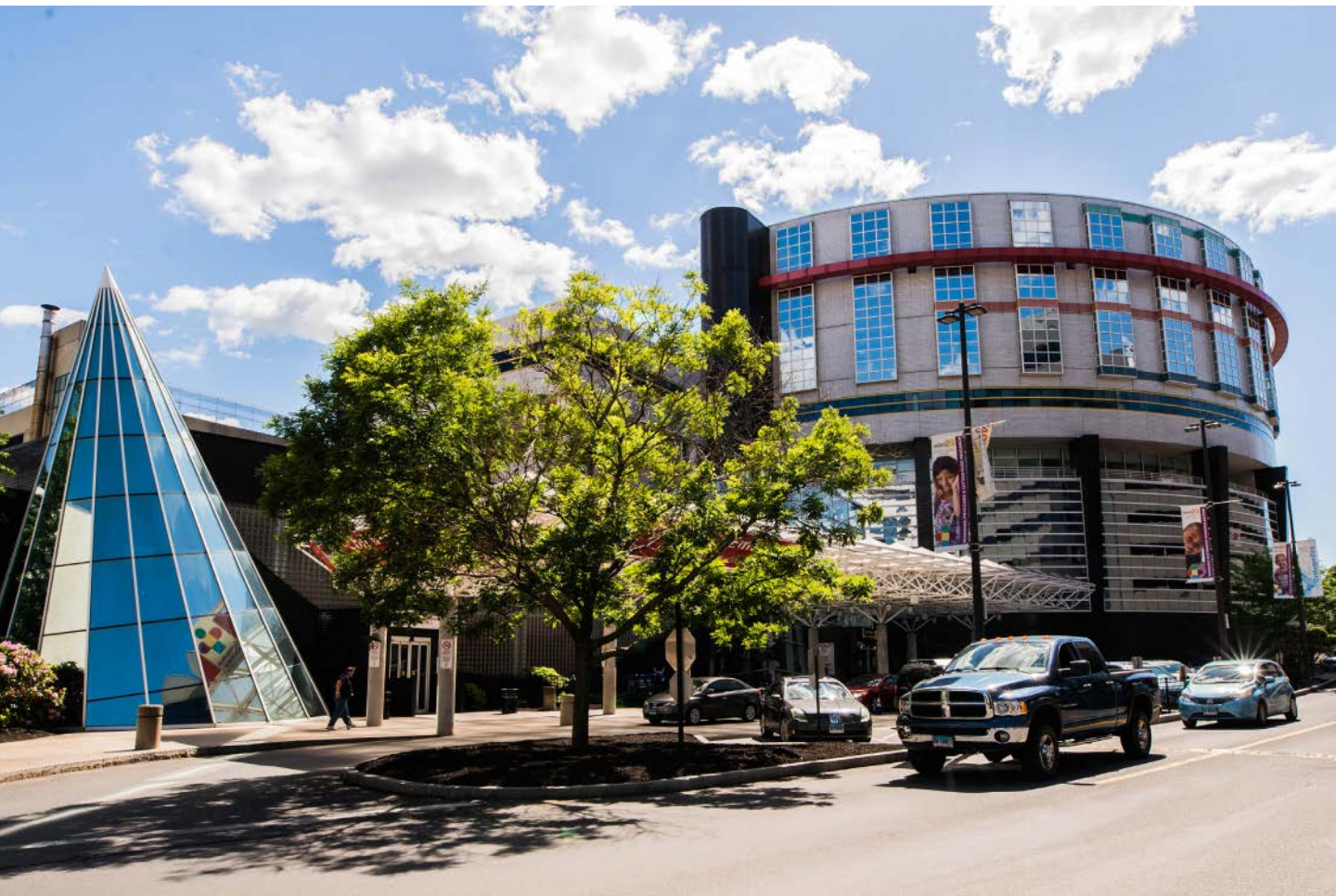
In recent years, emergency departments across the country, including Connecticut Children's, have seen sharp increases in children experiencing behavioral health crises. It is not uncommon for such patients to stay in an emergency department for days or even weeks until they can either be transferred to an appropriate treatment facility or discharged home.

Leaders in Connecticut Children's Emergency Department (ED) and Connecticut Children's Center for Care Coordination (the Center) realized there must be a better solution.

They teamed up to develop and test a new En-

hanced Care Coordination Pilot Program to help families get the support they need in their communities to avoid future reliance on EDs. Families and providers develop a shared plan of care that incorporates the needs of the child/family, communicates the follow-up care to community providers and schools, and ensures access to helpful community-based supports.

Having established that care coordination for ED patients in mental health crises is feasible, the project team is now working to determine the efficacy, cost effectiveness, and impact of shared care plans on children's outcomes, including future reliance on the ED and family satisfaction.



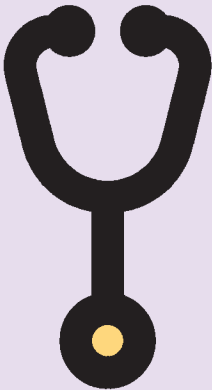
Enhanced Care Coordination by the Numbers



**Enhanced Care
Coordination Reach in 2017**

399

children assigned
to a care coordinator



100%

of care plans shared by
care coordinators with
primary care providers



COMMUNITY BENEFITS

Improving Outcomes for Children with Asthma

Asthma affects one out of every eight children living in Connecticut. Many children who have asthma are either underdiagnosed or undertreated.

Connecticut Children's nationally recognized Easy Breathing program improves diagnosis rates by translating national asthma guidelines into a usable format for providers. The program also ensures children, families and physicians work together to manage asthma symptoms and reduce emergency department visits, hospitalizations and school absences.

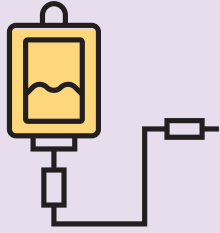
Since its launch in 1998, Easy Breathing pro-

viders in Connecticut have screened more than 153,000 children for asthma and have diagnosed more than 42,000 of those children with asthma. Enhancing outcomes for this population has resulted in improved care and sustained cost-savings to Medicaid.

The model is also available for school nurses to utilize. Easy Breathing for Schools is designed to help school nurses identify students with asthma who are at high risk for adverse outcomes and assist them in better managing the condition to reduce asthma-related school absenteeism. Easy Breathing for Schools is used by school nurses in Hartford, Waterbury and New Haven.



Easy Breathing by the Numbers



Easy Breathing Reach in Connecticut in 2017

267

providers actively use
Easy Breathing in their practice



7,764

children participated
in Easy Breathing



1,690

of those participants were
newly diagnosed with asthma



Easy Breathing Impact

35%

decrease in
hospitalizations for asthma



27%

decrease in ED visits
for asthma



19%

decrease in outpatient visits



COMMUNITY BENEFITS

Promoting Healthy Nutrition and Activity from Birth

The Start Childhood Off Right initiative launched in 2017 to prevent childhood obesity in children. The initiative is based on needs identified in Connecticut Children's most recent Community Health Needs Assessment to decrease the prevalence and comorbidity of childhood obesity.

Childhood obesity has tripled in the United States over the past 30 years and disproportionately affects low income, black and Latino children. Obese children are at increased risk for chronic health problems, including heart disease, diabetes, joint problems, asthma and mental health disorders in childhood and throughout their lives.

Funded by a generous grant from Kohl's, the initiative focuses on children ages birth to 2 by:

- Re-establishing a community wellness alliance of Hartford stakeholders to address current gaps and barriers to healthy eating and exercise, as well as identify resources for families with small children.
- Educating pediatric health providers about offering nutritional counseling for all families, identifying risk factors for developing obesity, providing interventions for those at risk, and connecting families to community resources that can help with nutrition and physical activity.
- Training community outreach workers to educate families on obesity prevention strategies such as promoting breastfeeding, introducing healthy solid foods, limiting sugar-sweetened beverages and unhealthy snacks, limiting screen time, and encouraging healthy physical activity.
- Hosting community-based wellness events to engage the Hartford community in healthy weight initiatives, to disseminate consistent healthy weight messages, and to foster connections between Hartford residents and members of the wellness alliance.



COMMUNITY BENEFITS

Start Childhood Off Right by the Numbers



Childhood Wellness Alliance

26

participating
stakeholders



Community Wellness Events

>100

children and
families reached



Pediatric Health Provider Outreach

11

sites in the
Hartford area engaged



COMMUNITY BENEFITS

Keeping Kids Safe Through Injury Prevention

With injury being the leading cause of death for children in the United States, Connecticut Children's Injury Prevention Center (IPC) places a major focus on educating parents, caregivers, and children about steps they can take to prevent injuries from occurring. These efforts are also an important and mandated component of being a Level One Pediatric Trauma Center accredited by the American College of Surgeons.

The IPC is a member of two national campaigns to promote child safety: Safe Kids USA and the Injury Free Coalition for Kids. Since 1993, Safe Kids Connecticut has implemented community-based safety campaigns and education to children and families addressing motor vehicle safety, drowning, falls, and poisoning. The IPC has led the Injury Free Coalition for Kids of Hartford since 2003. The Injury Free program has supported Hartford Interval House, the largest domestic violence shelter in

the state, and the Trinity Capitol Squash Program, a safe afterschool program for inner-city kids.

The IPC implements several state-funded public awareness campaigns including *Where's Baby? Look Before You Lock!*, which raises awareness about the life-threatening hazards of leaving children unattended inside vehicles, and *Watch for Me CT*, which raises awareness about pedestrian and bicycle safety. The IPC also participates in a regional gun buyback program to reduce the general availability of firearms in the community.

The IPC is also dedicated to advancing injury prevention research, advocating for the adoption of new laws and regulations to make children safer, and providing education and training for the next generation of leaders in the injury prevention field. Its primary focus areas include: intimate partner violence, teen driver safety, and youth suicide.



Injury Prevention Center by the Numbers

Safe Kids Connecticut



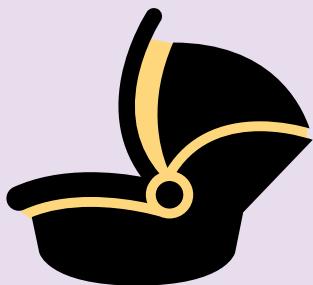
20,150

children and families served



450

car seats installed



300

car seats distributed



COMMUNITY BENEFITS

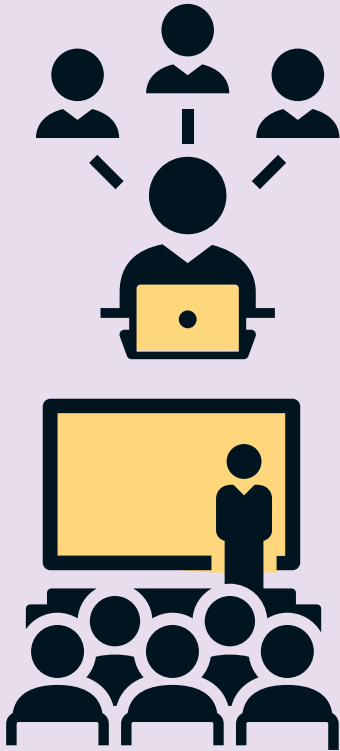
Strengthening Children and Families through Social Innovation

While it's common for hospitals, such as Connecticut Children's, to focus on developing devices, technology and pharmaceuticals to address specific illnesses and diseases, our institution goes a step further to address the social needs of children and families. Connecticut Children's Advancing Kids Innovation Program (AKIP) works to further promising social innovations that relate to a variety of child-focused topics, ranging from making higher education more accessible to urban students to measuring the amount of milk babies receive while breastfeeding.

AKIP provides consultations and other support for individuals and organizations across Connecticut and the country that are developing and testing new models to address community child and family needs. During consultations, innovators meet with a panel of experts from the institution and receive guidance on planning, implementation, evaluation, sustainability and dissemination. After a consultation session, AKIP provides the innovator with a short report highlighting recommendations and opportunities for further collaboration.



AKIP by the Numbers



18

Consultations
Delivered in 2017

29

Participating
Connecticut Children's
Panelists in 2017

“Hartford Promise is extremely grateful to Connecticut Children’s Advancing Kids Innovation Program. We deeply value their longstanding experience in the field of prevention and service to children, their thoughtfulness and depth of inquiry, and their grounding in strong research. The time they were willing to give us, and their extensive thoughtful analysis of our work, was invaluable to help us look at our program more clearly, appreciate the innovation of our Integrated Model more fully, and help us crystallize the strength of our message about what we do and why it matters.”

-Hartford Promise, 2017 Consultation Participant

COMMUNITY BENEFITS

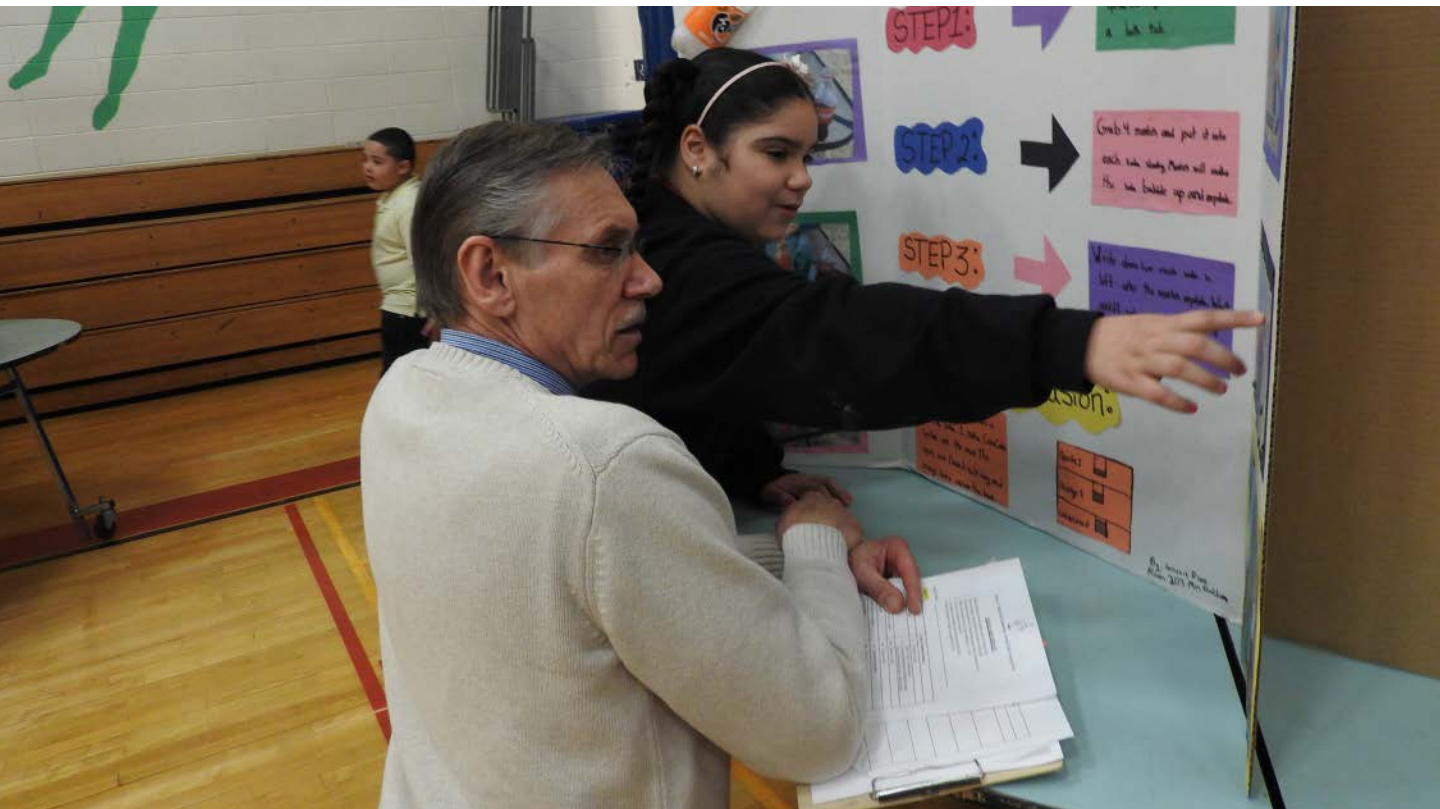
Spotlight on Southside Institutions Neighborhood Alliance

Connecticut Children's partners with Hartford Hospital and Trinity College to support Southside Institutions Neighborhood Alliance (SINA), an organization that transforms the neighborhoods that surround our closely-located campuses. In 2017, SINA began construction on 12 homes, bringing the total number of blighted properties it has renovated to more than 70. The renovation program is adding nearly \$500,000 in property tax revenue to the city annually. SINA continues to maintain and operate 83 rental units for low-income residents with a 96 percent occupancy rate in 2017.

SINA supports its neighborhood elementary school, Sanchez School, by sponsoring its annual Science Fair, which featured numerous Connecticut Children's employees as judges. SINA also sponsors a book drive to support literacy at the school.

SINA works with neighborhood partners to maintain a safety plan, which is designed to identify crime hotspots and build stronger community-police relationships. As part of that effort, SINA convenes a number of community partners and residents to form the Safety Alliance for Everyone (SAFE). Through the SAFE initiative, SINA hosts a number of neighborhood cookouts and launched monthly cleanup days.

In previous years, SINA developed the Learning Corridor at a cost of \$110 million. The Learning Corridor houses several magnet schools, academies and community-based organizations in Hartford. SINA also launched a homeownership incentive program for employees of the three partner institutions who buy and reside in area homes.



COMMUNITY BENEFITS

Highlights from our Community Programs in 2017

- **Southside Institutions Neighborhood Alliance** awarded \$14,000 in scholarships in 2017 to local students who displayed a commitment to their community.
- **Connecticut Children's Center for Care Coordination** held its 2nd Annual Statewide Forum on Care Coordination, which was attended by about 140 providers. The Center also trained more than 450 stakeholders in utilizing a protective factors approach in their work to strengthen families, enhance child development, and reduce the likelihood of abuse or neglect.
- **Educating Practices in the Community**, a signature innovation of the Child Health and Development Institute that is supported by the Office, reached 536 pediatric providers in 2017 through 71 office-based training sessions designed to improved care offered to children.
- **The Help Me Grow National Center's** affiliate network expanded to 99 systems operating in 28 states.
- The **Practice Quality Improvement** program has developed, approved and implemented 29 quality improvement projects in which participating physicians are eligible for Maintenance of Certification credits. To date, the program has engaged more than 290 physicians in data driven, quality improvement projects.
- The **Hartford Youth HIV Identification and Linkage Consortium** reached 1,650 children and 165 pediatric primary care providers in 2017 through HIV/STD prevention education outreach efforts.
- **Connecticut Children's Injury Prevention Center** tallied 53,234,632 impressions through social media outreach for its Where's Baby? Look Before You Lock! campaign.
- **Easy Breathing** recruited 29 new providers to utilize its evidence-based asthma management program in their practices.
- The **Start Childhood Off Right** initiative launched in 2017 to decrease the prevalence of childhood obesity in Hartford for children ages birth to 2. The work includes re-establishing a childhood wellness alliance, hosting community wellness events, and training community providers and outreach workers to use best practices and proven messages in counseling families about healthy nutrition and activity.
- The **Children's Center on Family Violence** hosted a symposium focused on building resiliency in children exposed to domestic violence.



COMMUNITY BENEFITS

Highlights from our Community Programs in 2017

- **Co-Management** referral guidelines continue to help primary care physicians maintain care for certain conditions in their settings, saving money and freeing up specialty appointments for those who truly need them. Use of such guidelines for headache patients opened 682 new patient visits in Connecticut Children's Department of Neurology. Physicians also reported headaches improved for 98 percent of the patients managed in their primary care setting.
- The **Advancing Kids Innovation Program** logged 228 hours helping 17 child health innovators strengthen and advance their innovations through consultation sessions during 2017.
- **Mid-Level Developmental Assessment** Mid-Level Developmental Assessment (MLDA) published an IMPACT paper in partnership with the Child Health and Development Institute and The Village for Families and Children describing experiences and lessons learned in promoting MLDA in Connecticut and other states.
- The **Person Centered Medical Home** program implemented integrated behavioral health and care coordination in Connecticut Children's two primary care centers, in partnership with The Village for Families and Children.
- Medical residents participating in the **Resident Education in Advocacy and Community Health** program began assisting the newly established Global Child Health Clinic by conducting health evaluations and creating care plans for refugees to ensure they can receive comprehensive care from a community-based primary care site.
- **Connecticut Children's Healthy Homes Program** provided more than \$1.2 million in lead-safe interventions and \$380,000 in health and safety interventions to ensure that families live in healthy and safe housing.
- Leaders of the **Care Coordination Collaborative Model** joined a regional collaborative to help inform efforts to strengthen connections between regional partner agencies and families to provide more seamless services and care.



COMMUNITY BENEFITS

Our Future Advancing the Health, Development and Well-being of Children

All hospitals, especially those serving children, play an important role in promoting health beyond the medical and surgical care they provide. Collectively, we have an obligation to address the social needs of the children and families who live in the communities we serve. This is critical to advancing the health of the populations we serve, propelling at-risk children onto healthy trajectories, and achieving greater cost savings, cost benefit, and return on investment as we address the challenge of promoting health while containing health care costs.

At Connecticut Children's Medical Center, our Connecticut Children's Office for Community

Child Health is proud to lead a learning collaborative consisting of eight children's hospitals and the Children's Hospital Association to advance best practices in community child health around the country. We welcome the opportunity to share our lessons learned with others in the hopes of helping hospitals increase their contributions to the futures of all children.

We wish to thank you for your continued support of our efforts. We are honored to have so many child health advocates partnering with us in this work. Without such partners at the local, state and national levels, our pioneering approach would not be possible.





FOR MORE INFORMATION ON WAYS YOU AND OTHERS CAN
HELP TO FURTHER OUR WORK, CONNECT WITH US HERE:

CONNECTICUT CHILDREN'S MEDICAL CENTER

Website www.connecticutchildrens.org
Facebook <https://www.facebook.com/ConnecticutChildrens/>
Twitter @ctchildrens
Blog www.connecticutchildrens.org/blog

CONNECT WITH CONNECTICUT CHILDREN'S OFFICE FOR COMMUNITY CHILD HEALTH

Website www.connecticutchildrens.org/community-child-health
Twitter @advancingkids
Blog www.advancingkids.org

CONNECTICUT CHILDREN'S FOUNDATION

Website <https://connecticutchildrensfoundation.org/>

ABOUT CONNECTICUT CHILDREN'S MEDICAL CENTER

Connecticut Children's Medical Center is the only hospital in Connecticut dedicated exclusively to the care of children and is ranked by *U.S. News & World Report* and Women's Choice as one of the best children's hospitals in the nation. With a medical staff of more than 1,000, Connecticut Children's provides comprehensive, world-class health care in more than 30 pediatric specialties and subspecialties.

Connecticut Children's Medical Center is a not-for-profit organization, which serves as the primary pediatric teaching hospital for the UConn School of Medicine, has a teaching partnership with the Frank H. Netter MD School of Medicine at Quinnipiac University and is a research partner of The Jackson Laboratory. Connecticut Children's Office for Community Child Health is a national leader in community-based prevention and wellness programs.

Connecticut Children's Medical Center complies with applicable Federal civil rights laws and does not discriminate on the basis of race, color, national origin, age, disability, or sex.

ATENCIÓN: si habla español, tiene a su disposición servicios gratuitos de asistencia lingüística. Llame al 1.800.234.0780 (TTY: 1.800.545.8330).

UWAGA: Jeżeli mówisz po polsku, możesz skorzystać z bezpłatnej pomocy językowej. Zadzwoń pod numer 1.800.234.0780 (TTY: 1.800.545.8330).