A MESSAGE FROM JOANNE CRAIG
VICE PRESIDENT FOR PROGRAMS, CROZER-KEYSTONE COMMUNITY FOUNDATION

Developing, implementing, and championing Healthy Start has been a labor of love over these 20 years. Professionally practicing what I personally believe in has been incredibly rewarding. Our work with families and the outcomes we have helped them to achieve has been tremendous, an accomplishment of which I am most proud. The relationships we have built with our colleagues who have collaborated and partnered with us have contributed to our success, creating a village to raise the children of the families we serve. Crozer-Keystone Healthy Start has grown into an indispensable program.

Healthy Start is successful in large part because of teamwork and the incredible individuals that I’ve had the pleasure of working with over the years. Each staff person was handpicked to join our team, and they have been creative, committed, diligent, awe-inspiring, empathetic, passionate, flexible, relentless, and so much more. Each one of them cares; listens to the tough and often sad stories; offers a strong shoulder to lean on; wipes away tears; gives encouragement; won’t take “no” for an answer; keeps calling when no one answers or misses an appointment. It is because of the team of staff doing this hard work that the project stands strong today. They are each super heroes and I am proud to lead the charge! In this report, you’ll learn about how - over 20 years - Healthy Start’s services, partnerships, and collaborations support families and help them thrive and grow.

A MESSAGE FROM FRANCES SHEEHAN
PRESIDENT OF CROZER-KEYSTONE COMMUNITY FOUNDATION

The Crozer-Keystone Community Foundation is brand new, but the programs we inherited from the Crozer-Keystone Health System are celebrating over 20 years of impact and progress for thousands of vulnerable families in Delaware County. Our board and staff are honored to carry on the legacy of those who believed in the survival of these invaluable programs. Our founders had the vision to recognize that being part of a community foundation serving the entire county could give Healthy Start and its sister programs the opportunity to be even more impactful in the future. Since the foundation’s creation, the talented staff in our programs have been integrated across four sites, and our board of directors is beginning to envision how a larger grantmaking program to assist other non-profits in Delaware County can build on the success of Women’s and Children’s Health Services. Those of us who have been active in philanthropy know that real impact on our nation’s toughest problems requires focus and staying power, both of which have been hallmarks of these programs.

This report describes the work of our dedicated staff with gratitude to our committed funders and the many community partners willing to collaborate and wrap around to help our youngest citizens get off to the best possible start in life. All who have played a part can be proud that you made a difference. We hope you will read this report with respect for those we serve because they are our neighbors who struggle with challenges most of us cannot even begin to imagine. We hope you will be as grateful as we are that Delaware County has such talented people working and volunteering to change lives every single day. Let’s join together to take all that’s been learned in the past 20 years and build a healthy Delaware County for all of our residents — from the beginning.
In Healthy Start’s early years, the Chester community was frustrated with the flux of programming. “Many years ago, when I first came to Chester, I attended a community meeting where residents complained about organizations coming to Chester and using them to get grants and then leaving without really helping anyone,” explained Joanne Craig, Vice President for Programs. “I made a promise to myself that Healthy Start would not be like those organizations.”

Now, through 20 years of supporting the Chester community, Healthy Start is honored to deliver on that promise. Craig said, “I am proud that Healthy Start has successfully been funded for twenty years and continues to deliver exceptional services to now a second generation of Chester area families. I am delighted that Healthy Start has built strong collaborative relationships with other service providers.”
Since the project’s inception in 1997, Crozer-Keystone Healthy Start has served more than 3,100 families. Nearly 300 families were served in 2016.

Over the past 20 years, Healthy Start has continually expanded its services and reach in the community. Healthy Start offers case management, care coordination, home visitation, advocacy, mental health assessments, family planning, interpretation and translation services, resource linkage, health education, and transportation coordination. Every day, case managers’ top priority is to ensure women have successful pregnancy outcomes; babies are healthy throughout their time in the program and beyond; and families gain the skills and abilities necessary to create opportunities for overall self-improvement and self-sufficiency.
The success of Healthy Start is built on the passion, commitment, knowledge, and experience of its staff. Helping vulnerable families birth healthy babies and improving maternal and birth outcomes is hard work. The challenges are pervasive; the solutions are not often easy or simple. It takes a team of special people to stay the course, maintain their commitment, overcome barriers, and help families realize their goals.

Over the past two decades, the dedicated Healthy Start staff have built the foundation for dynamic family services. Many Healthy Start staff are native to Chester, a quality that makes them especially empathetic to clients. Some staff members have had the same or similar life experiences as Healthy Start clients. Some found their way to Healthy Start through other professions; while others, new to the area, bring fresh ideas and perspectives to the team. Healthy Start staff members have varied degrees, credentials, and life experiences. Staff are experts on various topics, including breastfeeding, reproductive life planning, fetal alcohol spectrum disorders, trauma-informed care, postpartum depression, and much more. No matter their background or specialty, all Healthy Start staff are alike in that they use their knowledge, expertise, and compassion to help change lives and support families in Chester and surrounding communities through high quality service delivery.

“I didn’t have this when I was coming up. I’m from Chester too, and I was a teen mom. Just because I missed it, I want to make sure that everyone else can get it too. It warms my heart that a lot of our clients don’t want to leave the program. We go way beyond our call of duty. We’ve had a great impact on the community. We wear superhero capes on our backs and we don’t even realize it.”

ERICA DAVIS, INTAKE SPECIALIST/CASE MANAGER
Healthy Start has Served an Increasing Number of Families Each Year

Last year, the program served the highest number of enrollees since its inception.

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- Delaware County Cribs for Kids is launched in 2006.
- Bed Sharing Practices and Attitudes of Mothers with Newborn Infants Healthy Start IRB Study begins in 2006.
OUTREACH
Outreach and engagement promotes Healthy Start in the service area to ensure that potential participants, community partners, and other referral sources are aware of Healthy Start services and eligibility criteria. Through intensive outreach, engagement, and recruitment, we build upon and improve our connections with community members and organizations. In addition to canvassing in the community and participating in local events, outreach and engagement efforts have evolved as we have expanded the types of venues where we promote our services and have developed a more robust social media presence to better connect with others.

CASE MANAGEMENT
Case managers create a support system for Healthy Start participants, providing a guiding voice and helping hand through the obstacles and stressors in their lives. Case management helps women navigate health and social services to ensure the best and most needed services are reached. Staff empower women during their time in the program, helping them develop skills and confidence to thrive on their own. Over the past 20 years, the program tripled its case management staff and has become a tiered system, matching clients to one of two levels of service based on their need. Since 2009, case managers conducted over 6,200 home visits.

EVALUATION
Evaluation specialists from Public Health Management Corporation’s (PHMC’s) Research & Evaluation Group collaborate with program staff to provide technical assistance, outcome and process evaluation, and research to support the work of Healthy Start. The evaluators work closely with Healthy Start to identify and prioritize research questions, to use evaluation methods for quality improvement, and to assess local and national trends in maternal and child health. Data and analysis are used to help inform program decisions, improve the quality of services, identify barriers and successes, and support collective impact and its initiatives. PHMC’s Research & Evaluation Group has been Healthy Start’s local evaluator for 20 years.

EDUCATION
Healthy Start’s education division provides staff and participants with supplemental education on a wide variety of life skills and health topics. The education division provides toolkits, flyers, talking points for frontline staff, and events in order to fill health literacy and education gaps and to provide up-to-date, best practices for participants, families, and staff. Most recently, Healthy Start’s education component has focused on life skills and breastfeeding support. Over the past three years, Healthy Start has engaged almost 1,300 people through educational events.

MEDICAL-LEGAL PARTNERSHIP
The Health, Education and Legal Assistance Project: A Medical-Legal Partnership (HELP: MLP) is a civil legal aid program sponsored by Widener University that addresses the social determinants of health affecting low income communities. Because of inadequate funding in the United States, it’s estimated that more than 80 percent of the civil legal needs of people who are poor go unmet. HELP: MLP attorneys provide holistic legal services to its partners and their clients. Since partnering with Healthy Start in 2010, HELP: MLP has resolved over 1000 legal issues through direct representation and partner consultation in Chester and surrounding communities.
STORK’S NEST

Stork’s Nest encourages women to make and keep prenatal care appointments and to participate in prenatal education classes. Getting early and regular prenatal care and learning about healthy pregnancy choices are significant contributors to helping women have healthy pregnancies and healthy babies. The program — a formal collaboration with Zeta Phi Beta Sorority, Inc., Rho Chi Zeta Chapter and the March of Dimes — is an incentive-based, prenatal health promotion program for low-income pregnant women across the county. In the past year, 15 moms graduated from Stork’s Nest.

CRIBS FOR KIDS

Increasing safe sleep practices and educating the community on safe sleeping environments are key to ensuring infants thrive throughout their first year. Cribs for Kids aims to prevent sleep-related deaths by educating parents and caregivers on safe sleep practices for their babies, as well as by providing portable cribs to families who otherwise cannot afford a safe place for their babies to sleep. Cribs for Kids serves an average of approximately 125 families each year in Delaware County.

EL CENTRO

The Center is a hub of services connecting Spanish-speaking program participants to case management, advocacy, translation, appointment scheduling, health education, application assistance, and referrals. The success of the program stems from community support and buy-in from surrounding programs, including Healthy Start. In coordination with the Center, Healthy Start has bilingual case managers who are certified medical interpreters and can provide translation and interpretation support to Spanish-speaking participants. Last year, the Center provided services for 395 clients.

NURSE-FAMILY PARTNERSHIP

Nurse-Family Partnership (NFP) supports a particularly vulnerable population: low-income, first-time moms. NFP provides education and support through home visiting throughout pregnancy and the baby’s second birthday. When families enroll in both NFP and Healthy Start, case managers from Healthy Start ensure that new families are connected to needed services while their nurse-home visitor addresses the physical and emotional health of both mothers and babies. So far this year, 138 families have received 1,015 visits from our nurse-home visitors in Delaware County.
When Morgan, a 26-year-old pregnant mother of two children, enrolled in Healthy Start, she was depressed, living in unsafe housing, and uncertain of where to get food. She had a prior preterm birth and had not yet started prenatal care. Healthy Start welcomed her into their system of caring staff and personalized programming. Morgan was referred to Medical-Legal Partnership (MLP) to address her housing concerns and to enroll her in public benefits. Her Healthy Start case manager referred her to WIC and provided information on local food banks. Morgan’s depression screening led to her enrollment in short-term counseling. No longer consumed with these stressors, Morgan could now focus on having a healthy pregnancy.

Crozer-Keystone Healthy Start was Morgan’s “One Stop Shop” for delivering a healthy baby. Morgan’s story is not unique among the women and families Healthy Start serves. Healthy Start believes that families are most resilient when all of their needs, challenges and skills are addressed so they can break through barriers preventing their development and success. At Healthy Start, women are seen as individuals — each with their own life stories, ambitions, and values. The program understands the importance of tailoring case management for each
woman and of meeting women where they are. “Whether she is interested in getting her GED or a four-year degree, renting her first apartment or buying her first home, having her first or her fifth child, and everything in between, we are dedicated to making sure that women have every opportunity to support their dreams and aspirations for themselves and their families,” said Akesha Gainer, Healthy Start Case Management Coordinator.

Being a One Stop Shop means working closely with all of the services and resources available in the community so that every participant receives the right support. Case managers are routinely located at WIC, in OB/GYN practices, and in ChesPenn Health Services (a local Federally Qualified Health Center), which strengthens relationships with providers and increases early enrollment in Healthy Start. Being a One Stop Shop also refers to the comprehensive array of services Healthy Start offers, ranging from care coordination to home visitation to interpretation and translation services. Clients are receptive to case managers’ support, in part because staff are deeply connected to the culture of the community in which they work. Case managers regularly participate in community events and activities, and their relationships with clients and agencies are long-standing and strong. “Our goal,” explains Gainer, “is to provide clients with wrap-around services from multiple sectors, to ensure that all basic needs are being met and that babies are thriving – through their second birthday and beyond.”

“As a parent and grandparent, I know how important it is for every new mother to have a circle of support. For hundreds of mothers in our community, that circle has included the encouraging and compassionate staff of Healthy Start.”
— Cheryl Cunningham, Executive Director of Chester Education Foundation
When I first got involved in the program, I was 16 years old and pregnant with my first son. When I came and met with Ms. Powell, it was like, “They are very friendly!” We just clicked.

She asked me, “Do you need help with getting some things for the baby?” She told me what they did as far as helping teen moms with their babies, getting them the stuff they needed, taking them to their appointments, and things of that sort. Joining Healthy Start let me know that I had people there that can actually help me, with me being a first-time parent and a teenager.

I went to the program four times because I have four boys, and I loved going through the program every time. I don’t care how many times you get pregnant if you want to go through Healthy Start, go through Healthy Start because they are willing to help you and they’re a shoulder you can cry on and someone you can talk to. Whatever is bothering you, they will answer your question the best way they know how.

My proudest moments in the program are with me and my case manager, Ms. Powell. Even though I’m not in the program anymore, I still can call her and get information on certain things. It has been very helpful for me. They are very open and honest with you and you can come to them with basically anything you want to ask them and they will be willing to help you. If they don’t know the answer, they are going to find the answer for you. So I got a couple things out of Healthy Start. I got an additional family to the one that I have.
“For a lot of our clients, when somebody shuts the door in their face, they feel it’s over. And a lot of them have had a lot of doors shut in their faces. I can encourage them that you don’t just stop because the door was shut. We can help them see whatever avenues are still open. They feel it’s over, but I want them to know it’s not over. Keep pushing. We’ll see the end of this tunnel. That’s where I come in.”

ELLA POWELL, CASE MANAGER

“What motivates me? The families. When people are able to connect to other resources that are going to work for them, it can transform outcomes and impact health. The social justice heart of Healthy Start and the greater movement for health equity — that every individual has a right to attain the highest level of health and that every baby should start life on an even playing field — I admire that Healthy Start is active in that fight.”

KATIE KENYON, COMMUNITY DEVELOPMENT COORDINATOR
There have been No Infant Deaths among Healthy Start Participants Since 2011

Chester’s Infant Death Rate has Also Decreased
from 22 deaths per 1000 births to 15 deaths per 1000 births

100% of teen participants receive pregnancy prevention education.

100% of participants receive mental health screenings.

100% of Healthy Start babies receive their vaccinations.

100% of Healthy Start participants have a medical home.

Nationally, only 81% of adults ages 18-24 have a medical home (2008; Healthy People 2020)
HELP: MLP served 100 new Healthy Start clients this year.
In the past five years, HELP: MLP served 402 new Healthy Start clients.

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zero
maternal deaths among Healthy Start participants over the past 10 years.
In the past decade, Healthy Start has provided over 19,600 hours of CASE MANAGEMENT.

Healthy Start made 1,052 REFERRALS in the last five years, and more than 2,060 in the last 10 years.

Case managers conducted 6,285 HOME VISITS since 2009 and over 580 just last year.

Between 2006 and 2017, Only 4 Percent of Healthy Start Participants Missed their Postpartum Appointment
(of the participants with scheduled postpartum appointments)

“Working with Healthy Start has truly expanded my understanding of what ‘healthy’ means for individuals as well as the community. Never has my work felt more meaningful and fulfilling than with this collaborative, community-focused, foundational work in support of babies and families being done through Healthy Start. I love that Healthy Start is of the community, for the community.”
— Dr. Darcy Hayes, Crozer-Keystone Pediatrics Hospital and Emergency Medicine
“Chester is my hometown so I have a vested interest. I want to see it thrive again and the individuals that we work with are part of the framework of the community. We want them to be all that they can be so that they can raise healthy children who will be good participants in the community.”

Adrienne Selby, Administrative Assistant

“I have a degree that allows me to do something very special. I can use the law to speak on behalf of people and hopefully help them to a better position. I’m very proud of every time that I can find someone shelter, or help someone get into suitable housing, or help someone get out of a bad housing situation with a little money and a little dignity.”

Jordan Casey, Medical-Legal Partnership Lawyer
IT TAKES A VILLAGE.

It takes a village to help a mother birth a healthy baby. The best possible start in life is to be born to a mother who is holistically healthy herself: physically, spiritually, and emotionally. A mom who has plenty of support — from her biological family members, as well as her chosen families, her partners, her neighbors, her community at her place of worship, and whomever else is within her circle — to help mitigate the stressors that arise. “Where her inner circle of support falls short,” explains Katie Kenyon, Community Development Coordinator, “the rest of us pick up.”

Indeed, from 2000 to 2013, the infant and maternal mortality rates in the United States decreased by 13 percent across the board. However, babies born to black mothers are two to three times more likely to die before their first birthday than babies born to white mothers, and such is the case in Delaware County. “We have a great deal of work to do to help every mother have a healthy baby, and we bear a duty to mend the systems that allow these racial disparities to continue,” says Kenyon.
Through collaboration, improvement in access and quality of care, streamlining wrap-around supports to pregnant women, and placing the voice and leadership of mothers at the heart of the work, some states have been able to reduce the infant mortality disparity between black and white mothers by almost 25 percent.

“In Delaware County, we are ready for a movement where every mom, dad, family member, neighbor, business owner, philanthropist, health provider, educator, and social service provider recognizes the critical importance and lifelong impact of a healthy start for babies and the families that welcome them into the world,” says Kenyon.

In 2015, Baby’s 1st Project, Partners for Perinatal Health in Delaware County, was born. Formed from a 2014 Healthy Start grant and many long-term community relationships, Baby’s 1st Project is a collective impact initiative to improve birth outcomes and help more babies celebrate their first birthday. Collective Impact is a framework for moving the needle on a complex social problem and relies on fostering collaborations to mobilize a movement. (Continue on next page).
The collective impact process increases trust among stakeholders, strengthens relationships, and keeps everyone engaged in striving towards a shared goal. A collective impact initiative supports:

- a shared agenda
- constant communication among partners, and relationship-building
- common measurement of outcomes
- a mixture of content experts by training and trade and context experts by lived experiences
- reflective learning
- mobilization
- identification of opportunities for partnership and best practices
- engagement of partners in systemic advocacy work

We are always welcoming new partners to Baby’s 1st Project, especially mothers willing to share their knowledge and or advocate for the needs of others.

(Continued from previous page). Under the Baby’s 1st Project umbrella, the Delaware County Breastfeeding Coalition is working to increase support and education for breastfeeding mothers. Through the Perinatal Periods of Risk study, a formal subcommittee of the Delaware County Child Death Review Team, we have learned more about the unique reasons why babies die in Delaware County and have formalized a community action plan based on the Perinatal Periods of Risk study. Baby’s 1st Project is also addressing the ongoing family support needed after a baby is born exposed to opioids.

There’s another proverb that says, “If you want to go fast, go alone. If you want to go far, go together.” The collective impact process increases trust among stakeholders, strengthens relationships, and keeps everyone engaged in striving towards a shared goal. A collective impact initiative supports:

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- common measurement of outcomes
- a mixture of content experts by training and trade and context experts by lived experiences
- reflective learning
- mobilization
- identification of opportunities for partnership and best practices
- engagement of partners in systemic advocacy work

We are always welcoming new partners to Baby’s 1st Project, especially mothers willing to share their knowledge and or advocate for the needs of others.

Baby’s 1st Project — a cross-sector group of community partners working to improve the feto-infant mortality rate in Delaware County — conducted a Perinatal Periods of Risk (PPOR) study to guide and inform its work. PPOR is an analytical framework that uses vital records data to study and reduce fetal and infant mortality racial disparities in a specific community.

PPOR helps communities understand where their fetal and infant mortality risk is greatest. Fetal and infant deaths are categorized based on birthweight and age at death into 1 of 4 periods of risk: Maternal Health and Prematurity, Maternal Care, Newborn Care, and Infant Health. These categories correspond to specific risk factors.
work to improve birth outcomes is long-term work that could never be accomplished by just the healthcare field or any individual sector. The exciting news is that the work can be done and is being done. In a recent study, researchers calculated that 18 states would be on track for equity in birth outcomes by 2050. While Pennsylvania was not one of those states, this research shows that equity in birth outcomes is within reach.

Success will not immediately manifest as changes in health outcomes, but we can see some successes now, already, in the trust, collegiality, and innovation of partners dedicated to a single cause. Success shows in other promising indicators too, such as increases in breastfeeding rates, in the number of moms with a medical home, in families with increased birth spacing, and in housing and food security. The day-to-day beauty of this work is what happens when all the right people come into the room and want to work together. Together, we make the village.

Perinatal Periods of Risk Study

The PPOR analysis showed that in Delaware County, between 2008 and 2012, there were a total of 21.5 fetal and infant deaths per 1,000 births among black or African American women. This rate is 3 times higher than the rate among white women.

The majority of this racial disparity in the feto-infant mortality rate is due to babies being born too small. Black or African American babies were 3 times more likely to be born very low birthweight.

Further analysis of vital records and key informant interviews uncovered protective factors that could reduce the likelihood of having a very small baby:

- improvements in chronic health conditions
- participation in WIC
- longer pregnancy intervals
- outreach for women with prior poor birth outcomes
- increases in social support and mental health services
- changes to the health and mental health care systems
- increases in safe and affordable housing

Baby’s 1st Project used the PPOR findings to develop its 5 year Community Action Plan which focuses on health care and social service delivery, provider capacity, programs for targeted populations, community support, and housing.
We are proud of what Crozer-Keystone Community Foundation’s Healthy Start has accomplished in Delaware County in 20 years. The results show not only in the data, but also in the strong relationships, the longevity of our staff, and the steadfast resolve to continuously improve our services. Looking forward, Healthy Start will continue its commitment to helping families thrive: to assess need, advocate, coordinate care, support and connect families with medical homes and resources, and provide health education. Healthy Start’s goals haven’t changed over the years — we will continue to improve maternal and birth outcomes, increase breastfeeding rates, and strengthen parenting skills and early literacy. While much has been achieved, there is still much work to do.

We are lucky to have a wonderful cohort of maternal and child health partners in Delaware County, including long-standing champions who support families every day. This is an exciting time to work together with the Baby’s 1st Project, where we can continue to build strong networks of cross-sector partners and community members to address health inequity. The Baby’s 1st Project Community Action Plan, developed by our partners and based on the Perinatal Periods of Risk study, is guiding us forward. Over the next five years, we will implement strategies that improve health care and social service delivery, build provider capacity, bolster community-based support, develop programs for targeted populations, and improve access to quality housing — building a civic movement to prevent babies from dying, mitigate stressors on parents, and strive for health equity.
“I have seen the positive impact that we have on families and that makes me feel happy and purposeful. My proudest moments are when I have the chance to interact with participants who value our programs and rave about their experiences with us. It makes me feel like we are really making a difference in our community.”

CHERYEA WOMACK, OUTREACH & ENGAGEMENT SPECIALIST

“My proudest moment is any time a client is able to conquer a problem. Even if it’s not an immediate solution, they’re able to talk with us and start seeing different ways of handling what they’re going through. You see that pressure coming off of them. They don’t feel alone anymore. As much as we love them, my hope for all of our clients is that they don’t need to come back. We want them to become their own advocate.”

DAISY ARTILES, BILINGUAL SERVICES SPECIALIST/CASE MANAGER