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The Steering Committee would like to express heartfelt thanks to the many individuals and groups throughout CHI that work daily to prevent violence in our communities. Together—United Against Violence—we are making a difference.

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About this report

This report details the progress of CHI’s community-based violence prevention initiatives. It is designed not only to provide an overview of the overall commitment, but also to evaluate and celebrate the promising efforts underway as we mark the half-way point to achieving CHI’s systemwide violence reduction goal by 2020.

CHI MISSION

The Mission of Catholic Health Initiatives is to nurture the healing ministry of the Church, supported by education and research. Fidelity to the Gospel urges us to emphasize human dignity and social justice as we create healthier communities.

CHI VISION

Our Vision is to live up to our name as one CHI:

Catholic: Living our Mission and Core Values.
Health: Improving the health of the people and communities we serve.
Initiatives: Pioneering models and systems of care to enhance care delivery.

At CHI, we reach beyond the walls of our entities to build healthy communities. In collaboration with individuals, stakeholder groups, community organizations and other providers of health and human services, CHI creates values-based, innovative models of community health. Violence prevention represents one of the most essential efforts affecting a community’s well-being. Violence is an issue of public health. It is an epidemic in our nation, and it is preventable. As of 2015, CHI is proud to have committed more than $15 million to violence prevention efforts through the Mission and Ministry Fund grant process, demonstrating an undeniable commitment and a solid understanding that violence prevention is a core component of the organizational commitment to building healthier communities.
In 2008, Catholic Health Initiatives, one of the nation’s largest faith-based health care organizations, heightened its commitment to building healthy communities by launching a comprehensive national campaign to eradicate the epidemic of violence, which is a grave public health concern.

As the first violence-prevention effort of its kind ever sponsored by a nonprofit health system, the initiative is inextricably linked to the fundamental mission of Catholic Health Initiatives, which calls for the organization to reach outside the four walls of its hospitals and health care facilities to serve the needs of the broader community.

The multidimensional strategic initiative, which underscores Catholic Health Initiatives’ focus on those persons who are most vulnerable, includes several components:

**UNITED AGAINST VIOLENCE**

**PUBLIC POLICY ADVOCACY**
Legislative and regulatory opportunities that address violence prevention at the state, local and national level.

**SOCIALLY RESPONSIBLE INVESTING**
Shareholder activism to influence corporations in the promotion of violence prevention.

**MISSION AND MINISTRY FUND GRANTS**
Grants to support CHI entities and partners working to address violence prevention.

**EDUCATION AND AWARENESS**
Innovative evidence-informed resources for violence prevention efforts focused on individuals, workplace, community and society.

**COMMUNITY-BASED INITIATIVES**
Community-owned solutions to mitigate and prevent pervasive issues of violence.

*While CHI’s approach is multi-faceted, this report focuses on the community-based initiatives supported by the CHI Mission and Ministry Fund.*
THE GOAL: Community-Based Initiatives Reducing Violence, Creating Health

Working to promote a culture of nonviolence carries on the legacy and traditions of CHI’s founding congregations and predecessor systems. CHI believes that to change the culture, it must move upstream — not just respond to the consequences of violence but work toward the eradication of violence. Rooted in its heritage and Catholic tradition, CHI’s organizational efforts are focused on violence prevention through proactive approaches and community partnerships.

When CHI began the work of community-based violence prevention, it called upon its individual communities to identify and prioritize a specific type of violence impacting their community. This was not an endeavor for CHI alone, but one that required community collaboration and ownership of the identified problem. The community was to choose a type of violence that, when addressed, could be reduced and even prevented through a cross-sector, multi-stakeholder approach. Baseline measurement data on the particular problem was obtained; an informed decision was made based on the data; and a violence reduction goal was established.

ORGANIZATIONAL STRATEGIC PRIORITY

CHI formalized its organizational commitment by launching the system-wide violence prevention campaign, United Against Violence, and establishing violence prevention as a strategic destination metric. As the first effort of its kind sponsored by a national nonprofit health system, the United Against Violence campaign demonstrates a unique allegiance to its communities, recognizing violence as a preventable public health problem and pledging commitment toward its eradication.
CHI’s Strategic Plan is a roadmap to address a complex and changing health care environment. A destination metric quantifies the organization’s vision and long-term goals, and it reflects an urgency to excel in system performance. CHI has identified violence reduction as a strategic destination goal to achieve by 2020.

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<tr>
<th>DESTINATION GOAL:</th>
<th>Community-defined, sustainable violence reduction.</th>
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<tr>
<td>DESTINATION METRIC MEASURE 2020:</td>
<td>All markets achieve their community-defined, sustainable violence reduction goals.</td>
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<tr>
<td>DESTINATION METRIC MIDPOINT MEASURE 2015:</td>
<td>All markets will have researched, designed and implemented a community-based violence reduction initiative. Each violence reduction initiative is to be designed in collaboration with the community, based on sound evidence of the problem with an established baseline, an identified goal and outcome measures.</td>
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**FIVE YEARS AND COUNTING...**

For five years, facilities throughout CHI have been working to develop community-informed and community-based violence prevention initiatives. Some communities have successful programs in place that have been actively reducing violence for several years, and some CHI communities are just starting. But the good news is...

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**All CHI markets are actively pursuing community-based violence prevention in order to decrease violence and improve health.**

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**Grant Phases**

*Design and Start-up:* Coalition forming; community identifying focus area of violence; baseline measures established; plan development.

*Implementation:* Plan implementation; ongoing monitoring and evaluation for efficacy.

*Transitioned:* Self-sustained or facilities transitioned out of CHI.

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**Areas of Violence Include:**

*Dating Violence:* Campus, Teen

*Domestic Violence:* Interpersonal, Child Witness, Family

*Multiple Forms:* Neighborhood

*School Violence:* Bullying

*Youth Violence:* Gang

*Recruitment*

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**Areas of Violence Being Addressed**

- Child Abuse & Neglect
- Dating Violence
- Domestic Violence
- Human Trafficking
- Multiple Forms
- School Violence
- Youth Violence
- In Development

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Five Year Status of Grants

- Implementation, 35
- Design and Start Up, 8
- Transitioned, 6
THE CHI APPROACH TO COMMUNITY-BASED VIOLENCE PREVENTION

Developing a violence prevention program is a process unique to each community. Issues of violence exist everywhere and no one is immune. Violence knows no boundaries based on geographic location, economic conditions or social demographics. Addressing violence in a logical and evidence-based manner can lead to the positive outcome of violence reduction and, ultimately, prevention. The benefit of investment in this work is the creation of a healthier and more resilient community — a goal that ultimately meets the needs of all.

The CHI Violence Prevention Resource Guide was designed as a road map and framework for community investment in violence prevention. Though much can be written about violence prevention, this resource is designed to provide a simple, straightforward process that can be replicated in any community, regardless of unique community attributes and issues.

ACTION STEPS FROM THE CHI GUIDE

1. Identify and involve key stakeholders.
2. Assess needs and assets in the community.
3. Identify focus area of violence and establish baseline.
4. Define goals and objectives.
5. Develop the action plan.
6. Do the work.
7. Monitor, measure, modify.
8. Communicate the results.

PRIMARY PREVENTION

A key element of the CHI plan is the focus on primary prevention. Primary prevention involves actions, processes and policies that address an issue of violence before it happens. Unlike secondary prevention, which intercedes early in potentially violent events, and tertiary prevention, which intercedes after the violent event and involves rehabilitation and treatment, primary prevention seeks to avoid violence altogether. It relies on reducing associated risk factors and building resilience to mitigate the problem entirely.

THE SPECTRUM OF PREVENTION

Violence is complex, and prevention relies on a comprehensive strategy. Therefore, CHI has encouraged its communities to address an identified area of violence through a multi-pronged approach. CHI recommends that all plans for prevention consider the Spectrum of Prevention, developed by the Prevention Institute:

As communities develop strategies to address the area of identified violence, the Spectrum provides multiple levels for action. The greater the number of levels that are addressed in an action plan, the greater promise there is for reduction and prevention of the issue.
LESSONS LEARNED IN ADAPTING THE CHI APPROACH

In the five years since the community-based initiatives have been in place, learnings around effective prevention have been plentiful. Supported financially by CHI’s Mission and Ministry Fund, which has committed more than $15 million to the effort, this enterprise-wide initiative continues to create strategies that will address a number of challenges in the future. We are poised to benefit from these many lessons over the next five years. A few of the challenges:

- The work of violence prevention requires patience from all stakeholders. There are no quick solutions or fixes.
- Sustainability is an ongoing challenge with regard to funding and community change (changing stakeholders, governmental changes, organizational changes, etc.)
- Collaboration is not easy. Community stakeholders often come to the table with personal agendas. Coalescing around a common issue and approach can be challenging.
- When assessing community needs, there is often a tendency to overlook the significant assets of the community. This can be disempowering to all stakeholders.
- Cultural humility is essential and requires dedication to lifelong learning and constant humility.
- The voice of persons who are survivors of violence is essential throughout the process. Assumptions made on behalf of those who experience the problem will not result in effective solutions.

Perhaps the most important learning to date is that there is no challenge that lacks a solution; and, the CHI violence prevention community has collectively approached challenges, shared best practices and provided systemwide support on this journey.
FEATURED INITIATIVES

The following program portraits serve to highlight just a few of the many community-based violence prevention initiatives CHI is proud to sponsor. With initiatives in 43 communities, CHI is changing the landscape of the neighborhoods we serve, providing safe and healthy environments for thousands of people. Here are a few of our stories...

Dominican Sisters of Peace and the Franklin County Coalition, Columbus, Ohio

Focus: Multiple Areas of Violence in an Identified Immigrant Community

The Dominican Sisters of Peace and their community coalition work to address a pervasive problem with violence in a trailer park community housing approximately 250 families. Of the families in this community, 90% have experienced some form of violence; 70% have experienced gun violence or gang activity; 80% have experienced domestic violence and bullying, including youth-to-youth bullying as well as adult family-to-family bullying. For each area of violence, the coalition set lofty goals for reduction and has successfully met, exceeded or is on track to meet each goal – all within three years of working in and with the community.

Highlights: 80% of the trailer park residents report a reduction in experienced violence, including gang activity and gun violence. Violence against women and children has been reduced by 15%; youth bullying by 72%; and 80% of adults report reduced family-to-family bullying.

How: Recognizing that root causes revolved around individual and community low self esteem and feelings of disempowerment, the coalition focuses on positive activities to build leadership skills, increase health and wellness, provide for a safe physical environment, and empower residents to become individual, family and community advocates. Through meetings and workshops focusing on multiple topics, including positive police-community relationships and immigration rights, residents have been emboldened to reclaim their community from the negative influences of gang activity and to build positive social constructs that support the long-term health of their community.
Good Samaritan Behavioral Health and the United Against Violence of Greater Dayton Coalition (UAVGD), Dayton, Ohio

Focus: Neighborhood Violence

United Against Violence of Greater Dayton (UAVGD) has taken a comprehensive approach to address multiple areas of violence, recognizing that focusing across the continuum is essential to the overall health and well-being of the community. Through the formation of various councils, UAVGD is able to work with schools, families, individuals and local organizations to implement prevention strategies that are unique to each group, while being collectively meaningful to the creation of a culture of neighborhood nonviolence. Stakeholders include 80 organizations and individuals, working toward the goal of a 10% reduction in violent crimes in designated neighborhoods over three years.

Highlights: Of the four neighborhoods identified, UAVGD exceeded the reduction goal of 10% (over three years) for violent crimes (including murder, robbery and aggravated assault) in three neighborhoods and nearly met the goal in the fourth. Violent crimes were reduced in Harrison Township by 21%; in Trotwood by 9%; in North Riverdale by 33%; and in Westwood by 21%.

How: With a strong youth focus, UAVGD looks toward long-term prevention by emphasizing early intervention for this vulnerable population. A few of the youth-focused activities include the implementation of evidence-based curricula (Second Step) in Dayton schools, and active dialogue to promote positive youth-police relationships. Both initiatives build positive social-emotional skills, serving to change the community culture for the next generation. In addition, classes, workshops, events, mailings, signage, billboards and printed materials educate the greater community about multiple issues of violence and raise awareness around prevention.
CHI Franciscan Health Youth Violence Prevention Initiative and the Federal Way, Key Peninsula and Des Moines Community Coalitions, Tacoma, Washington

Focus: Youth Violence Prevention

The CHI Franciscan Health Youth Violence Prevention Initiative works to prevent youth violence in three communities, including Federal Way, Key Peninsula, and most recently in Des Moines (WA). The Initiative focuses on reducing school suspensions and expulsions for risky and violent behaviors, viewing this measurement as a primary indicator of a greater problem.

Highlights: Expulsions and suspensions in Federal Way Public Schools decreased by 28% in two years, surpassing the reduction goal of 15% in five years. Federal Way middle schools saw a 23% decrease in expulsions and suspensions. The Peninsula School District saw a 74% reduction over four years in expulsions and suspensions (specifically for violence, fighting, and drugs/alcohol abuse), far exceeding their 20% reduction goal.

How: Through actions that involve youth, parents, mentors, schools and community groups, they approach violence prevention using multiple media that support unique, community-driven solutions. To provide positive and active opportunities in safe spaces, they have created community gardens, built soccer fields and developed after-school clubs. In addition, they have implemented evidence-informed programs in the schools, including Second Step for social-emotional development, and the Girls Circle program to aid girls in transitioning from middle to high school. The initiative also helped launch the district-wide “Every Day Counts” campaign in Federal Way, benefitting the schools, the community and the youth in the promotion of school attendance.
Mercy Foundation and the Douglas County Community Coalition, Roseburg, Oregon

**Focus: Child Abuse and Neglect**

Mercy Foundation uses a comprehensive approach to prevent child abuse and neglect, focusing on education and support across the socio-ecological spectrum. Involving youth, parents/caregivers, schools, health professionals and community members, the coalition is comprised of more than 30 individual and organization members, providing for a rich base of expertise and engagement. The coalition tracks confirmed and suspected cases of child abuse. Its goal is to reduce confirmed cases 5% by 2015, and to reduce suspected cases that are ultimately confirmed 5% by 2015.

**Highlights:** Since the initiative began in 2010, confirmed and suspected cases of child abuse have been reduced by 32%. Confirmed cases have reduced by 24%. Specific reductions in abuse include: mental health/emotional by 100%; neglect by 42%; physical by 36%; sexual by 65%; and threat of harm by 43%.

**How:** Mercy Foundation and the community coalition work directly with youth, bringing violence prevention education and healthy relationship classes to local schools. Additionally, they support a youth media project that empowers youth to act as advocates for their peers using the tools of social and commercial media. Families are supported through parental skill-building classes and home health education for families with newborns (including Shaken Baby Syndrome Awareness). An interagency information exchange for service providers has been implemented, facilitating crucial communication that can aid in preventing abuse before it escalates.
CHI Health St. Mary’s and the Otoe County Community Coalition, Nebraska City, Nebraska

Focus: Youth Violence

In addressing youth violence, CHI Health St. Mary’s and its community coalition are focusing on reducing reports of bullying, assault and “attacking to harm.” The identified population is youth ages 10—17 years, and the coalition has set a 2020 goal to reduce the identified areas of violence by 20% in Otoe County. By 2014, their goal was to achieve a 10% reduction, which would have been a solid demonstration of the efficacy of their efforts. Instead, they have surpassed not only their 2014 goal, but their 2020 goal as well.

Highlights: In four years, reports of physical aggression or “attacking to harm” were reduced by 63%. Juvenile arrests for assault decreased by 51%, and incidences of school violence decreased by 74%. Extracurricular activity participation increased by 51%, and engaged community leadership increased from a baseline of 37 to 550 community leaders, and 8700 households.

How: With an extensive group of stakeholders, the community first embarked on a community-wide violence prevention campaign focusing on 10 key messages. Using community awareness events, yard signs, wrist bands, teacher notepads, notecards, school banners and billboards, the coalition saturated the community with powerful messages, including “Anger is normal; Violence is not.” In addition, the Second Step curriculum has been implemented in four school districts, and efforts to increase extracurricular participation have resulted in the development of new clubs, mentoring opportunities, intramural basketball, X-Box tournaments, and arts and crafts events.
Sisters of Charity of Nazareth (SCN) and the Human Trafficking Task Force (HTTF) of Nelson County, Nazareth, Kentucky

Focus: Human Trafficking

HTTF of Nelson County began with the vision of the Sisters of Charity of Nazareth, who recognized human trafficking as a significant and growing problem in their region and state. With one overarching goal—educating the community and raising awareness—HTTF began with three objectives: build collaboration with community stakeholders, develop a large-scale regional public education event in partnership with KentuckyOne Health, and train professionals likely to deal with cases of human trafficking in victim identification and appropriate response. The ultimate goal is to increase focus that will lead to victim recognition, enhanced victim services and resources, and prosecution of perpetrators.

Highlights and How: The momentum of this initiative has been extraordinary and after only two years of grant funding, HTTF is completely self-sustaining, requiring no more funding from CHI. In the first two years, the HTTF coalition conducted more than 15 major training events for professionals and dozens more community education events, including a conference that featured a guest speaker who is a survivor of human trafficking. The community and professional training, in concert with a visible and active taskforce, cultivated state-wide recognition and the attention of government agencies. The activism from the coalition ultimately became a force in the passage of KY House Bill 3 in 2013—a bill recognized at the time as one of the most comprehensive pieces of anti-human trafficking legislation in the U.S. The coalition continues today, building on the solid foundation that began with the vision of SCN.
The commitment and journey continue...

Following the initial launch and implementation of *United Against Violence*, CHI’s violence prevention efforts have spanned the country and are making significant differences in the lives of individuals and communities. With five years remaining to reach the 2020 destination metric, CHI looks forward to seeing the imprint and impact expand—changing more lives, creating healthier communities and building on the success of the first five years.

...into the future.
United Against Violence