



Children's National.

2025

Community Benefit Report



Welcome

For more than 155 years, Children's National has been at the forefront of pediatric innovation, delivering exceptional care and cutting-edge research, while maintaining a deep and sustained commitment to strong communities. We know that health issues can begin long before a child enters a hospital: Research shows that many of the factors influencing a child's health are found in the places where they live, learn and play. Neighborhood conditions, access to health resources and community support are critical factors that directly shape health outcomes for children and families. Many years of caring for children across the D.C., Maryland and Virginia region has shown us that access to clean, green spaces – such as parks – encourages physical activity, often leading to healthier outcomes for families. Conversely, neighborhoods with environmental hazards or poor infrastructure can contribute to chronic stress, limit outdoor play and reduce positive health outcomes for children and their families.

Our commitment to supporting children's health starts with the community. A community-centered approach allows us to support the full range of factors that influence a child's health, not only the care delivered in clinical settings. We do this work by building strong partnerships, listening to community voices and responding to the needs that matter most for children's well-being. This has helped shape programs and initiatives that activate pediatric support within communities, ensuring that children receive hands-on care before they ever reach our hospital.

This Community Benefit Report outlines key initiatives that demonstrate our ongoing commitment to making a positive impact.

Key Highlights:

- **Extending pediatric emergency expertise into the community** so children receive better care before they ever reach our hospital.
- **Equipping families, schools and community partners with support** that helps prevent emergencies and improve children's daily health, such as asthma education.
- **Helping parents and caregivers navigate mental health services** earlier and with greater confidence.

We are thrilled to launch our fifth Community Health Needs Assessment (CHNA) and Community Health Improvement Plan (CHIP). What sets this edition apart is how deeply it's rooted in both robust data and the authentic voices of our community members. We are focused on programs, broader community conditions and resources that give children the opportunity to live vibrant, healthy lives. That commitment is especially important for children and families in under-resourced communities, where strategic partnerships and sustained action can make the greatest difference. One thing is clear at Children's National: Kids are our everything. We remain committed to improving access to healthier opportunities, to ensure every child can thrive.



Michelle Riley-Brown

Michelle Riley-Brown, MHA, FACHE
President and
Chief Executive Officer



Jessica N. Menter

Jessica Menter, MPP
Vice President, Government, Board
and Community Relations

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Improving Child Opportunity Through Our Community Health Improvement Plan

After 155 years serving the children of Washington, D.C., Children's National knows that listening to the community and finding ways to meet the needs they identify can lead to improved health outcomes for kids.

Our Community Health Needs Assessment (CHNA) and Community Health Improvement Plan (CHIP) are one way we routinely identify neighborhood conditions and resources that help children in our community thrive. Required by federal law, the needs assessment collects and analyzes data to identify key health priorities. The improvement plan then outlines how the organization will address those needs.

Fiscal year 2025 marked the final year of activities within the 2022 to 2025 CHIP, as well as the launch of 2025 to 2028 CHIP cycle.

Final report: 2022 to 2025 Community Health Improvement Plan

The 2022 CHNA used the Child Opportunity Index, a framework of indicators related to healthy child development and long-term success, to measure and compare opportunity across neighborhoods in the hospital's primary service area. Through this process, Children's National identified 21

neighborhoods in Washington, D.C., and Prince George's County, Maryland, as priorities for focused improvement efforts. The assessment also identified four key priority areas, which informed the strategies outlined in the 2022 to 2025 CHIP. Workgroups then led implementation in each area.



The assessment identified **four key priority areas**, which informed the strategies outlined in the 2022 to 2025 Community Health Improvement Plan.



Early Childhood Education



Healthy Food



Health Insurance



Employment Rate

Workgroups led priority area accomplishments from 2022 to 2025

More than 100 Children's National team members volunteered for the workgroups that led meaningful work across the four priority areas, resulting in the following key accomplishments:



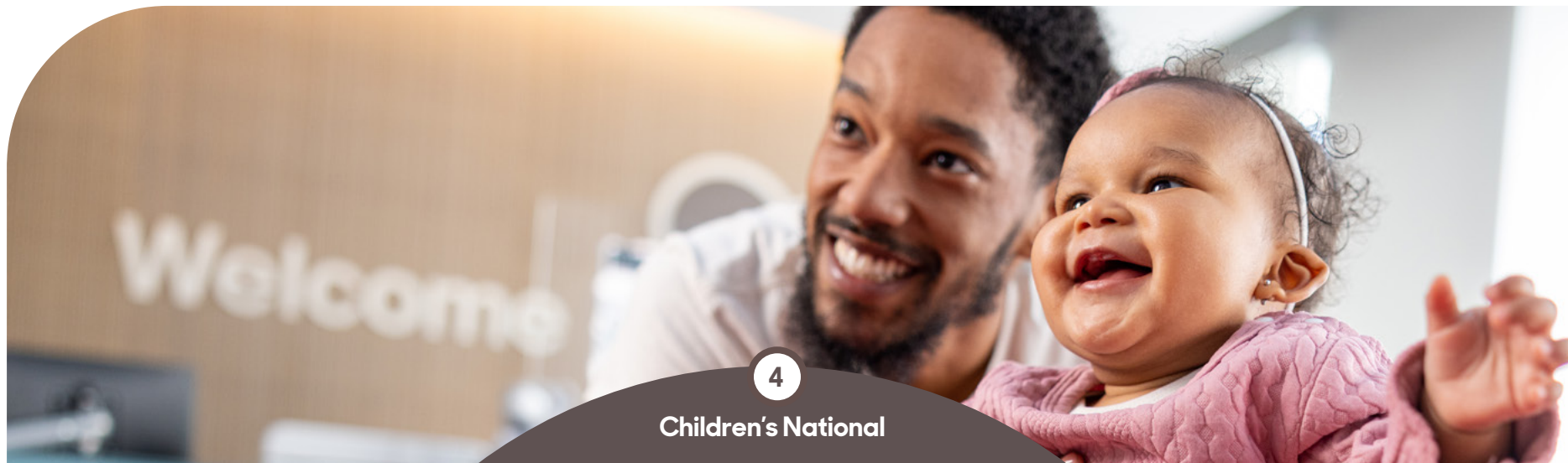
Early childhood education

- ✔ **Engaged community members, including 50 parents and early childhood education providers**, to gather input on provider training and more clear information-sharing for topics related to early childhood education.
- ✔ **Developed internal and public-facing web content and articles to expand awareness** of early childhood education opportunities, special education navigation, and medical and educational evaluations in early childhood.
- ✔ **Provided education and resources to more than 100 patients, staff and community partners** on the importance of reading at World Book Day's "Read Well, Live Well" event.
- ✔ **Partnered with Under 3 DC, DC Action and DC NEXT!** to advance childcare access, provider pay equity and early childhood mental health supports, contributing to funding for the DC Pay Equity Fund and Maryland's Therapeutic Child Care Grant Program.



Healthy food

- ✔ **Conducted landscape analyses and stakeholder mapping** to identify existing programs, assess gaps and strengthen current and potential partnerships.
- ✔ **Updated food resource listings, developed educational materials** for staff and families, and partnered with community organizations to increase awareness of and access to the FindHelp platform for local food and social service resources.
- ✔ **Testified and provided written comments on legislation in Maryland and the District of Columbia**, including bills related to early childhood education programs in certain high schools and the Universal Free School Meals Amendment.
- ✔ **Shared healthy food resources** at community events, including a summer food program kickoff hosted with D.C. Hunger Solutions at a Ward 7 elementary school that engaged over 100 attendees.





Health insurance

- ✔ **Identified programs, strengthened existing partnerships and explored future collaboration opportunities** through landscape analysis and stakeholder mapping.
- ✔ **Distributed 1,500 health insurance postcards** to WIC offices, within Food Pharmacy bags and community events to share information on Medicaid re-enrollment.
- ✔ **Developed a unique Secret Shopper research strategy** focused on children's mental health to identify barriers and opportunities to improve access for families.
- ✔ **Expanded access and awareness** in collaboration with CareFirst BlueCross BlueShield through the 2024 Pediatric Mental Health Summit, which engaged more than 200 stakeholders and the 2025 three-part mental health webinar series, which reached over 700 parents and caregivers ([see story that follows](#)).
- ✔ **Captured the perspectives of uninsured families** through a consumer experience survey.
- ✔ **Advocated for a better process for the next health care coverage** redetermination cycle so that families are protected from losing their coverage.
- ✔ **Provided testimony and advocacy** in Washington, D.C., and Maryland to expand access to health insurance and mental health services.



Employment

- ✔ **Supported community learning events** including Women and Girls in STEM and a Career Day at the International School in Prince George's County.
- ✔ **Provided professional development** for the Conway Nurse Pathfinders Program, an innovative program that supports aspiring nurses to pursue pediatric nursing careers.
- ✔ **Helped families of youth with disabilities** explore adult services and post-high school employment options through the Parent Navigator Program.
- ✔ **Supported the Youth Leadership Advisory Council** through resume reviews, professional development and sessions on connecting personal values to professional growth.
- ✔ **Collaborated with Talent Acquisition** to track community job fairs and employment outcomes.
- ✔ **Shared employment resources with more than 400 attendees** at area employment events hosted by Health Occupations Students of America (HOSA) and Four the Health of IT.
- ✔ **Launched and supported** the Patient Care Technician-to-Nurse training program.
- ✔ **Led Children's National's participation** on the board of DC HOSA Future Health Professionals.
- ✔ **Earned Disability Inclusion Index scores of 90** in FY24 and 100 in FY25.



Advocated for a better process for the next health care coverage redetermination cycle so that families are protected from losing their coverage.

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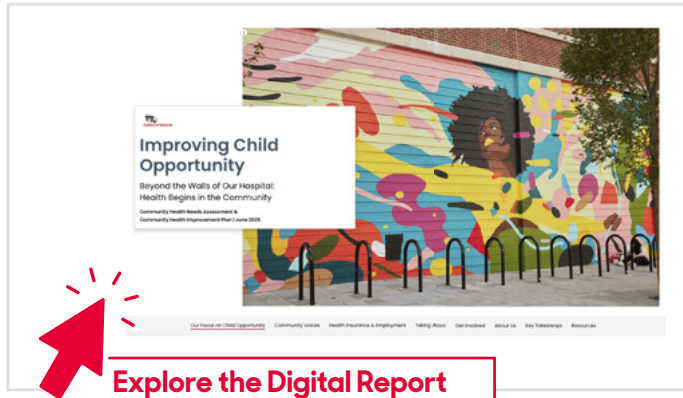
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What's next: Health begins in the community

As the 2022 to 2025 CHIP wrapped up activities, Children's National also launched the next cycle of our CHNA and CHIP, which draws significantly from our previous work. The latest CHIP builds on the 2022-2025 CHIP strategic framework while sharpening focus on two priority areas: health insurance coverage and employment.



A digital report, [Beyond the Walls of Our Hospital: Health Begins in the Community](#) outlines findings from the 2025 Community Health Needs Assessment and maps how the new Community Health Improvement Plan (2025 to 2028) will address these priorities.

As part of the new assessment, Children's National collected input from more than 415 community stakeholders and analyzed neighborhood data for 44 indicators within the Child Opportunity Index. The CHNA key findings in 2025 included:

- **Opportunity continues to vary widely** across local neighborhoods.
- **Continuous engagement of community voices is critical to success.**
- **Health insurance coverage and employment rates are now our focus**, reflecting both the tremendous need in these areas and where Children's National can most effectively drive sustainable change in alignment with the hospital's strategic goals.



Children's National collected input from more than **415 community stakeholders.**

Health insurance coverage and employment rates are now our focus.

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A strategic framework for the 2025 - 2028 CHIP

Three main tactics will now drive how we address the two priority areas:

- 1 Development of a signature program.
- 2 Increased representation in related community-wide initiatives.
- 3 Advocacy for policy changes.

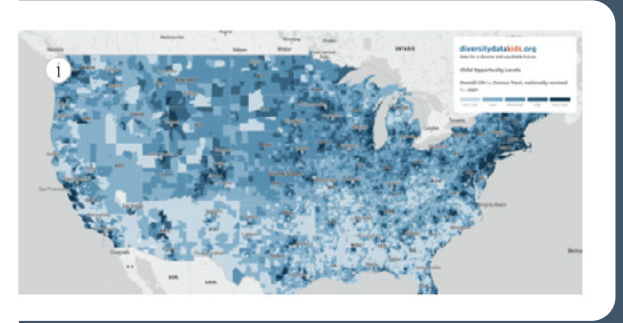
These tactics are designed to make measurable improvements in both health insurance coverage and employment rates in ways that strengthen the conditions affecting children's health and support better outcomes and opportunities for children across the community.

Measuring impact

Children's National will measure how our CHIP efforts contribute to an increase in health insurance and employment rates. We'll track progress using the Child Opportunity Index (COI), which gives us measurable data over time across neighborhoods.

Implementation of the CHIP began in summer 2025 with the launch of targeted initiatives and efforts to deepen partnerships. As the effort progresses over its three-year trajectory, programmatic reach will expand and the work will scale. Strategies will be refined over the life cycle of the CHIP through communication with community stakeholders and progress will be measured against the core measurement questions.

Throughout the life cycle of every CHNA and CHIP, Children's National maintains a steady focus on children and families across programs, engagements and activities. Residents, partners, policymakers and advocates are welcome to join this work to ensure that every child grows up in a community where they can thrive. Visit <https://www.childrensnational.org/in-the-community/child-health-advocacy-institute> or contact communitybenefit@childrensnational.org to participate.



We'll track progress using the **Child Opportunity Index (COI)**, which gives us measurable data over time across neighborhoods.



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IMPACT DC outreach supports families, the community and future health care providers

A program that began 25 years ago as a research intervention for children in the Children's National emergency department with an asthma exacerbation is now an evidence-driven, dynamic program that adapts to the community's needs. The program's leaders have deepened partnerships and community outreach for one reason: to improve the quality of life for children with asthma in the region so they can live healthier, longer lives.

Connecting families with resources they want and need

In fiscal year 2025, IMPACT DC completed 1,112 patient visits and connected 320 families with resources identified through IMPACT DC's family navigation program and virtual checklist. More than 900 patients receive the checklist every year. Families can identify the supports they want and need. The team then offers referrals to resources. In fiscal year 2025, 40 families received referrals for virtual home visits to identify asthma triggers, 30 families were referred for legal help from the Children's Law Center and eight were referred to resources related to homeownership issues. Many families also simply request access to a

website with resources by neighborhood or zip code for future use.

Families report that the program is extremely helpful and especially appreciate how the team coordinates care and offers follow-up support. In the future, self-reported information will ideally be seamlessly integrated with the patient's medical records. Additionally, the team is exploring how they might expand available resources to include other identified needs such as caregiver employment and financial support.



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Reaching into the community with important asthma education

Two series of community-based asthma education events each year teach children, parents, teachers, daycare providers and other school staff in the community how to recognize asthma symptoms, manage triggers and practice using inhalers and spacers. The sessions in fiscal year 2025 promoted asthma awareness, self-management skills and stronger connections between families of children with asthma, schools and health care providers to 50-plus attendees.

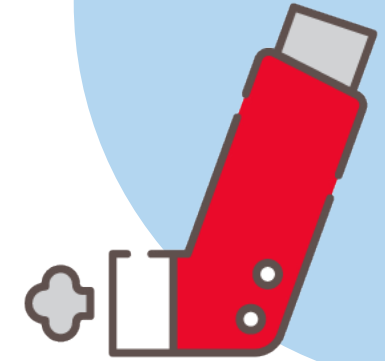
Making asthma a priority for tomorrow's health providers

IMPACT DC and The George Washington University School of Medicine & Health Sciences co-host an annual Asthma Summit for medical and graduate students. In fiscal year 2025, 180 first-year medical students attended the mandatory sessions along with six masters of public health graduate students. The summit increases medical students' understanding of the clinical, environmental and social factors related to childhood asthma, with special focus on underrepresented communities such as Wards 7 and 8 in Washington, D.C. Speakers include health care providers, educators, families of children with asthma and people working on this issue in the community and housing sectors. Attendees complete an editorial or presentation with

prevention strategies for asthma prevalence and/or treatment at the end of the two-day program to demonstrate their understanding of the current challenges and what the future may hold.



IMPACT DC has grown to become a trusted community entity in Washington, D.C., in the last 25 years. Today, the expanded program works to do more than simply address the needs of an individual child or family. The program seeks to identify and address the root causes of asthma, with the goal of reducing both exacerbations and the incidence of childhood asthma overall.



Two series of community-based **asthma education events** teach children, parents, teachers and daycare providers **how to recognize asthma symptoms.**

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Pediatric emergency care outreach builds confidence and competence

When children in the Washington, D.C., region come to Children's National, they receive care from the area's most experienced pediatric care providers. But what happens when a child has a pediatric medical emergency somewhere outside the hospital?

Children's National seeks to address this critical question by serving as one of the region's primary sources for training and education about pediatric safety and emergency care among community hospitals and with first responders. Training may

look different depending on the audience, but every session shares one goal: No matter where a child has a medical emergency, the adults around them are prepared to confidently provide care.

Strengthening pediatric emergency care in community hospitals

In fiscal year 2025, the transport team's educators worked together with anesthesiologists and Pediatric Advanced Life Support (PALS) instructors to establish an updated simulation-based training at Sibley Memorial Hospital. Sibley houses the Johns Hopkins and Children's National Pediatric Cancer Care program, which provides state-of-the-art radiation therapies for pediatric oncology patients from across the Washington, D.C., region. Fifteen current care providers in the radiation therapy

program practiced with pediatric emergency equipment and left the training session better equipped to handle some common scenarios, such as a sudden onset of respiratory or cardiac distress in a critically ill child. Sibley's education team has since adapted the Children's National curriculum and will keep conducting simulation-based training in these areas independently in the future.



Every session shares one goal: No matter where a child has a medical emergency, ensure the adults around them are prepared to confidently provide care.

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The transport team also coordinated simulation-based training at Holy Cross Hospital led by critical care doctors and nurses as well as respiratory therapists from Children's National. This program gave emergency department staff at the community hospital hands-on practice especially focused on challenges with maintaining and managing a child's airway. The training ensured all emergency care providers at the hospital are ready if a critically ill child needs support and no pediatric specialist is nearby.

These training programs help community hospitals identify system gaps, create muscle memory for emergency situations and ensure sick children are properly prepared and stabilized in case transfer to a pediatric specialty center is needed.

Emergency medical services outreach and training

Pediatric cases represent less than 10% of all emergency response calls in our region but most emergency medical services providers will say that cases with a sick or injured child can be the most worrisome. As a Maryland Institute for Emergency Medical Services Systems (MIEMSS) designated hospital base station, Children's National provides medical direction to emergency medical service providers in the region and also conducts outreach to EMS providers to make sure that these first responders have the confidence and tools they need to serve as a lifeline for children in the critical moments before they reach pediatric specialty care.

"Care provided in the field can impact the ultimate outcome of a sick or hurt child," says Jessica Williams, BSN, RN, clinical program coordinator for the EMS base station within Emergency Medicine at Children's National. "Educating through our community outreach gives EMS clinicians the resources and the confidence to ensure that our young patients have more positive outcomes."



In fiscal year 2025, the base station team, in collaboration with emergency department nurses and doctors as well as the Emergency Medical Services for Children (EMSC) team, brought lectures, simulation training and case study sessions to EMS providers in Washington, D.C., and Maryland. Participants reported high satisfaction levels with specific scenario-focused content. They also expressed increased comfort with trusting their instincts about what a child might need in an emergency situation after completing a session.

The base station team uses these opportunities to provide EMS providers with educational resources to help them communicate with parents, caregivers and others in the community about what to do in a pediatric emergency and how to access the right care when they need it. Topics include asthma, helmet safety, when a child needs emergency care and other areas of knowledge gaps identified through feedback collected from community members.

Children's National also serves as a clinical rotation site for paramedic students from several schools. In fiscal year 2025, 24 paramedic students completed three shifts shadowing doctors and nurses in the emergency department, totaling over 190 hours in clinical rotations.

These efforts are just some of the examples of how Children's National brings its 155 years of experience caring for children in our community beyond the walls of the hospital to reach every child, no matter where they need it.

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Children's Mental Health Webinars bring practical tools to families

Children and adolescents across the United States continue to experience high rates of mental illness, trauma, troubling thoughts and behavioral health challenges, according to data collected by the Youth Risk Behavior Survey and countless other studies.

To help meet the needs of children and families in our region, Children's National co-hosted a three-part webinar series on children's mental health with CareFirst BlueCross BlueShield in 2025. The series featured important topics for families, including social media and youth mental health, questions parents have about accessing children's mental health services and parental mental health.

More than 700 parents and caregivers joined at least one session and each session averaged nearly 300 participants from Washington, D.C., Maryland and the surrounding areas. Almost everyone (98%) reported that the content exceeded their expectations. People left the sessions feeling empowered and satisfied, with one respondent describing the content as "life-changing." Alana Aronin, MPH, program manager for the Community Mental Health CORE at Children's National,

attributes overall satisfaction to two key aspects of the planning. "It was important to us to validate families' experiences and to offer realistic tools and information they could apply in their daily lives."

The series served as a practical, accessible and timely step to prioritize direct community engagement after the 2024 Pediatric Mental Health Summit held by Children's National and CareFirst. That event engaged 200 key stakeholders and other regional leaders in a discussion about policy challenges and opportunities. Planning and implementation of the webinar series, led by the Community Mental Health CORE team, included contributors from many other Children's National divisions, including Psychology and Psychiatry, General and Community Pediatrics, Community Affairs, Government Affairs, and Marketing and Communications.



People left the sessions feeling empowered and satisfied.

"It was important to us to validate families' experiences and to offer realistic tools and information they could apply in their daily lives."

– Alana Aronin, MPH, program manager for the Community Mental Health CORE at Children's National

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Each webinar featured panelists selected intentionally to represent a range of backgrounds and lived experiences, including youth and parent voices in addition to clinical experts. Attendees expressed strong appreciation for the presence of parent and youth presenters, noting that these perspectives truly resonated and enhanced the relevance and credibility of the entire discussion.

The Children's Mental Health webinar series sought to clarify complex pediatric mental health systems for families, validate the experiences of parents and caregivers and revive attention to the challenges that families continue to face.

Given their ongoing relevance, the webinar recordings will [remain accessible and continue to be promoted](#). Additionally, insights and feedback from the project are informing efforts, policy discussions and the direction of future research related to digital safety, artificial intelligence and ways to improve care and access to mental health services.

What participants said:

"I would love to get this sent to all school systems in the area as well as our delegates."

"[I have to] take care of me so that I can take care of family/kids."

"Trust your expertise as a parent. You know your child. 'There is no wrong door' when seeking mental health support for your child."

"I could've listened to that speaker the whole time. I loved her take."



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\$137+ million

In Community Benefit to Improve Community Health



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700+ 

parents, caregivers, local providers, advocates and others participated in at least one webinar from the mental health webinar series led by Children's National and CareFirst BlueCross BlueShield. The series focused on topics including: Social Media and Youth Mental Health, Questions Parents Have About Accessing Children's Mental Health Services and Parental Mental Health.

415+ 

community members and stakeholders participated in the 2025 Community Health Needs Assessment and Community Health Improvement Plan 2025 to 2028 process through community conversations, interviews, input forms as well as youth engagement activities.

50+ 

community members participated in hands-on education provided by IMPACT DC on asthma awareness and management as well as how to avoid common triggers, recognize asthma symptoms and proper use of an inhaler and spacer.

18 

high school students participated in Project Insight, a youth empowerment program that aims to develop young leaders in public health. They learned about disaster preparedness, social drivers of health and health justice.

190+ 

hours precepted by doctors and nurses in the Children's National emergency department for clinical rotations with paramedic students.

500+ 

unique consultations and 2,123 follow up consultations provided to breastfeeding families by the East of the River Lactation Support Center (a collaborative program between Children's National and the DC Breastfeeding Coalition).

1,000 

parents and families were educated by the Safe Kids DC Injury Prevention Program during tabling events that included information about child passenger safety, preventable childhood injuries and bike and pedestrian safety.

15 

children's hospitals convened by Children's National to develop evidence-based models and practices that will help deliver better care and patient experience as part of the School-Friendly Health Systems Learning Collaborative.

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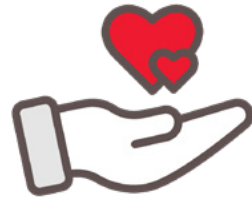
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2025



Total Community Benefit

\$137,868,149

\$60,864,766

Medicaid Shortfalls

\$57,658,468

Health Professions Education

\$8,848,496

Charity at Cost

\$5,825,577

Subsidized Health Services

\$3,531,412

Community Health Improvement Services

\$2,453,869

Community Building Activities*

\$671,337

Cash In-Kind Contributions

\$468,093

Community Benefit Operations

*Community building activities are part of our community investment, but are not recognized by the Internal Revenue Service as community benefit. Therefore, the financials associated with community building activities are not included in the number for total community benefit.

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In partnership with community organizations, government agencies, national associations and individuals, Children's National supported the following programs and activities in fiscal year 2025:

- ♥ Advocacy Education
- ♥ Advocacy and Public Policy
- ♥ Burn Prevention Education
- ♥ Camp Accomplish
- ♥ Child Abuse Awareness and Prevention Education
- ♥ Child Health Advocacy Institute (CHAI)
- ♥ Community Benefit Operations
- ♥ Community Care Coordination Programming
- ♥ Community Health Advisory Council
- ♥ Community Health Education, Events and Conferences
- ♥ Community Health Improvement Plan Steering Committee and Workgroups
- ♥ Community Support Activities
- ♥ Conway Chair Conversations
- ♥ East of the River Lactation Support Center
- ♥ Food Pharmacy Program
- ♥ Health and Education Cross-Sector Collaborations
- ♥ Health Care Access Assistance
- ♥ Health Care Support Services
- ♥ Health Fairs and Community Outreach
- ♥ Health Literacy Workgroup
- ♥ Health Professions Education
- ♥ Health Professions Education Lectures, Trainings and Simulations
- ♥ IMPACT DC Program Community Outreach and Education
- ♥ Intern Advocacy Day at Capital Area Food Bank
- ♥ Mentorship Activities
- ♥ Pediatric Emergency Medicine Education
- ♥ Safe Kids District of Columbia Injury Prevention Program
- ♥ Sickle Cell Support and Education Programs
- ♥ Social and Environmental Improvement Activities
- ♥ Workforce Development Programs
- ♥ Youth Engagement Programs
- ♥ Youth Violence Intervention Program



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2025 Community Benefit Report

The community health team extends appreciation to the many dedicated people across the hospital that contribute to the community benefit data collection process. We are truly grateful for your support and guidance every year. Jennifer Stinebiser led the stakeholder interviews and report writing with direction from Tesa White, program manager for Community Benefit and Jessica Menter, vice president, Government, Board and Community Relations.

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