

Bridging Health Care Gaps

We Help Kids Stay Healthy and Safe

2018 – 2019

Child Health Advocacy and Outreach
Report to the Community

Children's
HOSPITAL • ST. LOUIS
BJC HealthCare
Guardians of Childhood™



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Our Values

As a health care innovator, St. Louis Children's Hospital (SLCH) has long committed to improving the health and safety of communities through extensive and aggressive initiatives conducted outside the hospital setting. It is this bedrock of community outreach programming, supported by BJC HealthCare and generous donors to St. Louis Children's Hospital Foundation, that has impacted the lives of well over 100,000 children since the 1990s. In fact, BJC HealthCare named Community Health Improvement as one of four long-term, system-wide strategic priorities in 2019.

Community programming at SLCH is housed within the department of Child Health Advocacy and Outreach (CHAO). Programs are evidence-based or deemed as effective practices, and meet rigorous standards of the Healthy Communities Institute, which is a nationally-recognized evaluation organization. Programming is guided by a comprehensive community health needs assessment that is conducted every three years and include measurable diversity and inclusion goals.

The hospital system has committed resources to address the plight of youth as it relates to violence.

And the Washington University Transgender Center at St. Louis Children's Hospital was recently opened to address a young person's unique challenges when they identify as a gender different from the sex they were assigned at birth.

These are just some of the services that complement the spectrum of CHAO programs and services as outlined in this biennial report. Providing quality, effective community outreach and programming is an important part of our commitment and mission to do what's right for children, their families and our region.

To view the most recent community health needs assessment, visit the St. Louis Children's Hospital website at:

<https://www.stlouischildrens.org/chna>





Bridge to Care

We're Taking It to the Kids

As one of the top-ranked children's hospitals in the country, St. Louis Children's Hospital goes beyond offering inpatient and outpatient medical care. It takes services directly to kids through a portfolio of **Healthy Kids** programs. The **Healthy Kids Express™** and **Healthy Kids Healthy Minds™** community outreach services help ensure all children have access to quality health care and address medical barriers that affect school attendance and learning.

Healthy Kids Express (HKE) is the first dedicated pediatric mobile health program in the St. Louis area, providing health care services to underserved children and teens. About 20,000 young people are seen each year on one of three mobile health vans for dental, asthma or preventive care.

Healthy Kids Express Asthma

Asthma care repeatedly ranks high as a community need for children, youth and families. To address this demand, the asthma program provides comprehensive asthma clinic visits and education to students and parents in medically underserved populations. During these visits, education, equipment and asthma coaching may be provided.

During the 2018-2019 school year, HKE concluded a three-year service cycle in five of its 14 partnering schools. It provided training to ensure sustainable practices for locations that would no longer receive direct services. Based on needs assessments, five new schools in the Jennings, Ritenour and Meramec Valley school districts were identified for services. To help address additional service gap areas for program participants and their families, the team was expanded to include a community health worker to assist with identifying social service and employment opportunities.

In 2018, HKE Asthma won two prestigious awards for improving community health. The program received the American Hospital Associations NOVA award, which recognizes outstanding collaborations by hospitals and health systems for improving community health. It also earned the Asthma and Allergy Foundation of America, St. Louis Chapter Orchid Award for its effectiveness. In 2019, an HKE nurse practitioner received the American Academy of Allergy, Asthma & Immunology Allied Health Professions Recognition Award for her lifetime of helping to improve asthma in children, and another won the Nancy A. Ross award from SLCH for asthma research. The team published an article in Allergy & Asthma Proceedings titled "Effects of a School-Based Asthma Clinic on Asthma Outcomes."

In January 2019, Cigna, a global health service company and HKE funder, selected an HKE asthma patient to serve as an ambassador for its Walt Disney World® Marathon Weekend. The asthma team and patient were one of only six families to participate from across the country. When "Jason" first entered the program, his asthma was out of control and he could not run or play. Because of his work with the HKE asthma coaching team, he has been able to control his asthma symptoms and was able to run the 5K marathon.

During the 2019-2020 school year, Healthy Kids implemented a pilot school-based virtual care program at two schools in the Hazelwood School District. This program provides virtual specialty asthma care as well as behavioral health counseling services to students. As the pilot is evaluated, services will be expanded to other schools and districts.

26.4% of students improved their inhaler technique during the 2018-19 school year.

475 of 795 students diagnosed were enrolled in the HKE asthma program during the 2018-19 school year.

Healthy Kids Express Dental

Tooth decay is one of the most common chronic diseases in children ages 6-19. Dental care is continually identified as a top need in underserved communities. Through HKE, access to dental care diminishes health disparities in the communities served. The program provides dental education, cleanings, fluoride treatments, exams, x-rays and restorative care. In 2018, to address the 41 percent dental fail rate among children seen in the St. Louis region, the team expanded delivery to a greater number of middle- and high-school students, as identified by a community needs assessment. By engaging in innovative practices, such as the use of iPads to assess patient anxiety and knowledge, the dental program was able to complete 2,111 educational lessons on nutrition, injury prevention and oral hygiene.

HKE Dental donated more than 300 hygiene bags that included toothbrushes, toothpaste and dental floss to the Saint Louis Public Schools. Additionally, the team increased collaborations with social service providers to better address clients' ongoing challenges with insurance coverage and connections to community-based dental providers. This limited access to dental insurance also accounted for a noted increase in the number of self-referrals through the HKE central phone and email accounts. Partnerships to provide services to clients with limited English proficiency continued; this encompassed approximately 15 percent of dental patients seen in 2018. Overall, by implementing targeted efforts for timely follow-up appointments, a noticeable difference of 83.2 percent of children who failed screenings were able to complete restorative care within one year of initial diagnosis.

In the fall of 2019, HKE acquired a new mobile dental unit through a generous donor to St. Louis Children's Hospital Foundation. The updated design expands services from two to three operatories. The open space concept will allow for a streamlined service process, thus fostering greater efficiencies and enhanced patient care.

83.2%

of children who failed screenings were able to complete restorative care within one year of initial diagnosis.



300 hygiene bags were provided to Saint Louis Public Schools.



Healthy Kids Express Screenings

Back-to-school is an exciting time. One generally thinks of gathering the necessary pencils, paper, notebooks and other school supplies when a new school year approaches. School supplies are an important part of preparing to start school. However, even more important are a student's physical health and wellbeing. The Center for Disease Control notes that about 11 million Americans over age 12 need vision correction. Hearing and vision screenings can head off problems that may have a negative impact on language and speech development, as well as academic performance. Additionally, screenings monitor growth to assure students are developing as expected and collect information that can be helpful to a child's health care provider.

The Healthy Kids Express Screening program coordinates with students' primary care providers and encourages provider follow-up care and checkups. When no primary provider is identified, assistance is available to locate a community health center or other setting of choice.

Screenings help break down social determinants of health factors and keep students in school, out of the emergency room or hospital, sleeping well and able to exercise and play without limitations. The goal is to catch any problems early.

The Screening program identifies barriers to learning through:

- Hearing screenings
- Vision screenings
- Anemia screenings
- Lead screenings
- Administration of immunizations required for school attendance

11,744

children were served and **56,527 screenings** were provided at schools and early childhood facilities during 2018. HKE Screenings evaluated 1,732 immunization records and provided 388 children with 1,410 immunizations.

Healthy Kids Healthy Minds

The National Survey of Children with Special Health Care Needs has determined that 11.2 million children in the U.S. are at risk for chronic physical, developmental, behavioral or emotional conditions.

Children with unmet health needs have a difficult time engaging in the educational process. Healthy Kids Healthy Minds (HKHM) launched in 2017 with the hiring of four school nurses to address students' unmet health needs in four Saint Louis Public Schools. In February the following year, the team expanded to include four behavioral health therapists and a trauma-informed care trainer. Teams were assigned to Pierre Laclède, Hodgen, Lexington and Woodward elementary schools. Each child's needs are assessed by a team comprised of the student, parent, health care provider and school staff to reduce learning barriers and increase graduation rates.

HKHM services include:

- Identifying and providing case management of students' chronic health care needs (e.g., diabetes, asthma, life threatening food allergies, sickle cell disease)
- Providing parents with referrals and health care resources
- Offering trauma-informed care training for school staff members
- Providing individual, group and family therapy for students who exhibit chronic behavioral and emotional needs

During the 2018-2019 school year, behavioral health therapists served 98 students and provided 1,029 individual therapy sessions. Each student worked on individual therapy goals; 83 percent of those goals were partially met or fully met by the end of the school year. Nurses averaged 30 clinic visits each day and achieved a 95.5 percent return-to-class rate. HKHM introduced several initiatives in the schools, including The Biggest Loser Wellness Challenge, after-school aerobic sessions, a chess club and staff training on Restorative Justice.

In 2019-2020, HKHM expanded to four St. Louis charter schools with the launch of an HKHM "bridge" program that provides subsidized services to schools for the first three years of partnership. Providing subsidized services during the critical start-up years allows schools the time to build a financial bridge to secure long-term, sustainable funding to support the services full time starting in year four.

98 students were served and **1,029 individual therapy** sessions were provided.



30

clinic visits were provided on average each day by nurses.



Healthy Kids–Washington University Diabetes Partnership

According to the Missouri Department of Health and Senior Services, a substantial surge in emergency room visits for diabetes were reported in 2016. In 2019, Healthy Kids announced a partnership with Washington University, the Division of Endocrinology and Diabetes at St. Louis Children’s Hospital and Christian Hospital to address the surge in diabetes emergencies.

The diabetes collaborative will be designed to decrease hospital admission rates, diabetic emergencies and improve self-management through education and direct care to students in school or at home. As an early pilot, HKHM began home visits and hosted educational support group meetings in the community in 2019.

The collaborative will have an official launch in 2020.

2018-19 Healthy Kids Healthy Minds Clinic Visits

Woodward	3,243
Hodgen	4,186
Laclede	4,006
Lexington	2,717

99 percent of Healthy Kids Healthy Minds schools reported immunization compliance.





Bridge to **Health Equity**

We Start and End **with the Family**

Healthy babies and a family unit with greater access to resources ensures everyone can enjoy a healthier, more viable and more equitable region in which to thrive.

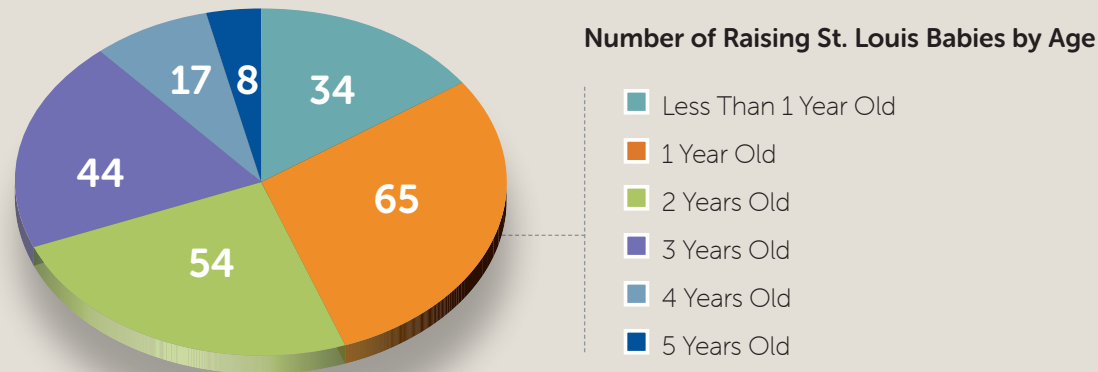
Raising St. Louis

St. Louis Children's Hospital's mission to "do what is right for children" is the driving principle behind Raising St. Louis' goals to reduce infant mortality, prematurity and low birth weights, and improve the quality of life for children and their families. It addresses social determinants of health in 22 zip codes located in St. Louis City and North St. Louis County. Any woman or family who lives within the identified zip code areas and is pregnant, or has a child up to age 4, is eligible to participate, at zero cost to the participant. In its five years, the program has grown from 50 moms enrolled in 2014, to 482 by the end of 2019. Data also show that infant mortality and low birth weight rates have decreased among program participants over the life of the program.

Nurses for Newborns provides in-home health care visits and parental guidance. Parents as Teachers-certified parent educators assess each family's needs and implement a range of services that include child development, along with individual and family goal-setting.

In 2018, Raising St. Louis opened its first Community Hub as a way to reach more community members with services. A new service line of community health workers uses the hubs to host a range of activities and services, from family visits to events tailored to meet surrounding community member's needs, and to introduce agencies that provide various social services. Hub events are open to all area residents.

Raising St. Louis offers monthly parent support group meetings called Family Connections, where clients connect with other parents and receive help with navigating health and social services. A new men's engagement initiative offers current and potential fathers growth and development opportunities. Men of Resilience, Power and Honor or MORPH is based on 24/7 DADS, a national evidence-based curriculum. The initiative has hosted barbershop tours, locker room chats and other events specific to men's interests and needs. In 2020, a new mother's support group will be launched at community hub locations.



Raising St. Louis program 2018-19 highlights:

As a result of collaborations with faith-based organizations and community partners, the program provided 279 families with Parents as Teachers services, influencing the lives of 388 children.

In July 2019, Raising St. Louis (RSTL) held its first graduation ceremony and reception celebrating families who completed the program and children turning age 5.

37% of RSTL clients (424) were referred by Barnes-Jewish Hospital (BJH).

119 RSTL babies were born and 45% of those were born at BJH (as reported through Nurses for Newborns).

261 children per month were seen by parent educators. Most (51%) of the children in RSTL are less than 2 years old.





Bridge to **Diversity, Equity and Inclusion**

We're Committed to **Caring for All**

St. Louis Children's Hospital (SLCH) is a national leader in pediatric health that treats patients from across the St. Louis region and more than 80 countries. To serve diverse populations, the hospital has committed to a comprehensive diversity, equity and inclusion plan (DEI), which is central to its goal of providing equitable, accessible health care for all patients. The Child Health Advocacy and Outreach department manages the hospital's DEI initiatives through education, trainings, data analysis and consultation to help reduce disparities in the health care system around many identities of diversity, particularly race.

There are four areas of concentration for impacting diversity, equity and inclusion goals: Workforce, Health Disparities, Patient Satisfaction and Cultural Competency.

2018-19 highlights include the following:

Workforce Diversity

By creating more inclusive teams of providers, the SLCH workforce will be more reflective of the communities we serve, providing better patient experiences and higher quality care, which in turn better serves the community and closes gaps, especially those experienced along racial lines.

Diversity in the workplace includes setting hiring goals. Our partners in Human Resources and Talent Acquisition formed aggressive targets for improvement. In both 2018 and 2019, the recruitment team met its goals for a more diverse nursing workforce, and hospital leaders monitored progress on a monthly basis.

Retention is as important as recruitment. The BJC Connections groups support retention, community outreach and engagement, providing opportunities for team members to network and form social associations. The groups are: Blended Connections (people of color), Disability, Diverse Nurses, Global Connections, Spectra (LGBTQ+), Veterans, Women's and Young Professionals.

The Campus Council on Equity and Inclusion provides opportunities for staff to engage in DEI work, promoting inclusion, retention and engagement. One subcommittee focuses on analysis of human resources policies through a racial equity lens, as recommended by the Ferguson Commission report. Another subcommittee promotes "Humans of BJC" as a campaign of acceptance and inclusion. A third subcommittee plans and promotes a week-long series of "Diversity Week" events during the month of September each year on the campus. And a partnership with Washington University School of Medicine led to the creation of the Taskforce on Teamwork and Cultural Competence (T2C2), which has focused on teamwork and respect across multi-disciplinary providers.

Health Disparities

SLCH was one of the inaugural signers of the American Hospital Association Health Equity pledge in 2015. One of the promises of the pledge was to disaggregate outcomes data by race and other factors, to bring health care disparities to light. BJC first piloted a disparities dashboard developed internally, but in 2018 adopted the commercial dashboard that is included monthly with other quality indicators through Vizient.

The Human Rights Commission ranked SLCH as Top Performer in its Health Equity Index survey that evaluates health care facilities' policies and practices related to the equity and inclusion of LGBTQ patients, visitors and employees. SLCH was one of only two hospitals in the St. Louis region to be highlighted in this survey.

Patient Satisfaction

In collaboration with human resources, organizational development and family partners, the DEI team is actively working to create an easily accessible patient experience data dashboard related to racial disparities. These data will enable leaders to create actionable strategies that improve the patient and family experience, as well as ensure equity.

Cultural Competency

In 2019, the DEI team began developing a strategic plan, outlining what each staff member and leader should know and do as it relates to cultural competence. Cultural competence advances with intentional professional development that begins with basic knowledge and awareness, and advances in applying an equity lens to systems, policies and procedures. It advances to working in interdisciplinary teams to support unit leadership for increased long-term inclusion goals. This planning will allow the hospital to be more proactive than reactive. Significant recent accomplishments include:

- Training for leaders was held throughout the year and at leader retreats. Over 90% of leaders completed a poverty simulation, a community tour focused on social determinants of health, and a training on micro-aggressions.
- DEI coaching and leader development, along with a training plan, was initiated for specific departments.
- Education and training objectives were drafted to more clearly define cultural competency and expected behaviors for leaders.
- 100% of new hires participated in cultural competence training, amounting to four hours (one-third) of new employee orientation.
- A quarterly Reel Talk film series continued for internal and external audiences. The series, in its third year, involves a public showing of films to provide a framework for a panel discussion on issues of diversity, equity and inclusion.

Transgender Center

The hospital system is committed to making every patient feel heard and valued through gender-affirming care.

In August 2017, the Washington University Transgender Center at St. Louis Children's Hospital opened. It offers the only multidisciplinary care available to children and adolescents in the St. Louis region who identify as a gender different from the sex they were assigned at birth. Through the center, transgender youth receive the most advanced treatment and therapy based on current research and practice needed to help them navigate decisions that will affect their well-being throughout their lives.



100%
of new hires
participated in
cultural
competence
training.





Bridge to **Better Health and Safety**

We Promote **Excellent Care**

"I'm finally able to do something to help people ... I hope to do more community service in the future. Thank you for giving me this opportunity to **help my community.**"

– Bethany (Teen Outreach Program Student)

Teen Outreach Program

The Teen Outreach Program® (TOP) promotes the development of adolescents through a combination of engaging curriculum and community service learning. It is an evidence-based program supported by trained facilitators, and gives teens essential tools to lead successful lives and contribute to building strong communities. Specifically designed for sixth- to twelfth-grade students, TOP is nationally recognized as a program that delivers real results.

Teens meet weekly throughout the school year with TOP facilitators for lessons on emotion management, problem solving, decision making, goal setting, health and wellness, self-understanding, empathy, communication, healthy relationships and community involvement. They engage in service projects throughout the year, which help build life skills, confidence and a connection to their communities. As a result of the curriculum and community service, teens are better able to navigate challenges during their teenage years – and are more capable of making critical decisions about their lives.

The 2017-18 school year marked the third year of the program in which 605 students in 24 TOP clubs were served; those students provided 10,688 hours of community service.

In 2018-19, St. Louis Children’s Hospital acquired an additional partnering school. TOP served more than 700 middle school students in 31 TOP clubs; students provided 13,825 hours of community service.

In 2019-20, TOP served more than 800 students in 34 TOP clubs and expects to complete 15,000 community service hours by the end of the 2019-20 school year.

TOP Club	2018	2019	Total
Student Encounters	16,901	24,240	41,141

35,000

hours of service in the St. Louis community have been provided by TOP club students since its 2015 inception.



Head to Toe

Overweight and obese children are more likely to stay obese into adulthood and develop diseases like diabetes and cardiovascular diseases at a younger age. The good news is that combating childhood obesity can be fun and engaging through the Head to Toe intervention program for kids and teens, ages 8 to 17, and their families. Its 17 sessions are highly interactive and include fitness, nutrition and social well-being classes that focus on adopting healthier lifestyles through goal-setting, daily exercise and proper nutrition. Participants are referred by physicians, word-of-mouth and through the Healthy Start weight management clinic at St. Louis Children’s Hospital. The BJC Total Rewards program for hospital employees also offers participation as a benefit.

The program is facilitated by a registered dietitian, a licensed social worker and an exercise specialist. Each week, one of these three disciplines is taught. In social work classes, topics include family communication, body image, media literacy, stress and coping skills. Patients learn about portion size, reading nutrition labels and eating away from home in the nutrition classes. And the exercise classes include such topics as energy balance, aerobic exercise, strength training and flexibility.

During 2018-2019, 84 youth from 66 families participated in Head to Toe sessions at the St. Louis location. Program staff had more than 3,400 encounters with participants and families. Overall, participants increased their knowledge by approximately 12 percent; 54 percent improved their fitness scores; 68 percent had an increase in self-esteem and 65 percent improved nutrition behaviors as demonstrated by pre- and post-tests.

Head to Toe has increased healthy lifestyle knowledge and skills among program participants and their families. A readiness-to-change assessment and a behavior assessment show that even through a short-term program, lifestyle changes begin. These changes in Head to Toe participants provide a foundation for building a healthy future.

Head to Toe is deemed an evidence-based program by Healthy Communities Institute, a national organization that reviews and certifies that public health programs meet national, evidence-based practices and standards. In 2018, the evidence-based categories met by Head to Toe expanded to include mental health and mental disorders.

Affiliates replicating the program in 2018 and 2019 were Progress West Hospital in O’Fallon, Missouri and Cerner Medical in Kansas City.



84
youths participated in Head to Toe sessions at the St. Louis location.





Safety Street

The goal of Safety Street is to reduce the number of injuries and fatalities in the community by educating kids on how to safely navigate their environment. The program provides an evidence-based interactive learning initiative for children, kindergarten through fifth grade. Using a life-sized cityscape module that is assembled at a demonstration school or community site, children are able to navigate through potential street hazards in a safe, controlled environment. They receive safety education instruction and practice specific navigation behaviors for pedestrian safety, stray animal and stranger danger, water hazards, home and playground safety, and car or trunk hazards. In other settings, children engage with a life-sized board game, SafetyLand, to learn safety practices.

During 2018 -2019, Safety Street was conducted during four community events and SafetyLand was provided at eight school or community health fairs, reaching more than 3,300 individuals with education on injury prevention behaviors.

Safety Stop

Accidents and unintentional injuries are by far the leading cause of death of children in the United States. Motor vehicle crashes top the list.. Alarmingly, accidental sudden unexplained infant deaths affect black babies at three times the rate of white babies in St. Louis. Safety Stop is a free service that educates parents and caregivers about car seat, helmet, home and sleep safety for young children. Certified safety technicians provide hands-on education for conventional and special-needs car seats, as well as bicycle helmets, home and sleep safety products, teaching parents how to install and use equipment correctly. Parents and caregivers learn about the risk of leaving a child alone in a car through the Sophie’s KISS program. Through this evidence-based program, 1,061 memory devices were distributed to help reduce this risk in 2018-2019.

The safe sleep education component was added in 2018 to help reduce sleep-related infant deaths in the St. Louis area. During 2018-2019, 202 safe sleep consultations were provided to inpatient and community families. In addition, 108 portable cribs were donated or provided at a reduced cost to families in need.

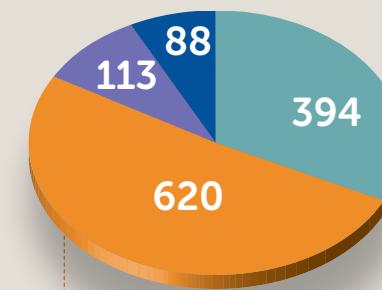
By the end of 2019, all Safety Stop staff were trained to assist children with special health care and transportation needs. Through 2018-2019, staff provided 199 consultations for children with special health care and transportation needs.

In 2018, Safety Stop was able to deliver child passenger safety education in the community through a grant from Buckle Up for Life, a national child passenger safety program from Toyota and Cincinnati Children’s Hospital. As a result, 242 people were educated and 168 families in underserved communities received free car seats.

Car Seat Consultations	2018	2019	Total
Total car seat consultations	1,581	1,547	3,128
Special needs consultations	97	102	199

Sophie’s KISS	2018	2019	Total
Memory device distribution	512	549	1,061
Safe sleep consultations	94	108	202
Cribettes donated or provided at reduced cost	32	76	108

Car Seats Distributed 2018-2019



- Sold at cost to anyone with a Safety Stop appointment
- Given for free or at reduced cost to St. Louis Children’s Hospital patients
- Given for free through community partnerships
- Loaned to children with special health care needs



We're attacking **the Cycle of Violence**

The hospital system is leading a multi-faceted approach to reduce the alarming escalation of violence in St. Louis that is marked by 2,537 aggravated assaults with a gun in 2019, an 8.8 percent increase over 2,332 incidents in 2018. And in 2019, there was a 4.3 percent increase in the city's homicide rate.

Addressing Trauma Outside the Hospital Setting

FBI statistics rank St. Louis among the most violent U.S. cities in the nation and it has maintained one of the highest homicide rates for several years. St. Louis Children's Hospital's Emergency Department (ED) treats approximately 250 children each year due to violence.

The hospital provides for the health care needs of children, from infancy to adolescence, and advocates on behalf of children and families. As an advocate, the hospital educates health care providers on social determinants of health and has implemented a multi-faceted approach in which the health care system can affect the cycle of violence.

Victims of Violence/Life Outside Violence

The Victims of Violence program seeks to curb the reoccurrence of violence in the lives of children, ages 8-19 years old, who have been shot, stabbed or assaulted, or involved in domestic violence. Each child who comes to the ED because of an act of violence is offered a mentor who will work with each family to identify and develop goals and treatment plans that address underlying conditions that led to the emergency visit. The program partners with community social service resources, as well as city and county police departments, family courts, school districts and school social workers. Since its inception in 2014, the program has served more than 200 patients; 101 patients have successfully completed the program and achieved their goals.

In 2018, Life Outside Violence, a citywide project to reduce gun violence was launched. It is the first in the nation to incorporate three research universities and four area hospitals to help those harmed by stabbing, gunshot or assault receive the treatment, support and community resources they need to find alternatives to end the cycle of violence in their lives.

Backed by the Washington University Institute of Public Health, the program is modeled after the Victims of Violence mentor model and was expanded to adult hospitals to test the intervention. A case manager works with each patient and their families to provide comprehensive services to address the conditions that led to the ED visit. Like the SLCH Victims of Violence program, early results of the Life Outside Violence program are showing promising results of reducing recidivism in violent injuries.

Community and Faith Advisory Board Members

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*President and CEO
Community Health-
In-Partnership Services
(CHIPS)*

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Barbara Bowman

*Vice President – Controller
Urban League of
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Wealth Protection Advisors*

Kathy Hall

*Program Support Coordinator and
Adjunct Technical Assistant, FACE
Parents As Teachers*

Steven Harris

*Partner
Rubin Brown*

Ghazala Hayat, MD

*St. Louis University Hospital
Islamic Foundation of
Greater St. Louis*

Titus Irving

*Pastor
Greater St. Paul MB Church*

Bob LaPlante

*Children's Pastor
Family & Community Specialist
Saint Louis Public Schools*

Kenneth Mares, Ph.D.

*Director, Students and Teachers
as Research Scientist Program
University of Missouri-St. Louis*

Beth Damsgaard-Rodriguez

*CEO and Interfaith Consultant
Interfaith Quest*

Jennifer Strayhorn

*Minister of Christian Education
West Side Missionary
Baptist Church*

Amy Tiemeier

*Director, Community Partnerships
and Associate Director, Experiential
Education and Associate Professor,
Pharmacy Practice
St. Louis College of Pharmacy*

Cherri Tillis

*Executive Vice President/
Chief Operating Officer
Fathers Support Center St. Louis*

Ron Tompkins

*Chief Nursing Officer
Nurses For Newborns*

Wilma Wells

*Retired
Danforth Foundation*

Cynthia Williams

*Assistant Dean for Community
Partnerships, Social Work
Administration
Washington University*

Keith Willis

*Director of Sales and Marketing
Who's Who Diversity In Color*

John Wright

*Retired
Saint Louis Public Schools*



Child Health Advocacy and Outreach is engaged
in the community throughout the year.



Guardians of Childhood™

StLouisChildrens.org

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 [raisingstl/](https://www.facebook.com/raisingstl/)

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St. Louis Children's Hospital
One Children's Place
St. Louis, Missouri 63110