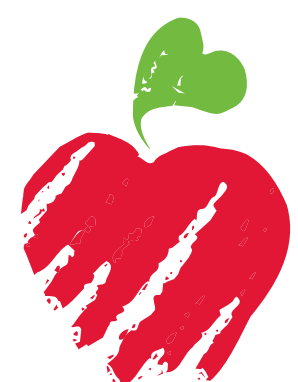




IMPLEMENTATION **STRATEGY**

2025

HEALTH IS WHERE WE LIVE, LEARN AND WORK



**St. Christopher's
Hospital for Children**

A PARTNERSHIP OF TOWER HEALTH
AND DREXEL UNIVERSITY

Advancing Health. Transforming Lives.



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LETTER FROM THE CEO

Dear Friends and Partners,

As St. Christopher’s Hospital for Children celebrates our 150th anniversary in 2025, our commitment to responding to the evolving health and wellbeing needs of children and families we serve continues to be the north star that guides us, as it has been since 1875.

Identifying and addressing unmet health needs in our local communities has long been a core responsibility of hospitals and health systems across the United States. This role was formalized through the Affordable Care Act (ACA), which requires tax-exempt hospitals to conduct a Community Health Needs Assessment (CHNA) every three years, and to implement strategies that respond to the priorities identified.

For us at St. Christopher’s, the CHNA is more than a mandate—it is a vital opportunity to listen to our community, understand its challenges, and design initiatives that create lasting improvements in health and quality of life.

Our 2025 Implementation Plan reflects the voices of our community and the dedication of those who contributed their time, expertise, and lived experiences.

Together, we have identified three priority areas that will guide our efforts:

Mental Health:

Expanding support for youth and families, addressing bullying, and tackling substance use disorders.

Social Determinants of Health:

Improving access to food and housing, strengthening neighborhood conditions, and confronting challenges such as gun violence.

Access, Navigation, and Prevention:

Building trust, eliminating barriers to care, advancing health equity, and promoting prevention through education and culturally responsive services.

These priorities remind us that health is shaped not only by medical care, but also by the environments in which children live,

learn, and play. By focusing on the whole person and weaving equity into every initiative, we are committed to creating lasting improvements in the health and well-being of our communities.

I extend my deepest gratitude to the community members, staff, and partners who made this assessment possible. Your insights and collaboration ensure that our strategies are grounded in real needs and real solutions. Together, we are building a healthier, more hopeful future for children and families across Philadelphia.

Sincerely,

Claire Alminde, MSN, RN, CPN, NEA-BC

Acting President
Chief Nursing Officer



ABOUT US

St. Christopher's was founded in 1875 as a charitable ambulatory clinic for a working-class neighborhood at a time of acute infectious disease and no public assistance. Social service and community outreach were important parts of St. Christopher's mission from day one, when volunteers visited families in their homes to offer support for nutrition, hygiene, and more.

St. Christopher's offers nationally recognized programs and more than 220 pediatric specialists who provide exceptional care to children throughout the Greater Philadelphia region and beyond. St. Christopher's provides primary pediatric care and a wide range of pediatric specialties and sub-specialties at its main campus and seven satellite locations. St. Christopher's is home to many programs and centers, including our:

- Pediatric Emergency Services including a Level I Pediatric Trauma Center
- Level IIIC Neonatal Intensive Care Unit
- Pediatric Intensive Care Unit
- Pediatric Burn Center
- Pediatric Dialysis Center and Kidney Transplant Program
- Oncology/Infusion Center and Bone Marrow Transplant Unit
- Center for the Urban Child
- Adolescent Medicine and Family Planning Center
- Center for Children and Youth Special Health Needs

St. Christopher's serves those in need, turning no one away. An essential focus of St. Christopher's is to provide the highest level of pediatric healthcare while connecting families to other essential services, especially valuable for those in the nearby economically challenged neighborhoods. St. Christopher's offers an array of resources—behavioral health, legal support, nutritional and parenting guidance, lactation consultation, and much more. Additionally, the hospital distributes a host of essentials, such as Thanksgiving turkeys, diapers, baby formula, clothing, and fresh food and other staples from our community refrigerator and pantry.



WHO ARE WE?

MISSION

The Mission of St. Christopher's Hospital for Children is to provide a full range of high-quality health care services to all children and youth up to age 21 who seek our care or who are referred to us.

VISION

Our long-term vision is to be the best children's medical center by attaining excellence in patient care, education, and research. We are committed to providing high-quality, family-centered care in a collaborative, nurturing, and culturally diverse environment. We will continue to value, attract, and retain the best people while satisfying our mission through the use of state-of-the-art technological advances in research and constant innovation.

VALUES

Everything we do — every conversation, recommendation, and decision — is grounded in our values:

- Reverence for life, health, and independence
- Integrity, sensitivity, fairness, and justice
- Respect for all and inclusion as a source of strength
- Collegiality and compassion
- Accessibility to health care with dignity for all, especially for those who are unable to pay
- Pursuit of excellence and continuous improvement



SOUTHEASTERN PA REGIONAL CHNA

Identifying and addressing unmet health needs of local communities remains a core aspect of the care provided by hospitals and health systems across the United States. The Affordable Care Act (ACA) formalized this role by mandating that tax-exempt hospitals conduct a Community Health Needs Assessment (CHNA) every three years and implement strategies focused on emergent priorities from the assessment. A CHNA is an organized process involving the community to identify and analyze community health needs. The process provides a pathway for communities to identify and prioritize health and social needs and to plan and act upon unmet and prioritized community health needs.

At the request of local non-profit hospitals and health systems, the Health Care Improvement Foundation (HCIF) collaboratively developed a regional Community Health Needs Assessment (rCHNA) for the Southeastern Pennsylvania (SEPA) region. Building on the success of previous assessments in 2019 and 2022, the 2025 rCHNA maintains the regional collaborative model while integrating new partners and expanding its data collection approach to enhance community representation.

The 2025 rCHNA includes all five counties of the SEPA region—Bucks, Chester, Delaware, Montgomery, and Philadelphia Counties, representing a diverse population of 4,206,741. Notably, this year's assessment includes the participation of ChristianaCare - West Grove, St. Christopher's Hospital for Children, and Wills Eye Hospital, further strengthening the breadth and depth of regional collaboration. As in prior years, participants recognize the rCHNA as a key tool for health systems, multi-sector partners, and communities to work together toward meaningful and positive community change.

Steering Committee (representatives from partnering hospitals/health systems) and project team developed collaborative, community-engaged approach that involved collecting and analyzing quantitative and qualitative data and aggregating data from a variety of secondary sources to comprehensively assess the health status of the region.

Assessment resulted in a list of priority health needs that were used by participating hospitals and health systems to develop implementation plans outlining how they will address these needs individually and in collaboration with other partners.

The 2025 rCHNA is specifically designed to advance health equity and foster authentic community engagement. Beyond guiding hospital and health system strategies, the rCHNA plays a vital role in amplifying the voices of community members and providing localized health indicators that are essential for nonprofits and community-serving organizations. These data and insights support grant writing, program development, and evaluation efforts, ensuring that organizations working to improve community health have the evidence they need to advocate for funding and implement impactful initiatives.

The 2025 rCHNA reflects an evolving and deepening commitment to health equity, community engagement, and data-driven decision-making. The continued collaborative approach allows for shared learning, increased efficiencies, and a reduced burden on communities participating in multiple assessments.

As the SEPA region continues to navigate ongoing public health challenges and disparities, the 2025 rCHNA serves as a vital resource for guiding collective efforts toward improved health outcomes and a stronger, more equitable healthcare system for all.

IMPLEMENTATION PLAN

The rCHNA process incorporated input from participants who represent the broad interests of the community, including those knowledgeable of public health issues and the vulnerable, underserved, disenfranchised, hard-to-reach, and representatives of those populations served by each hospital. The rCHNA documented what and where the need is, along with who is most affected. This assessment is central to not-for-profit hospitals and health systems’ community benefit and social accountability planning. By better understanding the service needs and gaps in a community, an organization can develop implementation plans—also mandated by the ACA—that more effectively respond to high-priority needs.

The 2025 community health priorities for the region are presented below in ranked order, first for the general population and then for youth.

GENERAL POPULATION

- 1 Trust and communication
- 2 Racism and discrimination in health care
- 3 Chronic disease prevention and management
- 4 Access to care (primary and specialty)
- 5 Healthcare and health resources navigation
- 6 Mental health access
- 7 Substance use and related disorders
- 8 Healthy aging
- 9 Culturally and linguistically appropriate services
- 10 Food access
- 11 Housing
- 12 Neighborhood conditions (e.g., blight, green space, air/water quality)

YOUTH

- 1 Youth mental health
- 2 Lack of resources/knowledge of resources
- 3 Substance use and related disorders
- 4 Bullying
- 5 Gun violence
- 6 Access to physical activity
- 7 Activities for youth
- 8 Access to good schools

St. Christopher’s Hospital for Children’s 2025 Implementation Plan includes goals and strategies on how to address and solve key findings from the collaborative rCHNA. St. Christopher’s Hospital for Children is proud to present its 2025 Implementation Plan report and its findings to the community.



OVERVIEW OF THE IMPLEMENTATION PLAN

St. Christopher’s Hospital for Children’s 2025 Implementation Plan is a key component of the rCHNA process, as it delineates the strategies and goals designed to meet prioritized needs and sets the stage for action and execution of initiatives that impact health outcomes and sustain improvements in health status across our communities.

Much of today’s delivery of health care should acknowledge the social and economic factors that influence health. These social and environmental factors, called social determinants of health (SDOH), include our race, income, education level, and livable home and community environments. Understanding the strong impact of our social and economic environments requires us to step aside from our traditional health care approaches and to pursue innovative best practices to improve health. Therefore, the 2025 Implementation Plan will be built on accomplishments, lessons learned, and challenges and complexities of the implementation strategy planning efforts.

The 2025 Implementation Plan focuses on the whole person, is patient- and community-centered, and supports the optimal use of the many health care and human service resources

to improve health. Community participants emphasized the need to improve access to equitable care and behavioral health and to expand health education and prevention. Inequities such as demographic differences highlight the importance of weaving an equity focus within all areas of health.

The effectiveness of the 2025 rCHNA Implementation Plan is strengthened as we translate our understanding and knowledge of what the community told us into dynamic policies and best practices. Community input guides our efforts to diligently understand past successes and pitfalls in continuously improving health of our communities.

The Implementation Plan is organized into the following three domains and health-related priority issues. Although we understand the importance of healthy aging, it will not be included as a priority in our implementation plan. As a children’s hospital, our programs and expertise are centered on the health needs of pediatric patients and families rather than adult or aging populations.

DOMAIN	HEALTH-RELATED PRIORITY
MENTAL HEALTH	• Mental health (general/youth) • Activities for youth • Bullying • Substance use and related disorders (general/youth)
SOCIAL DETERMINANTS OF HEALTH	• Food access • Housing • Neighborhood conditions • Healthcare and health resources navigation • Access to good schools • Gun violence
ACCESS, NAVIGATION, AND PREVENTION	• Trust and communication • Racism and discrimination in health care • Access to care (primary and specialty) • Healthcare and health resources navigation • Chronic disease prevention and management • Access to physical activity • Culturally and linguistically appropriate services • Lack of resources/knowledge of resources • Activities for youth

THE FOLLOWING REPORT INCLUDES AN OVERVIEW OF EACH OF THESE DOMAINS AND CORRESPONDING HEALTH-RELATED PRIORITIES ISSUES.

DOMAIN: MENTAL HEALTH

YEARS: 2025, 2026, 2027

Youth mental health is regarded as a primary concern among community members in the region. In 2022, approximately 13% of Pennsylvania youth experienced a major depressive episode, and 60% did not receive any mental health treatment. Regionally, the age-adjusted suicide rate is 11%, with 18% of youth seriously considering suicide. The quantity and availability of mental health providers remains insufficient to meet the region's needs, especially post-pandemic. Moreover, health insurance coverage for mental health services and providers is inadequate, compounding the obstacles to access. Stigma surrounding receipt of mental health services continues to be an issue, although some community members noted that this stigma is fading. Awareness of available mental health/crisis programs and services (e.g., 988 hotline) is inconsistent.

Substance use and mental illness are intersecting issues that potentiate poor neighborhood safety and community violence. In 2022, the National Center for Drug Abuse Statistics reported that 7% of Pennsylvania adolescents affirmed to using drugs in the past month, and 9% said they had consumed alcohol in the past month. Drug overdose rates remain high, and community-based services to treat substance use are considered insufficient or under-recognized. Among youth, binge drinking and increasing use of cigarettes, marijuana, and vaping are key issues, as are exposure to drugs and drug-related trauma.

Bullying is prevalent in the region among youth, adversely affecting mental health, academic performance, and social well-being. Bullying occurs

both in person and virtually through social media, with cyberbullying and harassment continuing to be a major problem and contributing to interpersonal violence. In the 2021–2022 school year, 22% of youth experienced cyberbullying nationwide. Unrealistic beauty standards and harmful online trends also were identified as concerns. Relatedly, although 92% of the region's youth participate in some type of extracurricular activity, there remains a lack of sufficient in-person activities for youth, especially in underserved areas.

Implementation Plan strategies for the Mental Health domain address health-related priorities of mental health, activities for youth, bullying, and substance use and related disorders. These include expanding behavioral/mental health education, integrated psychology services, and neurodevelopmental screenings across sites. Additionally, partnerships with schools will be reinforced for more seamless referrals, and access to mental health services will be increased, including through telemedicine. Narcan will be provided to families, and adolescent patients will be screened for substance abuse and linked to resources when screen-positive.



DOMAIN: MENTAL HEALTH

YEARS: 2025, 2026, 2027

STRATEGY	Offer behavioral health education initiatives to providers	Integrate behavioral health into primary and specialty care
HEALTH RELATED PRIORITIES	Mental health access (general/youth), Access to care (primary and specialty)	Mental health access (general/youth), Access to care (primary and specialty), Healthcare and health resources navigation, Lack of resources/knowledge of resources, Chronic disease prevention and management
ACTION(S)	1. Integrated primary care (IPC) rotation: embed interns and externs in primary care clinics working alongside providers 2. Neurodevelopmental assessment rotation: Provide interns and externs the opportunity to conduct developmental assessments to children through internal and external referrals 3. Offer an elective in pediatric behavioral and mental health to improve pediatric residency training	1. Provide integrated psychology services in pediatric gastroenterology, endocrinology, child protection, and dental clinics 2. Create sensoryadapted dental environments to enhance oral care for children with autism spectrum disorders 3. Offer the Integrated Care for Kids (InCK) Program in the Center for the Urban Child, Center for Children and Youth with Special Healthcare Needs, and Adolescent Medicine and provide caregiver support through COMHAR
TARGET POPULATION	Children and youth	Children, youth, adolescents, families/caregivers, and CYSHCN
OUTCOMES	1. Number of interns and externs who completed the IPC rotation per year 2. Number of interns and externs who completed the neurodevelopmental rotation per year 3. Number of residents who completed the elective per year	1. Number of specialty patients who received services per year 2. Number of dental patients who received services per year 3. Number of referrals per year
POTENTIAL PARTNERS	Internal: Behavioral Health Department, medical residency program, and primary care providers	Internal: Dental, Behavioral Health, Gastroenterology, Endocrinology, Child Protection
	External: Community Behavioral Health, Elwyn, and local universities including Temple, PCOM, West Chester	External: Community Behavioral Health, COMHAR, Philadelphia Family Voices, CLS, PEAL Center, ARC

DOMAIN: MENTAL HEALTH

YEARS: 2025, 2026, 2027

STRATEGY	Provide neurodevelopmental screenings	Implement a Behavioral Health Service Line/Department
HEALTH RELATED PRIORITIES	Mental health access (general/youth), Access to care (primary and specialty), Lack of resources/knowledge of resources	Mental health access (general/youth), Access to care (primary and specialty), Lack of resources/knowledge of resources, Activities for youth, Bullying, Access to good schools
ACTION(S)	1. Partner with Early Intervention systems to perform neurodevelopmental evaluations, limiting gaps in care and ensuring continuity of interventions 2. Perform Next Steps Developmental diagnostic assessments for individuals with autism spectrum and related neuro developmental disorders	1. Grow outpatient behavioral health center to provide therapeutic assessment and intervention to the pediatric population 2. Introduce groupbased work to address selfimage and bullying and to build coping skills and positive body image either at the hospital or in collaboration with community partners 3. Screen patients for bullying; strengthen partnerships with the Philadelphia/other regional school districts and school climate departments to provide seamless referrals and support 4. Pursue external funding to collaborate on introducing evidencebased skillbuilding curricula directly to students or in consultation with schoolbased mental health teams (e.g., school psychologist, school counselors, and social workers) 5. Coordinate with the Philadelphia Suicide Prevention Task Force
TARGET POPULATION	Children, youth, and CYSHCN	Children and youth
OUTCOMES	1. Number of patients with evaluations per year 2. Number of NextSteps patients with assessments per year	1. Number of new and established patients per year, number of practices within St. Christopher's that services are expanded to, number of telehealth visits 2. Number of group visits 3. Number of screenings 4. Number of funding opportunities awarded and partnerships established
POTENTIAL PARTNERS	Internal: Behavioral Health, CYSHCN Practice, CUC External: DBHIDS (City of Philadelphia Department of Behavioral Health and Intellectual disAbility Services), Elwyn, Easter Seals	Internal: Behavioral Health External: CBH (Community Behavioral Health) Tower, Drexel

DOMAIN: MENTAL HEALTH

YEARS: 2025, 2026, 2027

STRATEGY	Incorporate telehealth into Hospital Behavioral Health Services	Expand screening for substance use
HEALTH RELATED PRIORITIES	Mental health access (general/youth), Access to care (primary and specialty), Lack of resources/knowledge of resources	Mental health access (general/youth), Access to care (primary and specialty), Lack of resources/knowledge of resources, Substance use and related disorders (general/youth)
ACTION(S)	1. Offer telemedicine visits in the emergency department and inpatient floors for immediate behavioral health needs	1. The Adolescent Medicine practice will screen all patients at their well child visits for substance use, using the CRAFFT assessment. Positive screens will be connected to NET (Northeast Treatment Centers), COMHAR, and CBH
TARGET POPULATION	Children and youth	Youth
OUTCOMES	1. Number of telemedicine visits per year	1. Number of screenings
POTENTIAL PARTNERS	Internal: SCHC ED and inpatient units	Internal: Adolescent Medicine Practice, CHWs, BHNs, Behavioral Health Practice
	External: IRIS, Tower Health	External: NET, CBH, COMHAR

DOMAIN: MENTAL HEALTH

YEARS: 2025, 2026, 2027

STRATEGY	Address opioid use disorder prevention and treatment
HEALTH RELATED PRIORITIES	Mental health access (general/youth), Substance use and related disorders (general/youth), Neighborhood conditions, Healthcare and health resources navigation
ACTION(S)	1. Create a Narcan distribution policy and provide Narcan to families in the CUC 2. Convene an Opioid Task Force with community partners
TARGET POPULATION	Children and families
OUTCOMES	1. Number of Narcan distributed 2. Number of task force meetings
POTENTIAL PARTNERS	Internal: Center for Urban Child, Behavioral Health Department, Social Work, CHWs, Inpatient, Child Protection
	External: Drexel Caring Together Program, Philadelphia Health Department, Prevention Point

DOMAIN: SOCIAL DETERMINANTS OF HEALTH

YEARS: 2025, 2026, 2027

Social determinants of health (SDOH) are the interconnected conditions in which people are born, grow, live, learn, work, and play. SDOH-related barriers and unmet needs contribute to poorer health outcomes throughout the life course. Food insecurity is a key SDOH hardship in the region. Fresh produce and other nutritious foods are considered cost-prohibitive and difficult to access, especially in the region's urban neighborhoods and food deserts. Unhealthy options (e.g., fast food) are less expensive and ubiquitous. Low food literacy and poor dietary choices are concerns among youth. Local food banks remain an indispensable community resource.

Another key SDOH hardship is housing instability. The stock of affordable homes remains inadequate, with subsidized housing involving years-long waitlists and evictions prevalent across the region, but especially in Philadelphia. Dilapidated/vacant houses, lack of green space, trash buildup, poor road conditions, polluted air and water, and community violence are concerns in the region that contribute to feelings of vulnerability, less time spent outside, and poorer mental health. The prevalence of unhoused individuals reinforces sentiments of unsafe neighborhood conditions.

In 2022, firearms were the leading cause of death among children and youth in Pennsylvania. Trauma associated with exposure to gun violence is a major issue among youth in the region and is compounded by poverty, lack of resources, inadequate support systems, and easy access to guns. Black and urban-residing youth have higher rates of witnessing gun violence.

Major disparities in access to high-quality schools remains a fixture, with some districts well-funded and others characterized by severely limited educational resources, a shortage of qualified teachers, few clubs/programs, and lack of mental

health/support systems. In the School District of Philadelphia, math and reading proficiency levels were 17% and 34%, respectively, in the 2021–2022 academic year.

Finally, lack of awareness about health resources and insufficient support with navigating health services are pervasive regionally. Challenges include understanding and maintaining health insurance coverage and high health care costs. Among youth, accessing mental health programs is a significant obstacle related to lack of awareness, fragmented systems, and resource constraints. Youth report not having a trusted adult to talk to and difficulty obtaining transportation to healthcare visits.

Implementation Plan strategies for the SDOH domain address health-related priorities of food access, housing, neighborhood conditions, healthcare and health resources navigation, access to good schools, and gun violence. The FindHelp platform will be leveraged to link patients and families to social services, and Health Tech career training will be offered, focusing on youth in underserved parts of the region. Numerous steps will be taken to increase access to nutritious foods, including involving families in community gardening and maintaining a community refrigerator and pantry. An array of actions also will be taken to address gun violence, including through educational sessions involving the community and by providing gun locks and screenings for gun safety. Meetings of the Health Equity Council and the Family Advisory Councils will continue, allowing for feedback from the community and trust-building. Navigation of healthcare resources will be supported through partnering with schools and deploying community health workers and vaccine ambassadors across sites.



DOMAIN: SOCIAL DETERMINANTS OF HEALTH

YEARS: 2025, 2026, 2027

STRATEGY	Leverage the findhelp platform to help meet SDOH needs	Implement school-to-career programs
HEALTH RELATED PRIORITIES	Healthcare and health resources navigation, Food access, Housing, Neighborhood condition	Access to good schools
ACTION(S)	1. Utilize FindHelp to increase awareness and access to social services through provider referrals and self-referrals 2. Align FindHelp with new EPIC project	1. Operate the Health Tech School-to-Career program for local, economically at-risk high school students 2. Operate a month-long Shadowing Health Tech program for 9th and 10th grade students for local, economically at-risk high school students
TARGET POPULATION	Children and families	Children and families
OUTCOMES	1. Number of referrals from FindHelp by providers 2. Number of self-referrals from FindHelp	1. Number of students participating in the Health Tech program 2. Number of students participating in the Health Tech Shadowing program 3. Number of schools represented
POTENTIAL PARTNERS	Internal: Providers, Population Health, Community Health Workers External: FindHelp, Local community partners	Internal: Human Resources, Practices External: School District of Philadelphia Office of College Career and Technical Education, Kensington Health Sciences Academy, Olney Charter School, Jules E. Mastbaum High School

DOMAIN: SOCIAL DETERMINANTS OF HEALTH

YEARS: 2025, 2026, 2027

STRATEGY	Promote access to nutritious foods	Prevent gun violence
HEALTH RELATED PRIORITIES	Food access, Neighborhood conditions	Gun violence, Neighborhood conditions
ACTION(S)	1. Conduct Summer School Meals Program 2. Offer WIC services onsite at the Center for the Urban Child 3. Maintain Community Fridge outside of the Center for the Urban Child 4. Provide food pantry services in Hematology and Oncology departments 5. Continue holiday food donations 6. Provide food boxes through Fresh to You on the Ronald McDonald Charities Dental Van 7. Host community garden planting and harvesting days for the CUC community garden	1. Host a gun violence prevention forum 2. Attend the Police District Advisory Council community meeting 3. Distribute gun locks in the Center for the Urban Child 4. Support gun buy-back program events 5. Hold annual Ground Rounds on gun violence 6. Conduct screenings and education around gun safety and gun violence in the Center for the Urban Child
TARGET POPULATION	Children and families	Children and families
OUTCOMES	1. Number of meals distributed 2. Number of children and families who receive WIC services per year 3. Number of times the Community Fridge is filled 4. Number of community garden events	1. Number of gun locks distributed 2. Number of families screened at the Center for the Urban Child 3. Number of gun violence education sessions held
POTENTIAL PARTNERS	Internal: Center for the Urban Child, Oncology, Hematology, Population Health, Ronald McDonald Charities Dental Van	Internal: Center for the Urban Child, Child Life Department
	External: Drexel, Mama Tees, Sharing Excess, Fresh Grocer, WIC, Archdiocese of Philadelphia	External: Philadelphia Police Department, City of Philadelphia, Faith-based institutions, nonprofits, community leaders

DOMAIN: SOCIAL DETERMINANTS OF HEALTH

YEARS: 2025, 2026, 2027

STRATEGY	Strengthen the Health Equity Council	Strengthen the Family Advisory Councils(s)
HEALTH RELATED PRIORITIES	Racism and discrimination in health care, Trust and communication	Trust and communication, Racism and discrimination in health care, Access to care (primary and specialty)
ACTION(S)	1. Continue to convene the Health Equity Council 2. Update and implement a Health Equity Action Plan and Evaluation Plan to identify and address disparities through actionable strategies 3. Create a plan to increase participation in the patient portal	1. Continue to convene Family Advisory Councils 2. Explore convening Family Advisory Councils or subcommittees for clinical sites, inpatient and outpatient 3. Present recommendations and actionable strategies developed by the Family Advisory Councils to the Hospital Executive Team annually
TARGET POPULATION	Children and families, employees	Families
OUTCOMES	1. Number of Health Equity Council meetings 2. Number of actionable strategies implemented 3. Percentage increase in family participation in patient portal	1. Number of Family Advisory Councils meetings 2. Number of families engaged 3. Completion of annual presentation to Executive Team
POTENTIAL PARTNERS	Internal: Employees	Internal: Executive Leadership Team, Community Engagement
	External: Drexel	External: Parents and caregivers

DOMAIN: SOCIAL DETERMINANTS OF HEALTH

YEARS: 2025, 2026, 2027

STRATEGY	Foster K–12 school partnerships	Build/expand the community health worker program
HEALTH RELATED PRIORITIES	Access to good schools, Healthcare and health resources navigation	Healthcare and health resources navigation, Food access, Housing, Neighborhood conditions
ACTION(S)	1. Identify a list of existing K-12 school partnerships and any local schools not currently partnering with the Hospital 2. Work with school and school district leaders to identify opportunities for staff professional development 3. Work with City Office of Children and Families to support local community schools 4. Establish and maintain relationships with STEP teams and counselors in schools to support school climate 5. Increase the number of healthcare career exposure opportunities.	1. Deploy CHW to provide navigation services and serve as a health and social services liaison for eligible patients and their families in the following sites: Center for the Urban Child, Center for Children and Youth with Special Healthcare Needs, Adolescent Medicine, and St. Chris Care at Northeast Pediatrics 2. Train and deploy Vaccine Ambassadors through CHW program 3. Provide care coordination support to clinical teams
TARGET POPULATION	Children and families	Children and families
OUTCOMES	1. Number of school partnerships (new and existing) 2. Number of professional development hours delivered 3. Number of families supported in schools	1. Number of referrals to CHW pool 2. Number of patient outreaches 3. Number of community events attended
POTENTIAL PARTNERS	Internal: Community health workers, providers, health educators	Internal: Population Health Department, CHW Team, Primary Care Department
	External: School District of Philadelphia, Archdiocese of Philadelphia, Charter Schools, City of Philadelphia	External:

DOMAIN: ACCESS, NAVIGATION, AND PREVENTION

YEARS: 2025, 2026, 2027

National survey results indicate decreasing patient trust in healthcare institutions, especially among uninsured and minoritized communities, and concerns within the region are consistent with these findings. Some patients report feeling unheard and rushed by providers. Challenges navigating healthcare/health resources and barriers to accessing coordinated primary and specialty care can undermine trust when patients seek treatment instead at the emergency department and are met with poor communication, perceived biases, institutional barriers, racism, discrimination, and trauma.

Low representation of health care staff from the same backgrounds as the patient population and insufficiency of culturally and linguistically appropriate care are also regional concerns, resulting in language barriers (19.5% non-English-fluent in the service area), patients feeling uncomfortable discussing sensitive topics with their providers, more negative experiences, and worse health outcomes. These feelings were raised by numerous groups, including people of color, immigrants, people with disabilities, people with mental illness, people with substance addiction, and LGBTQ+ individuals. Additional obstacles to care access include high costs/insufficient insurance coverage (including dental), concerns about non-transparent healthcare costs (e.g., unexpected bills, copays), lack of transportation to appointments, delayed appointments, long wait times, and recent closures of regional hospitals and pharmacies.

Diminished trust and low access to care undermine prevention and management of chronic disease, resulting in missed opportunities for health education. Physical activity can have beneficial effects on chronic illness and mental health, but lack of access to physical activity, activities for youth, and awareness of resources are regional issues. Availability of free/low-cost

community gyms and recreation spaces were identified as unmet needs, as were access to outdoor recreational areas, such as parks, trails, and pools, and to health-promoting extracurricular activities for youth, such as summer camps, leadership programs, libraries, and STEM clubs. These needs were especially pronounced in underserved, urban neighborhoods in the region; 13% of community members reported that parks/activity spaces are rarely or never available.

Implementation Plan strategies for the Access, Navigation, and Prevention domain address a wide array of health-related priorities: trust and communication, racism and discrimination in health care, access to care (primary and specialty), healthcare and health resources navigation, chronic disease prevention and management, access to physical activity, culturally and linguistically appropriate services, lack of resources/knowledge of resources, and activities for youth. Actions planned include promoting good oral health through education, screening, and prevention; increasing availability for prescription medication pickup; and offering family planning services, screenings for sexually transmitted infections, lactation services, and trauma-focused therapies. Additional initiatives will focus on attracting and retaining a local workforce committed to and representative of the patient population in the region, including staff who speak languages other than English, and ensuring employees have cultural competency and antiviolence skills trainings. Objectives to strengthen relationships with community members include engaging and purchasing from local businesses and forging partnerships with schools and nonprofit organizations. Existing priorities that will continue include a Back-to-School Carnival that provides families with school supplies and draws health-promoting organizations from across the region as well as reinforcement of safety initiatives such as safe sleep and car seat safety.



DOMAIN: ACCESS, NAVIGATION, AND PREVENTION

YEARS: 2025, 2026, 2027

STRATEGY	Expand ambulatory pharmacist services	Engage Ronald McDonald Charities Dental Van
HEALTH RELATED PRIORITIES	Chronic disease prevention and management, Trust and communication, Access to care (primary and specialty)	Access to care (primary and specialty), Trust and communication, Chronic disease prevention and management
ACTION(S)	1. Engage medstoclinic program through ambulatory pharmacist 2. Increase hours for prescription and OTC medicine pickup through drivethrough options	1. Provide oral health education and prevention through the Diamonds and Pearls program and the My Babies Smile program 2. Leverage schoolbased dental screenings (K-12 and early childhood centers) 3. Implement a pediatric residency rotation for dental and medical residents
TARGET POPULATION	Children and families	Children and families
OUTCOMES	1. Number of families utilizing services in clinic/office 2. Number of families utilizing driveup pharmacy services	1. Number of children served 2. Number of families served 3. Number of participating schools and early childhood centers 4. Number of residents trained
POTENTIAL PARTNERS	Internal: Providers	Internal: Community Oral Health Initiatives (COHI), Dental
	External: Apple Pharmacy	External: Ronald McDonald House Charities, School District of Philadelphia, Corporate and Philanthropic Funders

DOMAIN: ACCESS, NAVIGATION, AND PREVENTION

YEARS: 2025, 2026, 2027

STRATEGY	Attract and retain local talent	Provide more comprehensive breastfeeding support
HEALTH RELATED PRIORITIES	Trust and communication, Racism and discrimination in health care, Culturally and linguistically appropriate services	Trust and communication, Healthcare and health resources navigation, Lack of resources/ knowledge of resources, Chronic disease prevention and management
ACTION(S)	1. Promote career opportunities and identify training needs through local workforce development organizations 2. Identify ways to engage current employees through retention initiatives 3. Ensure that local employees are aware of training and professional development opportunities	1. Distribute breastfeeding pumps in the NICU 2. Provide certified lactation services, training, or use of the breastfeeding room in Center for the Urban Child, NICU, and Northeast Pediatrics sites 3. Refer to City services including postpartum doula and lactation support 4. Promote the Pacify App to new parents 5. Participate in Black Breastfeeding Week events
TARGET POPULATION	Employees, staff, surrounding community	Caregivers, Infants
OUTCOMES	1. Number of local employees 2. Percentage increase in local employee retention 3. Number of nonprofit workforce development partnerships	1. Number of breastfeeding pumps distributed 2. Number of referrals to lactation services 3. Number of referrals to city of Philadelphia breastfeeding programs
POTENTIAL PARTNERS	Internal: Human Resources	Internal: NICU, Center for the Urban Child, Northeast Pediatrics
	External: Nonprofit workforce development providers	External: City of Philadelphia Health Department

DOMAIN: ACCESS, NAVIGATION, AND PREVENTION

YEARS: 2025, 2026, 2027

STRATEGY	Conduct HIV and STI screenings and education	Carry out employee violence prevention initiatives
HEALTH RELATED PRIORITIES	Trust and communication, Access to care (primary and specialty), Healthcare and health resources navigation	Trust and communication
ACTION(S)	1. Conduct HIV testing and STI screenings at community events 2. Provide education to schools via outreach through Adolescent Medicine 3. Place Adolescent Medicine staff in school building(s) 4. Provide HIV/AIDS treatment and related services to uninsured and underinsured community members in the Immunology Clinic	1. Continue multidisciplinary AntiViolence against Healthcare Workers Committee 2. Host staff meetings, train staff, solicit staff input and implement recommendations
TARGET POPULATION	Adolescents	Employees, staff
OUTCOMES	1. Number of HIV tests and STI screenings 2. Number of schoolbased partners 3. Number of patients served through the Ryan White Program	1. Number of staff meetings and trainings 2. Number of recommendations implemented
POTENTIAL PARTNERS	Internal: Adolescent Medicine, Immunology Clinic	Internal: Employees, Human Resources
	External: Drexel University, Ryan White HIV/AIDS Program, School District of Philadelphia	External:

DOMAIN: ACCESS, NAVIGATION, AND PREVENTION

YEARS: 2025, 2026, 2027

STRATEGY	Implement hospitalbased violence intervention program	Support neighborhood economic vitality
HEALTH RELATED PRIORITIES	Trust and communication, Racism and discrimination in health care, Healthcare and health resources navigation, Culturally and linguistically appropriate services	Trust and communication, Racism and discrimination in health care
ACTION(S)	1. Provide trauma-focused therapy, case management, and peer services to survivors of violent injuries through an integrated care model	1. Assess opportunities for local procurement in defined zip codes 2. Share lists of local vendors with employees and purchasers 3. Increase procurement with target number of local vendors annually
TARGET POPULATION	Children and families	Neighborhood businesses
OUTCOMES	1. Number of families supported	1. Number of local businesses identified for potential purchasing 2. Number of new businesses engaged by the hospital 3. Percentage increase in purchasing from local businesses
POTENTIAL PARTNERS	Internal: Emergency Department, Practices	Internal: Procurement
	External: Drexel Healing Hurt People	External: Drexel, Economy League PAGE, City Commerce Department, Chambers of Commerce, Commercial Corridors

DOMAIN: ACCESS, NAVIGATION, AND PREVENTION

YEARS: 2025, 2026, 2027

STRATEGY	Provide family planning services	Implement community health and prevention programming
HEALTH RELATED PRIORITIES	Access to care (primary and specialty), Trust and communication, Access to good schools	Trust and communication, Chronic disease prevention and management, Healthcare and health resources navigation, Culturally and linguistically appropriate services, Access to physical activity
ACTION(S)	1. Provide free family planning services in the Adolescent Medicine Clinic, Healthcare Resource Navigation 2. Operate a Health Resource Center (HRC) in Edison High School that provides education, testing, and prevention supplies	1. Host car seat and crib safety trainings 2. Host a Bike Rodeo at the Center for the Urban Child to promote bike safety 3. Host safe sleep education events 4. Provide Period of PURPLE Crying education to parents and caregivers to prevent abusive head trauma 5. Host BacktoSchool Carnival where food, school supplies, and health promotion information are distributed 6. Host Epilepsy Awareness Day to raise awareness and support 7. Host Juvenile Arthritis Awareness events 8. Encourage participation and host events for the Reach out and Read program
TARGET POPULATION	Children and families	Children and families
OUTCOMES	1. Number of families served	1. Number of education session attendees 2. Number of materials distributed (e.g., backpacks, bike helmets) 3. Number of events
POTENTIAL PARTNERS	Internal: Adolescent Medicine	Internal: Center for the Urban Child, Practices, Population Health
	External: Drexel, US Department of Health and Human Services	External: Drexel, faithbased institutions, schools, shelters, city parks and recreation, early childcare centers

DOMAIN: ACCESS, NAVIGATION, AND PREVENTION

YEARS: 2025, 2026, 2027

STRATEGY	Expand language access	Implement crosscultural efficacy curriculum
HEALTH RELATED PRIORITIES	Trust and communication, Culturally and linguistically appropriate services, Healthcare and health resources navigation, Racism and discrimination in health care	Trust and communication, Culturally and linguistically appropriate services, Racism and discrimination in health care
ACTION(S)	1. Continue to focus on hiring and retaining local staff who speak Spanish and other languages 2. Expand use of inperson and virtual language and interpretation services through technology 3. Implement community health worker training in conversational Spanish by Tower Health	1. Embed cultural competency skill building into resident training
TARGET POPULATION	Children and families with ESL or language interpretation needs, staff	Children and families
OUTCOMES	1. Number of families using language and interpretation services 2. Number of staff trained in language access tools	1. Number of residents trained
POTENTIAL PARTNERS	Internal: Employees, Human Resources, Community Health Workers	Internal: Medical and Dental Residents
	External: Tower Health	External: Drexel

DOMAIN: ACCESS, NAVIGATION, AND PREVENTION

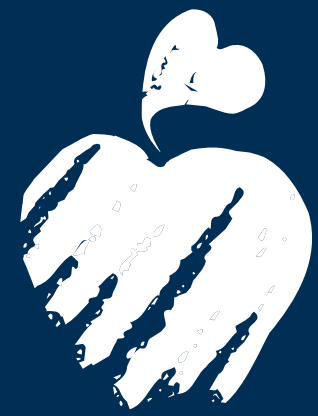
YEARS: 2025, 2026, 2027

STRATEGY	Strengthen K-12 school partnerships	Strengthen partnerships with youth-serving organizations
HEALTH RELATED PRIORITIES	Access to care (primary and specialty), Trust and communication, Healthcare and health resources navigation, Chronic disease prevention and management	Activities for youth, Access to physical activity, Trust and communication, Healthcare and health resources navigation, Chronic disease prevention and management
ACTION(S)	1. Identify a list of existing K-12 school partnerships and any local schools not currently partnering with the Hospital 2. Work with school and school district leaders to identify opportunities for staff professional development 3. Work with City Office of Children and Families to support local community schools 4. Establish and maintain relationships with STEP teams and counselors in schools to support school climate 5. Increase the number of prevention services offered in schools including vaccines and dental screenings 6. Work with School District of Philadelphia to promote vaccination requirements for kindergarten registration	1. Identify a list of existing out-of-school time partnerships with nonprofits and any local programs that are not currently partnering with the St. Christopher's. 2. Identify opportunities for partnership with City Parks and Recreation to support physical activity 3. Participate in communitybased outreach at local community partner sites to promote vaccinations and wellness checks 4. Promote opportunities for youth activities in clinics and at the hospital
TARGET POPULATION	Children and families	Children and families
OUTCOMES	1. Number of school partnerships (new and existing) 2. Number of professional development hours delivered 3. Number of families supported in schools 4. Number of services received by children	1. Number of nonprofit partnerships (new and existing) 2. Number of health promotion outreach events 3. Number of activities for youth within Hospital programming
POTENTIAL PARTNERS	Internal: Community Health Workers, Providers, Community Health Workers, Health Educators, Ronald McDonald Charities Dental Van, My Families Kitchen	Internal: Clinics and Practices, Community Health Workers, Ronald McDonald Charities Dental Van
	External: School District of Philadelphia, Archdiocese of Philadelphia, Charter Schools, City of Philadelphia	External: City Parks and Recreation, Philadelphia Youth Sports Collaborative, Local nonprofits, Nonprofit OST providers

DOMAIN: ACCESS, NAVIGATION, AND PREVENTION

YEARS: 2025, 2026, 2027

STRATEGY	Develop a cardiology prevention program
HEALTH RELATED PRIORITIES	Healthcare and health resources navigation, Chronic disease prevention and management
ACTION(S)	1. Create a multidisciplinary cardiac prevention program
TARGET POPULATION	Children and families
OUTCOMES	1. Templates created 2. Staffing with dietitian and sports physiologist to provide exercise and meal plans 3. Number of patients enrolled in program
POTENTIAL PARTNERS	Internal: Cardiology
	External:



St. Christopher's
Hospital for Children

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