

Leading the way for *all people* to have a fair and  
just opportunity to be as healthy as possible



# Fiscal Year 2022 ANNUAL REPORT

July 1, 2021 - June 30, 2022



*Individually, we are  
one drop. Together,  
we are an ocean.*

*- Ryunosuke Satoro*

## Fiscal Year 2022 Bethesda Inc. Board of Trustees

- Ellen Katz  
*Chair*
- Robert Collins, MD  
*Vice Chair*
- Daniel Molina  
*Secretary*
- Jonathan Niemeyer  
*Treasurer*
- Cynthia Booth
- Phillip Cox
- Stuart Donovan, MD
- Rance Duke
- Craig Eisentrout, MD
- Kristine Garrett
- Clark Handy
- J. Mark Holcomb
- Kathy Kelly
- Christie Kuhns, Esq.
- Denise Kuprionis, Esq.
- Jill Miller
- Robert W. Mitchell, Jr.
- Chad Reardon
- Quint Studer
- Melissa Thomasson, Ph.D.
- William Tsacalis
- Yvonne Washington

As we work toward a day when a person's health can no longer be predicted by race or zip code, we recognize that bi3 cannot solve systemic community health issues alone. People, partnerships and policy are the necessary ingredients for success.

**People** are our greatest asset. We are fortunate that, while small in number, we have an incredibly capable and dedicated staff who drive significant impact each year. We are privileged to be surrounded by diverse and gifted board members, committee members, TriHealth team members and nonprofit organizations who contribute their talent, experience and time to make Greater Cincinnati a healthier community for all people.

**Our partners** are critical to transforming health and reducing health disparities. Our community is fortunate to be home to leading healthcare systems, dozens of community-based organizations and dedicated community leaders working each day to improve health. We leverage our strategic partnership with TriHealth to fuel innovation and health equity. We practice the Trust-Based Philanthropy approach that leads to more significant impact and joy. We lean in and listen to our partners and recognize our grantees as experts. bi3 asks for feedback from our grantees and takes action to address it. We offer grant partners support beyond the check, providing transparency around decisions and responsiveness to grantees' needs while also serving as thought partners. When grantees feel valued and respected, they are more likely to engage in transparent conversations that reveal successes, challenges and opportunities.

**Policy and advocacy** are required to remove barriers and change systems. We use our voice to prompt change. Through our trust-based approach, we listen as our partners identify barriers and challenges to improving health. Because of the importance of government support, we increasingly use our relationships and influence to communicate what we learn to the public and policymakers. We support and partner with nonpartisan organizations to educate stakeholders and policymakers, advocate for policy change to improve Ohioans' health, and team locally with a community-led coalition focused on systemic change and driving health equity policy.

As you'll read in this report, we've made significant progress and had much to celebrate in the past year—together with our people, our partners and our policy efforts. At the same time, we recognize there is much more to do for every person to have a fair and just opportunity to be as healthy as possible.

Jill Miller  
bi3 President and CEO

# IMPACT BY THE NUMBERS **FY 2022**

---



**\$30,285,137**

Total new grants  
awarded



**\$13,910,231**

Total grant  
payouts



**89,800+**

People helped by bi3 grants  
throughout the year



bi3-funded  
initiatives secured  
**\$10,715,000**  
in additional funding



**199**

Fewer infant deaths in  
Hamilton County over  
9 years



**152,000+**

People reached through bi3's  
social media, publications  
and speaking engagements



**21,000**

Moms will benefit from  
successful advocacy efforts  
to extend Medicaid coverage



**\$6,791,000+**

Invested in TriHealth's  
diversity, equity and  
inclusion activities



**18**

New grants  
awarded

# bi3's APPROACH

We apply a racial and health equity lens and practice Trust-Based Philanthropy.

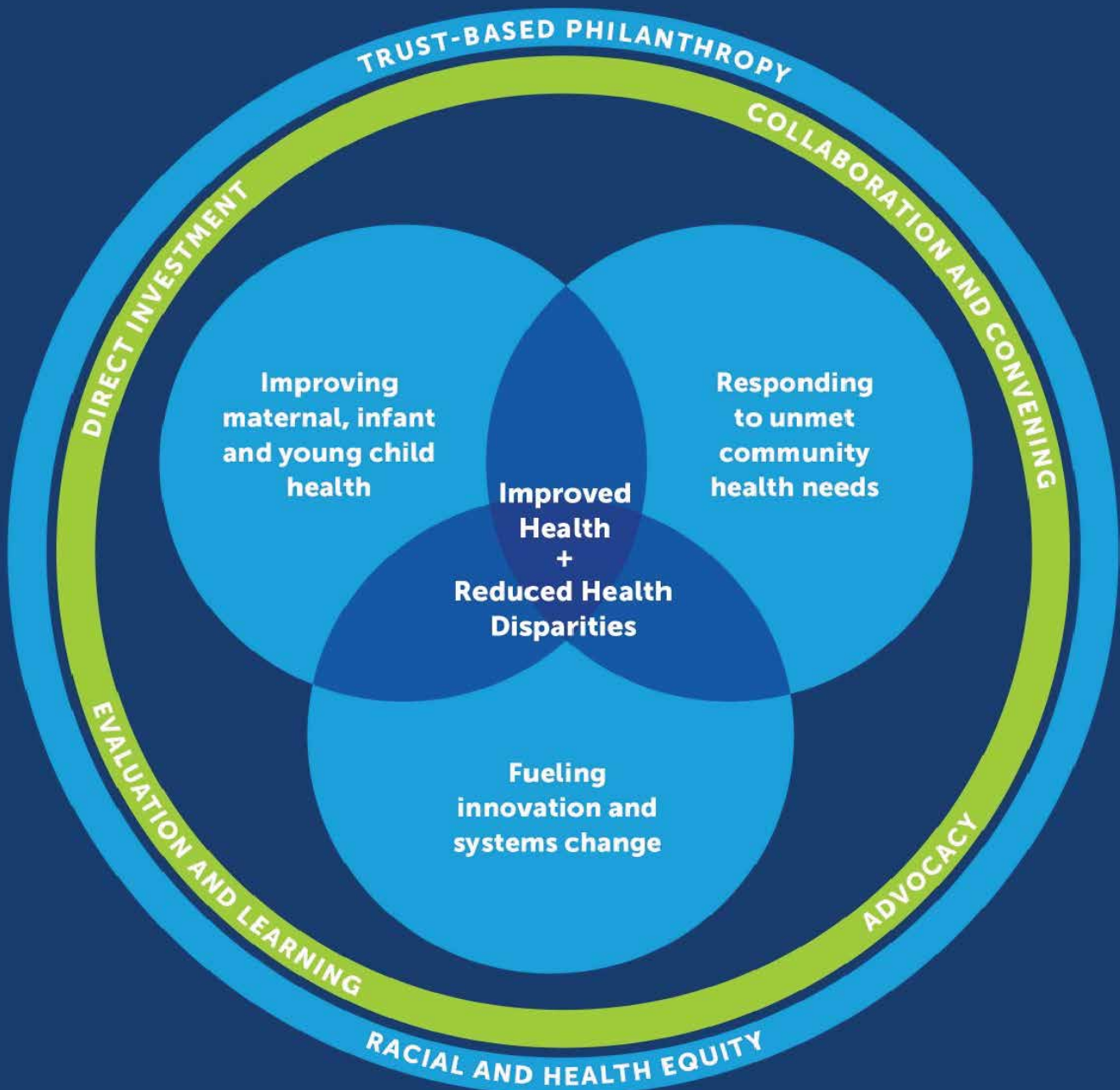
**Our Aim:** To measurably improve health and reduce health disparities

## Focus Areas:

- Improving maternal, infant and young child health
- Accelerating innovation and health equity
- Listening and responding to unmet community needs

## Levers for Change:

- Award direct grants
- Convene and collaborate
- Evaluate and learn
- Engage in advocacy and policy change





# Engaging in policy and advocacy to remove system barriers that prevent equitable health outcomes



*Programs alone will not create a fair and just opportunity for every person to be as healthy as possible. bi3 must engage in policy and advocacy to effect systems change.*

- Jill Miller, President and CEO of bi3

## Groundwork Ohio

Fueled by a \$1.25 million bi3 grant awarded in 2021

bi3 partnered with Groundwork Ohio, a nonpartisan, public policy research and advocacy organization, to create **The Center for Maternal & Young Child Health**.

**On April 1, 2022, Ohio Medicaid extended healthcare coverage for new moms from 60 days to 12 months after the birth of their child.** This extension will ensure women have access to postpartum care that saves lives and leads to better health outcomes for moms and their babies. A majority of pregnancy-related deaths occur in the first year after giving birth.

The Centers for Medicare and Medicaid Services (CMS) approved the extension and estimates **21,000 new moms will benefit from this extended coverage**.

Our partnership also:

- Saw the **passing of Medicaid coverage for Doula Services** in the Ohio House with overwhelming support
- **Published a new report**, *Integrating Early Childhood Mental Health Policy to Grow Healthy Kids & Families in Ohio*
- **Released a preview of the Early Childhood Dashboard**, a comprehensive data tool to support advocacy and action on behalf of young children and their families

bi3 also partners with Philanthropy Ohio and the Health Policy Institute of Ohio to be our independent and nonpartisan voice to state policymakers.



## New Initiatives:

**bi3 granted \$525,000 to All-In Cincinnati** to drive healthy equity policy locally. *All-In Cincinnati* is a community-led coalition working to dismantle racial inequities in health, housing, education, economic mobility and justice by focusing on Black women in Hamilton County.

# Improving maternal health and reducing infant mortality *WITH* Black moms



Since 2010, bi3 has prioritized infant and maternal health, working to reduce infant mortality and address the Black infant death crisis in the Greater Cincinnati community. In 2021, Hamilton County reported the **lowest infant mortality rate on record**, 6.4 per 1,000 lives, lowered from 10.8 per 1,000 lives in 2011 when collective efforts began. The six neighborhoods targeted by Cradle Connections for intensive intervention also saw sharp declines in extreme preterm birth, the leading cause of infant mortality.

There is still work to do. The 2021 Cradle Cincinnati Annual Report shows disparities in infant mortality, with Black babies **five times** more likely to die than White babies.

bi3 will continue to collaborate to address our Black infant mortality crisis. Partners include:

## Cradle Cincinnati:

Supporting moms and babies in the community

*Fueled by \$4.9 million in bi3 grants awarded since 2013*

## TriHealth's OB/GYN Center:

Achieving better outcomes through a new model of care that surrounds moms and babies with the clinical healthcare and social supports needed for healthy pregnancies

*Fueled by a \$3.7 million bi3 grant awarded in 2018*



The launch of the  
**Queens Village Cohort**  
brought Queens Village  
chapters to communities in  
**12 cities across the U.S.**



**2,800+**  
Families  
served

**191**  
Community  
events



TriHealth scaled the  
model to Bethesda North  
Hospital and launched  
the **Women's Mental  
Wellness Center**

**2,149** Deliveries with  
**improvements** in extreme  
preterm birth and low birth weight  
compared to prior year



## New Initiatives:

- After asking local Black mothers what they needed, **bi3 granted \$580,000** to Queens Village to design the **Mama Certified program** in partnership with The Health Collaborative and Cradle Cincinnati. The project will result in families feeling more empowered in choosing a birthing hospital that is right for their family.
- bi3 convened healthcare systems and community partners to examine the current system of maternal mental health, which led to a **planning grant of \$240,000 to Best Point Behavioral Health**. The goal: Collaboratively identify strengths and opportunities in the care of maternal mental health and inform future next steps for our community.
- bi3 awarded a **capacity building grant of \$45,000 to Every Child Succeeds** to strengthen its operations and support the expansion of home visits to local moms.

# Fueling innovation and access at TriHealth



bi3 leverages its strategic partnership with TriHealth to fuel innovation and increase access to healthcare.

## Consumer Centric Population Health (CC Pop Health) Initiative:

*Fueled by bi3 grants awarded in 2016 and 2019 totaling \$2.7 million*

- TriHealth **developed a new model of care** that considers a person's risk of an adverse clinical outcome, social determinants of health and a person's individual motivation (psychographic classification) to create care plans that improve outcomes
- A pilot program focused on improving health for those with congestive heart failure **served 880 patients, reduced readmission rates by 53% and resulted in \$2 million in cost savings**
- The model is poised to be scaled to five additional populations and is being nationally recognized

## Telehealth

*Fueled by a \$3.8 million bi3 grant awarded in 2019*

- Launched TriHealthNow on-demand service, with more than **3,800 patients registered** and very high patient satisfaction
- Piloted Remote Patient Care (RPC) with hypertension patients leading to **44% cost reduction per patient per month** and **zero urgent care/inpatient/emergency room visits**
- bi3 fueled the development of TriHealth's telehealth infrastructure, beyond TriHealthNow and RPC, which supported 336,854 visits across multiple modalities generating **\$24,930,376 in revenue** for the system

**Access to a doctor  
anytime, anywhere**



 **TriHealth NOW**



## New Initiatives:

- **\$9 million grant to scale integrated behavioral health model**  
Funding will expand the established integrated behavioral health consult model of care throughout all TriHealth adult primary care locations, pediatrics and other specialties.
- **\$4.5 million grant to expand precision medicine** in key clinical areas including preventive health, cancer risk, precision oncology, hereditary cardiology, women's services and pharmacogenomics.



# Accelerating health equity at TriHealth



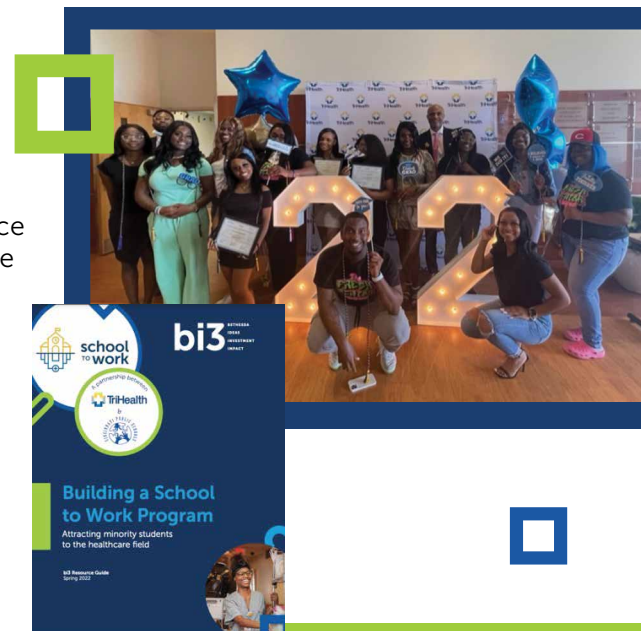
bi3 partners with TriHealth to build a more diverse, equitable and inclusive healthcare workforce and reduce health disparities.

## School to Work Program

*Fueled by a \$1 million bi3 grant awarded in 2019, with an additional \$6 million grant in 2022 towards an endowment*

The bi3-supported TriHealth School to Work program gives Cincinnati Public School Students the opportunity for real-world working experience and mentorship in the healthcare field while building a diverse healthcare workforce to mirror the community it serves.

- Since its inception, 33 students across three cohorts have participated (**100% of the first two groups graduated** from high school and continued to college, trade school or the military while students in the third group are all on track for graduation)
- bi3's \$6 million investment to sustain School to Work was leveraged to create a **\$15 million endowment** to ensure the program lives on in perpetuity
- bi3 produced a **Building a School to Work Program manual** to guide other health systems in launching their own programs and shared it with the Ohio Hospital Association



## Diversity, Equity and Inclusion Resource Initiative

*Fueled by a \$662,500 grant awarded in 2020*

TriHealth's Diversity, Equity and Inclusion (DEI) Resource Initiative aims to advance the mission of delivering culturally competent care by a diverse and inclusive workforce.

- This past year, **534 TriHealth leaders were trained** in unconscious bias
- The system is **committed to training all 12,000+ team members**
- The first cohort (15 team members) participated in the new **Building Our Leadership Diversity Program (B.O.L.D.)**



TriHealth awarded "Top Diversity Leadership Award" from Modern Healthcare, recognizing TriHealth's commitment and progress in creating a more diverse, equitable and inclusive culture

## New Initiatives:

- **\$4.3 million grant to TriHealth** to address health disparities through training, data analysis, new care models and community partnerships.
- **\$500,000 grant to Hospice of Cincinnati** to fuel health equity in advanced illness and end-of-life care.



# Responding to community health needs to reduce disparities



## “Building Health Equity” Grantees

bi3 awarded \$4.7 million to community-based organizations to improve maternal and infant health, increase access to behavioral health, and reduce health disparities in response to the regional Community Health Needs Assessment. We engaged community members in the vetting and decision-making process.



- **56% were new applicants to bi3** indicating that bi3 is increasing its connections and accessibility to organizations in the community
- Key insights from the Request for Proposals:
  - Organizations are still coping with the pandemic crisis, limiting their ability to engage in innovation
  - Several organizations are in leadership transition
  - There continues to be an enormous need for behavioral and mental health services for children and families

## Capacity Building Survey

bi3 worked with partners HealthPath and Interact for Health to develop a survey to identify the knowledge and skills that organizations need to build capacity and strengthen the social service and nonprofit sector in Greater Cincinnati.

Identified focus areas:

- Evaluation/Impact/Learning
- Data Collection and Analysis
- Equity Focused Leadership and Practices



## Next steps:

- bi3, HealthPath and Interact for Health are launching a **“Data for Equity” capacity-building grant program** that will provide financial and learning resources for health-focused organizations to use data to build equitable approaches and programs.

# Amplifying voices to drive health equity



bi3

*Award Finalist*

Throughout the year, the bi3 team shares the lessons we learn while using our influence to inspire action locally and in communities across the nation.

Highlights include:

- Sharing our experience addressing health disparities in the **national Gratitude Symposium**, a month-long series for more than 60,000 healthcare workers
- Publishing an **opinion piece in the Cincinnati Enquirer** in response to the release of the Community Health Needs Assessment, calling on the community to address health disparities and social determinants of health
- Engaging Camille Jones to create her original **poem, "Spoken Word on Health Equity,"** inspiring both our Bethesda Inc. Board and bi3 partners
- Serving as the **Presenting Sponsor of Racial Equity Matters**, educating more than 2,000 community members on systemic racism
- **Sharing bi3's Trust-Based Philanthropy success** with non-profit and health-focused publications nationally
- Leading a session on our trust-based approach at the national **Grantmakers in Health conference** with more than 200 philanthropic organizations
- Partnering with Grantmakers in Health to offer **two webinars to national partners** on maternal health and birth equity
- Having "Language is a key to reducing health disparities," a perspective by Kiana Trabue, bi3 Vice President of Strategic Partnerships, featured by **Grantmakers for Effective Organizations (GEO) and Philanthropy Ohio**



# Building trusted partnerships with grantees to achieve greater impact and joy



We build trusted, equitable relationships with our funded partners that are grounded in power-sharing, transparency, mutual accountability and continuous learning to lead to greater impact.

## Highlights of how bi3 leverages Trust-Based Philanthropy's six-pillared approach

**Give Multi-Year, Unrestricted Funding** - Provide financial flexibility within multi-year, project-specific grants to respond to needs and learning

**Do The Homework** - Get to know prospective grantees, their work and mission before they submit a proposal

**Streamline and Simplify Paperwork** - Engage in conversations vs. paper reporting to learn about successes, lessons and challenges

**Be Transparent and Responsive** - Encourage and value two-way feedback to ensure the partnership works for both bi3 and grantee

**Offer Support Beyond the Check** - Provide support for everything from proposal development to evaluation to communications

**Solicit and Act on Feedback** - Conduct focus groups and surveys to gather feedback from our partners to inform bi3's work



## Grantee focus groups with DataShine

bi3 contracted with an external evaluator to conduct focus groups with bi3 grantees.

The purpose:

- Gather feedback to help improve our practices
- Better support our grantees
- Better leverage a Trust-Based Philanthropy approach



### Identified Strengths:

- Transparency and respect
- Support beyond the grant
- Commitment to equity
- Embrace learning
- Flexible
- Collaborative
- bi3 will use this feedback to develop new strategies, such as the upcoming partnership with United Way of Greater Cincinnati's **Black Empowerment Works** to provide resources to Black-led community-based organizations focused on health equity.

### Identified Opportunities:

- Expand reach to smaller, community-based organizations
- Clarify innovation/transformation and eligibility
- Increase inclusion of community voices in decision making

# Learn more

Visit the links below to learn more about the impact of bi3-funded initiatives and hear from grantees:

## Engaging in policy and advocacy to remove system barriers that prevent equitable health outcomes

- *"Integrating Early Childhood Mental Health Policy to Grow Healthy Kids & Families in Ohio" report*
- *Early Childhood Dashboard*

## Improving maternal health and reducing infant mortality *WITH* Black moms

- *2021 Cradle Cincinnati Annual Report*
- *Cincinnati-Area Hospitals to Get 'Mama Certified'*

## Accelerating Health Equity at TriHealth

- *Building a School to Work Program manual*
- *Modern Healthcare's "Top Diversity Leadership Award"*
- *\$9 million grant to TriHealth Behavioral Health*

## Responding to Community Health Needs to reduce disparities

- *Community Health Needs Assessment*
- *Women Helping Women launches expansion of domestic violence resource*

## Amplifying Voices to drive Health Equity

- *Gratitude Symposium*
- *Cincinnati Enquirer opinion piece*
- *Camille Jones' poem, "Spoken Word on Health Equity"*
- *bi3 Perspective: "Trust-Based Philanthropy is Grounded in Mutual Accountability and Learning"*
- *bi3 Perspective: "Language is a key to reducing health disparities"*



## Continue to follow bi3 impact



[www.bi3.org](http://www.bi3.org)



[facebook.com/bi3cincinnati](https://facebook.com/bi3cincinnati)



[twitter.com/bi3cincinnati](https://twitter.com/bi3cincinnati)



[linkedin.com/company/bi3cincinnati](https://linkedin.com/company/bi3cincinnati)