

HOW CINCINNATI TACKLED ITS INFANT MORTALITY PROBLEM—AND CREATED A BLUEPRINT FOR THE REST OF US

This book tells the extraordinary story of how Cincinnati’s healthcare providers, community organizations, and residents partnered to create a radically nontraditional, patient-centered, scalable model of care that *finally* moved the needle on its (tragic and persistent) wicked problem: infant mortality.

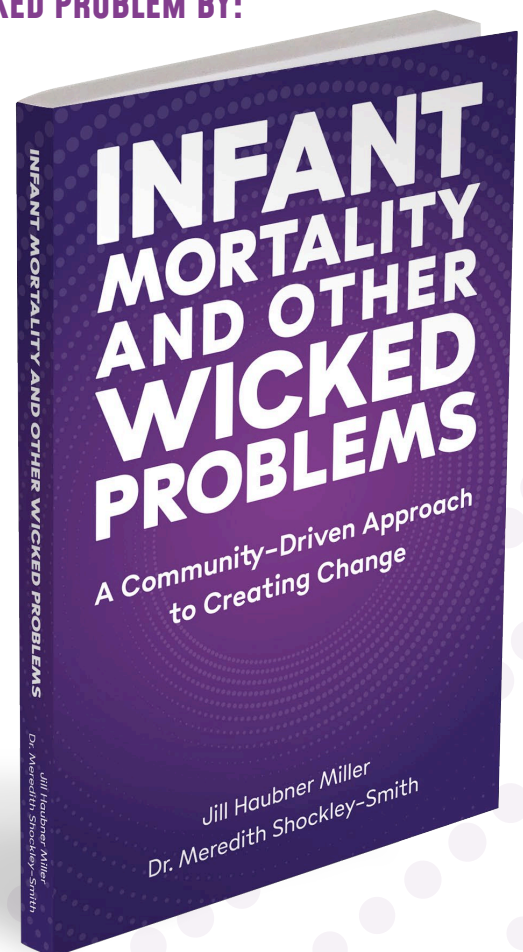
In 2011, despite Cincinnati’s rich culture, top-notch schools, and nationally ranked healthcare systems, Cincinnati had one of the worst infant mortality rates in the country. More specifically, Cincinnati’s Avondale neighborhood had an infant mortality rate more than triple the national average. For every 1,000 live births, 18.9 babies were dying in their first year. A new model of care was designed with the Avondale community, and by 2022, Avondale’s infant mortality rate was 5.4 per 1,000 live births. Through spread and scale, today more than 220 children are alive due to Cincinnati’s efforts to reduce infant mortality.

In *Infant Mortality and Other Wicked Problems*, Jill Haubner Miller and Dr. Meredith Shockley-Smith provide a practical “blueprint” for systems change that every community can use.

THEY SHOW YOU HOW TO DEFINE AND ADDRESS YOUR OWN WICKED PROBLEM BY:

- Using data to identify areas of opportunity and drive continuous improvement
- Identifying stakeholders and unifying them around a “North Star” goal
- Challenging assumptions, uncovering inequities, and identifying silos
- Engaging and empowering the community at every stage
- Designing a systems change model that gets to the root of your wicked problem (rather than merely treating its symptoms)
- Remaining adaptable as your model evolves and expands
- Attracting trust-based funders as well as state and federal dollars
- ...and more!

The good news? Your community already has the resources and assets to drive change. This book will give you the knowledge and tools to pull them all together so you can enact positive and sustainable change to improve—or even save—more lives.



COMING SUMMER 2024

ABOUT JILL HAUBNER MILLER



Jill Haubner Miller is president and CEO of Bethesda Inc. and bi3, a grantmaking initiative to transform health in Greater Cincinnati. Jill is proud of the fact that over 220 babies are alive today due to the collaborative efforts bi3 has funded to reduce infant mortality in Hamilton County. She is passionate about leading the way to a day when every person has a fair and just opportunity to be as healthy as possible—when a person’s health can no longer be predicted by race, ethnicity, ability, or zip code.

Jill is a national leader and sought-after speaker on health equity and the practice of trust-based philanthropy. Under Jill’s leadership, bi3 has fueled efforts and fostered partnerships to help reduce infant mortality and spark new solutions to old problems. Jill lives in Cincinnati, Ohio, with her husband and two daughters.

ABOUT DR. MEREDITH SHOCKLEY-SMITH



Dr. Meredith Shockley-Smith is the executive director of Cradle Cincinnati, a network of partners working to improve Hamilton County, Ohio’s infant mortality rate. She also serves as an assistant field professor at the University of Cincinnati College of Medicine. Dr. Smith has a relentless commitment to addressing health disparities, particularly among Black women and babies, and actively participates in Ohio’s Eliminating Racial Disparities in Infant Mortality Task Force and the U.S. Department of Health and Human Services Task Force on Maternal Mental Health.

Dr. Smith also founded Queens Village, a safe space for Black mothers to support and be supported by their peers while working toward maternal and birth equity, which has grown to 13 chapters nationwide. Meredith lives in Cincinnati, Ohio, and is the devoted mother to two brilliant Black women.

ABOUT BI3

bi3 is on a mission to transform health for all people in Greater Cincinnati by fueling innovation and health equity through trust-based grantmaking. bi3 has awarded more than \$100 million to its partner healthcare system, TriHealth, and to community-based organizations to build and create new solutions to old, complex health issues. For more information, please visit <https://bi3.org/>.



ABOUT CRADLE CINCINNATI

Cradle Cincinnati was founded as a collaborative effort to improve Cincinnati’s infant mortality rate and to eliminate racial inequalities in the health of moms and babies. Cradle works with its network of partners to measurably transform systems, support families, and amplify Black women’s voices while empowering their ideas and actions. For more information, please visit <https://www.cradlecincinnati.org/>.



INVITE THE AUTHORS TO SPEAK TO YOUR GROUP

This book is perfect for a wide range of audiences: healthcare professionals, community leaders, nonprofit organizations, mobilizers, policy makers and local political leaders, and citizens who want to tackle wicked problems like infant mortality in their communities.

INFANT MORTALITY AND OTHER WICKED PROBLEMS KEYNOTES

- **Cincinnati's Infant Mortality Journey: A Radical New Model for Solving a Persistent Wicked Problem.** You'll gain an informative overview of how we got to the root of Cincinnati's infant mortality problem, dismantled a dysfunctional and discriminatory system, and partnered with the community to create a new model of care that has saved over eight classrooms of children...and counting.
- **Tackling Your Community's Wicked Problem: An Adaptable Blueprint That *Works*.** While wicked problems are (by definition) complex and unique, there are proven steps communities can take to get to the root of these challenges and design effective systems change. We'll share this flexible blueprint, along with examples of how it worked in Cincinnati.
- **Reducing Infant Mortality: Why Everyone Should Care About This Metric—and How to Improve It.** Infant mortality is a reliable indicator of a community's social experiences, economic well-being, and overall health. We'll share our inspiring story as well as tips and best practices that you can adapt to combat infant mortality—and by extension, other determinants of health—in your community.
- **The Transformative Power of Trust-Based Philanthropy.** Learn what this model is, how it differs from traditional grantmaking, and why engaging funders as partners can be the key to *finally* moving the needle on your community's wicked problem.

INFANT MORTALITY AND OTHER WICKED PROBLEMS BREAK-OUT SESSIONS

- **Data Is Power—Use It Well: A Mama Certified Case Study.** Objective data is crucial in defining and combatting wicked problems. Learn how to ensure that you are collecting the right data, sharing it with the right people, aligning on the right metrics, and using it all to leverage the lasting change your community needs.
- **What *Really* Causes Health Disparities? A Cincinnati Case Study.** What happens inside a provider's office is just the tip of the iceberg when it comes to a community's medical outcomes. Social determinants of health, a lack of community support, and racial inequities were all major culprits behind Cincinnati's wicked infant mortality problem.
- **How to *Truly* Listen to Community Voices—and Transform Them Into Action.** Learn how to build trust with community members so you can co-create solutions with those who are most affected by your wicked problem.

For speaker inquiries, please contact Jill Miller at jill_miller@trihealth.com.
Authors can also tailor a presentation for your organization.

AN OVERVIEW OF INFANT MORTALITY AND OTHER WICKED PROBLEMS

In *Infant Mortality and Other Wicked Problems*, Jill Haubner Miller and Dr. Meredith Shockley-Smith share how Cincinnati healthcare systems, nonprofits, community organizations, and residents came together to combat infant mortality. Through the lens of this inspiring story, the book also shares an adaptable blueprint that other communities can use to tackle their own wicked problems. The Table of Contents provides a good overview of best practices you'll learn as you get to the root of your problem, build a team to tackle it, create a pilot to address it, and—finally—spread and scale solutions.

TABLE OF CONTENTS

Cincinnati's Journey to Reduce Infant Mortality

1. Sparking Change to Save Infant Lives: The StartStrong Story
2. Scale and Spread: Building on Our Success

Define Your Problem

3. Start with Data
4. Listen to Those Closest to the Problem
5. Get to the Root Cause

Create a Plan of Action

6. Create a Narrative That Inspires People to Action
7. Learn as Much as You Can From Others
8. Create a Road Map for Change
9. Identify Stakeholders and Build the Team
10. Secure Seed Funding

Pilot a Solution

11. Start Small and Grow From There
12. Align on Goals and Measures
13. Create a Platform for Collaborative Learning
14. Listen and Build Trust

Spread and Scale

15. Leverage Early Success to Attract More Funding
16. Empower Those Closest to the Problem
17. Know the Psychology of Change
18. Build Upon Existing Community Assets
19. Never Stop Listening...and Always Be Ready to Adapt
20. Don't Give Up

Sustain and Grow: How to Keep the Momentum Going

21. Celebrate (and Communicate) Wins
22. Advocate for Policy Change
23. Build Toward Sustainability

Conclusion

24. Where We Are Now: Lessons Learned, Helpful Resources, and Our Goals for the Future

For more information about the book, including discounts on bulk purchases, please contact Jill Miller at jill_miller@trihealth.com.