



Michael Fisher  
President, CEO

August 8, 2017

**Via E-mail and Hand Delivery**

Honorable John Cranley  
Councilman Kevin Flynn  
Councilman David Mann  
Councilwoman Amy Murray  
Councilman Christopher Seelbach  
Councilwoman Yvette Simpson  
Councilman P.G. Sittenfeld  
Councilman Christopher Smitherman  
Councilman Charles Winburn  
Councilman Wendell Young  
801 Plum Street  
Cincinnati, Ohio 45201

Dear Mayor Cranley and Members of Council:

Cincinnati Children's has called Cincinnati our home for over 130 years and we are very proud to do so. In that context, we thank you for the thoughtful conversations over the past year regarding our proposed clinical expansion project. We value the support that many of you have provided. And while we appreciate the concerns expressed by some members of Council, we do not support the specific requirements the Motion introduced at the Neighborhoods Meeting yesterday would impose on Cincinnati Children's. We have been and will continue to be a good neighbor, partner and corporate citizen. Cincinnati Children's has not requested and is not receiving any City financial support on this project. The Motion was not raised in any previous session, came as a complete surprise, is highly disappointing, and is not acceptable.

Cincinnati Children's primary service area encompasses the eight counties surrounding Greater Cincinnati, including two in Kentucky and one in Indiana. Cincinnati Children's operates outpatient locations, mental health facilities, and an additional inpatient hospital and proton therapy center in a total of sixteen neighborhoods. Cincinnati Children's serves patients and families from hundreds of neighborhoods across our City, region, and neighboring states. We do this because we are Cincinnati Children's – it is our calling and our work.

Recent comments would suggest that Cincinnati Children's has not engaged with the Avondale community on the clinical expansion project. To the contrary, as we have discussed with many of you, and as documented in materials provided to the Planning Commission, Cincinnati Children's has been meeting with the Avondale Community about this project since 2014. See Attachment 1.

Cincinnati Children's also has had or attempted to have at least three separate meetings with each member of Council about this project. In addition to the individual meetings, we have participated in six community-wide meetings, three sponsored by Cincinnati Children's, and three sponsored by the City.

### **Commitment: Health Outcomes**

As previously shared with you and the community, Cincinnati Children's has and will continue to invest to improve the health of children. The vision of Cincinnati Children's is to be the leader in improving child health. In 2010 and 2015, Cincinnati Children's Board of Trustees updated its strategic plan and called out its commitment to the community, and specifically improving the health of the nearly 70,000 children in the City of Cincinnati.

- In 2013, Cincinnati Children's worked with community partners and launched Start Strong, a community based program aimed at reducing infant mortality. Between the years 2011-2015, infant mortality rates in Avondale fell from 20 infants for every 1,000 live births, to slightly more than 6 infants for every 1,000 live births. There has not been an extreme pre-term birth (birth before 28 weeks gestation) in Avondale since the 2<sup>nd</sup> quarter of 2014.
- Also in 2013, Neighborhood Health Care, a federally qualified health center (FQHC), ceased operations rather suddenly. In response, Cincinnati Children's immediately began providing staff to three school-based health centers in the City of Cincinnati, two of which are in Avondale (Rockdale and South Avondale). These school-based health centers are open 12 months of the year, not only for children who attend school there, but for all children in the neighborhood up to 18 years of age.
- In 2014, seeing a rise in preventable child injury, Cincinnati Children's trauma department undertook a prevention project to evaluate homes for safety issues. Cincinnati Children's employees provided and installed safety equipment to child-proof almost 300 homes in Avondale at no costs to residents.

Cincinnati Children's is committed to sustaining these types of efforts because it is the right thing to do to improve health outcomes.

### **Commitment: Providing Care Every Day to Kids in the Community**

Cincinnati Children's focuses our primary care efforts on families who lack access to care. Our Primary Care Clinic, located at the corner of Burnet and Northern Avenues in Avondale, saw more than 37,600 medical visits in fiscal year 2016; 85 percent of those visits were Medicaid eligible. Of those visits, more than 2,200 children reside in Avondale. This clinic is unique in its approach to patient care in the following ways:

- Open access walk-in (no appointment necessary) for sick care and for well care (e.g., flu vaccine, immunizations, and sports physicals).
- The clinic is staffed with a Community Liaison person whose primary function is to link families and parents of clinic patients to employment services, the FreeStore Foodbank and other community resources.
- Cincinnati Children's provides space and staffing to the Child-Help program, a ten-year partnership with Legal Aid, to assist patient families with housing and employment issues, and other legal needs. Over 400 families from Avondale have used this service since January 2009.

### **Commitment: Financial Investment in Avondale**

Cincinnati Children's has supported community redevelopment efforts in Uptown for more than ten years through its membership in and investments with the Uptown Consortium. In addition, as has been publicized, Cincinnati Children's made an unprecedented commitment to invest \$11.5M in the Avondale neighborhood over the next five years. \$1.5M of the \$11.5M has been designated for capacity building grants for Avondale based organizations. The first year of funding was distributed and recently evaluated by a diverse community engagement committee. The committee included residents of Avondale. Selected organizations were recommended for a second year of funding. The organizations include:

- **Avondale Community Council** - to work with the Avondale Youth Council to provide a safe place for teens in the community while giving back to their neighborhood.
- **Every Child Succeeds** - to support their home visitation work, reducing pre-term birth and strengthening brain development for children in their first three years of life.
- **Gabriel's Place** - to inspire and teach area residents to prepare healthier meals that include fresh, wholesome produce to a neighborhood that lacks a full-service grocery.
- **Avondale Community Development Corporation (ACDC)** - to leverage dollars to purchase and rehab homes that have been abandoned or fallen into severe disrepair.
- **Urban League** - to conduct job skills training for Avondale residents, preparing them for long-term, sustainable employment.

Cincinnati Children's has designated \$10M of the \$11.5M for community development in Avondale. The following projects are examples of this financial investment and recent support:

- **Avondale Home Improvement Program (AHIP) (\$500,000).** Cincinnati Children's worked with the Uptown Consortium and ACDC to create AHIP, a forgivable home loan program providing up to \$35,000 for Avondale owner-occupied homes in a specific geographic area around Rockdale School to Harvey Ave. Cincinnati Children's recently committed to provide an additional \$250,000 to fund Phase II, totaling \$500,000 committed to this homeownership program.
- **Hickory Townhomes (+\$1 million).** Cincinnati Children's partnered with Uptown Consortium to invest in the first market rate homes in Avondale in more than 20 years. An initial eight homes were built and all sold quickly. The decision was made to provide funding for an additional eight homes constituting Phase II. All of these homes also have been sold.
- **Avondale Town Center (\$500,000).** Cincinnati Children's has committed to provide funding to The Community Builder's and its project to redevelop the Avondale Town Center into a mixed-use project including 119 residential units and 75,000 square feet of retail space, including a shared goal of establishing a grocery store there.

#### **Commitment: Employment and Learning Opportunities**

Cincinnati Children's has a strong history of supporting workforce development and supplier diversity efforts. For the construction of the clinical expansion project, Cincinnati Children's and our general contractor partner Messer Construction have made the following commitments to minority spend and hiring:

- Diverse spending in construction and professional fees of eligible project costs to meet or exceed 30% MBE/ WBE.
- Hours worked by women, minorities, and/or minority women on design and construction team to meet or exceed 25%. This goal will be achieved in part through a program between Easter Seals, Messer Construction and Cincinnati Children's.
- Messer has committed to a goal of hiring 50 individuals from Uptown.

In addition to diversity and workforce development efforts, Cincinnati Children's invests in multiple career pipeline programs for students to encourage STEM studies and to provide young people with experiences in and exposure to the research and medical fields. These programs include:

- **Biomedical Research Internship for Minority Students (BRIMS)** - Minority students work full time with a research mentor to pursue a 9-week paid basic science, translational or clinical biomedical research project. The program includes weekly

networking luncheons and shadowing opportunities with minority faculty in several areas of the hospital -- from surgery to administration.

- **Summer Undergraduate Research Fellowship (SURF)** - High school and undergraduate students are provided with an opportunity to experience working in the laboratories of pediatric faculty. The program offers students access to faculty who cover all areas of pediatric medicine, including the study of developmental biology, congenital disorders, genetic diseases, cancer, cardiology, neurology and immunology.
- **Summer for Sickle Cell Science Program** – Provides minority students with outstanding training in cutting-edge science conducted to cultivate continued interest in research related to sickle cell disease. Students work full time in a lab for eight weeks during the summer.

Cincinnati Children's employees are generous with their time and talent and participate in numerous volunteer efforts, including the Adopt-a-Class program. Cincinnati Children's employees have adopted 18 classrooms across three schools, Rockdale Academy, South Avondale Elementary and Evanston Academy. Cincinnati Children's is the largest adopter of classrooms in the City of Cincinnati.

The programs, activities and financial investments listed above are a small sample of the many ways that Cincinnati Children's invests in the community, and specifically Avondale.

We provide care to every child that comes to us regardless of their family's ability to pay. We do this because it is our mission and what drives us. Some argue that we would be wise to build a new replacement hospital outside of the urban core, as other children's hospitals have done across the country. We believe that we best serve the medical needs of all children by making this investment in the City of Cincinnati.

We have been and will continue to be committed to being a good neighbor and a good partner. We do not support the proposed Motion first introduced at the Neighborhoods Committee. As a non-profit that already provides significant and substantial benefits to the communities we serve, it is not appropriate.

Sincerely,



Michael Fisher  
President and CEO

## Attachment G

**Cincinnati Children's Hospital Plans for Clinical Expansion**  
**Summary of Communications and Engagement**  
*Updated 5/31/17*

The following is a summary of organizations, partners and broad engagement strategies that were implemented as we created awareness and engagement regarding our plans for clinical expansion.

<b>Organization/Partners Communications</b>	<b>Leadership</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
Urban League	Donna Jones Baker		8/30/16	Yes*
Community Builder's Institute	Liz Blume	8/11/15		Yes*
The Community Builders	Terri Hamilton Brown	8/6/15		Yes*
LISC	Kathy Schwab	8/11/15	9/19/16	Yes*
Church of Living God	Pastor Ennis Tait		8/30/16 9/19/16	Yes*
Avondale Concerned Clergy	Pastor Ennis Tait	9/24/15	11/19/16	Yes*
Uptown Consortium	Beth Robinson	8/5/15	9/27/16	Yes*
Cincinnati Zoo	Thane Maynard		8/24/16	Yes*
Ronald McDonald House	Jennifer Goodin	8/5/15		Yes*
ACDC	Henry Brown	7/28/15	9/6/16	Yes*
Director, ACDC	Ozie Davis/Russ Harrison	3/23/15	9/16/16	Yes*
Cincinnati Public Schools	Mary Ronan		9/20/16	Yes*
Rockdale Elementary School	Principal Belinda Wallace	8/14/15	9/19/16	Yes*
CPS/South Avondale	Principal Mike Allison	8/14/15	9/21/16	Yes*
A29	Linda Thomas/Johnie Davis	8/25/15	9/21/16	Yes*
Stag's	De'Angelo Boynton		9/20/16	Yes*
ACC	Patricia Milton	7/28/15	9/6/16	Yes*
Cinti Health Dept	Noble Maseru, MD/ Marilyn Crumpton	8/13/15		Yes*
CAA	Gwen Robinson		9/30/16	Yes
Gabriel's Place	Trazana Staples			Yes
UC Health	Rick Lofgren/Christie Kuhns		8/30/16	Yes*
Interact for Health	Jim Schwab/O'Dell Owens			Yes*
Carmel Presbyterian Church	Reverend Murphy Ashley	8/11/15		Yes*
Zion Baptist Church			10/13/16	Yes*
African-American Chamber of Commerce			11/1/16	Yes*
<b>Broad Community Communications</b>				
<b>Organization</b>	<b>Communication/Engagement</b>	<b>2015 Dates</b>	<b>2016 Dates</b>	<b>2017 Dates</b>
Avondale Community Council	Presentations to Board and General Body	9/2/14 5/5/15	9/20/16 10/20/16	5/16/17

## Attachment G

	<i>*attended monthly meetings since 2013</i>	11/17/15		
Avondale Community Development Corporation (ACDC)	Presentation to Board and Red Committee (Real Estate Committee)		11/10/16 11/20/16	--
Parents in the Rockdale and South Avondale	Letters and Invitations Sent		For Community Information Sessions 1/26 and 2/23	Yes
Avondale Partnership Committee/Investment Committee	Presentations to Members	Michael Fisher – 8/2015	Community Development Committee – 9/19/16	Yes
Community Advisory Committee (CAC)				Yes
Avondale Concerned Clergy			9/24/15 11/19/16	Yes
Uptown Consortium			9/27/16	
General Avondale Residents/Community	Publications in Inside Avondale; Herald; Letters and Invitations to Community Information Sessions		ACC Meetings, Community Information Sessions	Yes
Residents in the Footprint and residents potentially needing to relocate	Erkenbrecher and Hearne  Letters to these residents may needing to relocate		Flyers, Mailings, Community Information Sessions at Rockdale (walking distance)	Yes
CCHMC Employees living in Avondale	Employee Residents living in 45229 (3 Information sessions)		12/13/16	1/11/17 2/6/17

Yes\* - Partners informed by letter about clinical expansion plans and invited to Community Information Sessions.

\*\* Note that Hospital Leadership has had other meetings with some community partners (not noted in the above table)

## Attachment G

### **OPEN COMMUNITY MEETINGS:**

Cincinnati Children's hosted the following open meetings to provide opportunities for the community to learn about plans for clinical expansion, provide input, ask questions, and talk with project staff.

*CCHMC Community Information Session I – January 26, 2017*

*CCHMC Community Information Session II – February 23, 2017*

*CCHMC Community Information Session III – April 11, 2017*

Cincinnati Children's was also available to answer questions at the following City meetings.

*City of Cincinnati Staff Conference I – March 16, 2017*

*City of Cincinnati Staff Conference II – May 4, 2017*

*City of Cincinnati Staff Conference III – May 24, 2017*

All meetings were hosted at Rockdale Academy which was a convenient location in the community. CCHMC provided mailing to property owners and residents within and beyond 400 sq. feet of the proposed expansion sites. These meetings were also advertised via flyers, media, public announcements, and community engagement.