



Overview

BLUE MERIDIAN
INVESTMENT IN PHASE 1:
\$39M over 5 years



AMBITION FOR NATIONAL IMPACT

Transform pediatric practice to support family needs and a child's overall development, in addition to physical health, so children are prepared to succeed in school and life.

SOCIAL PROBLEM BEING TACKLED

Extensive research shows the importance of a child's formative years (birth to age 3), yet many families living in poverty do not have access to knowledge, tools and resources to nurture their children's social, emotional, cognitive and behavioral development as well as their physical health.

For the 6.7 million children (ages 0-3) living in poverty, the impacts are particularly striking:

- Children are 1.7x more likely to have serious behavioral or emotional issues, affecting their development.
- Less than half (48%) are ready for school by age 5.

No single intervention has the national depth and reach to help millions of low-income parents and children during their earliest years. Even the largest, Early HeadStart, serves fewer than 4% (~200,000) of children living in poverty.

THE MODEL

Ninety percent of all children ages 0-3 see a pediatrician.

HealthySteps is a national model of **enhanced pediatric primary care** that integrates a child development specialist into the primary care team, in order to foster positive parenting and strengthen the child's early social and emotional development, particularly for families living in low-income communities.

The **HealthySteps Specialist** coordinates developmental screenings, provides referrals to community resources, and helps parents meet common and complex challenges in child-rearing and other areas of their lives.

HealthySteps is a program of ZERO TO THREE, a national nonprofit dedicated to ensuring babies and toddlers have a strong start in life.

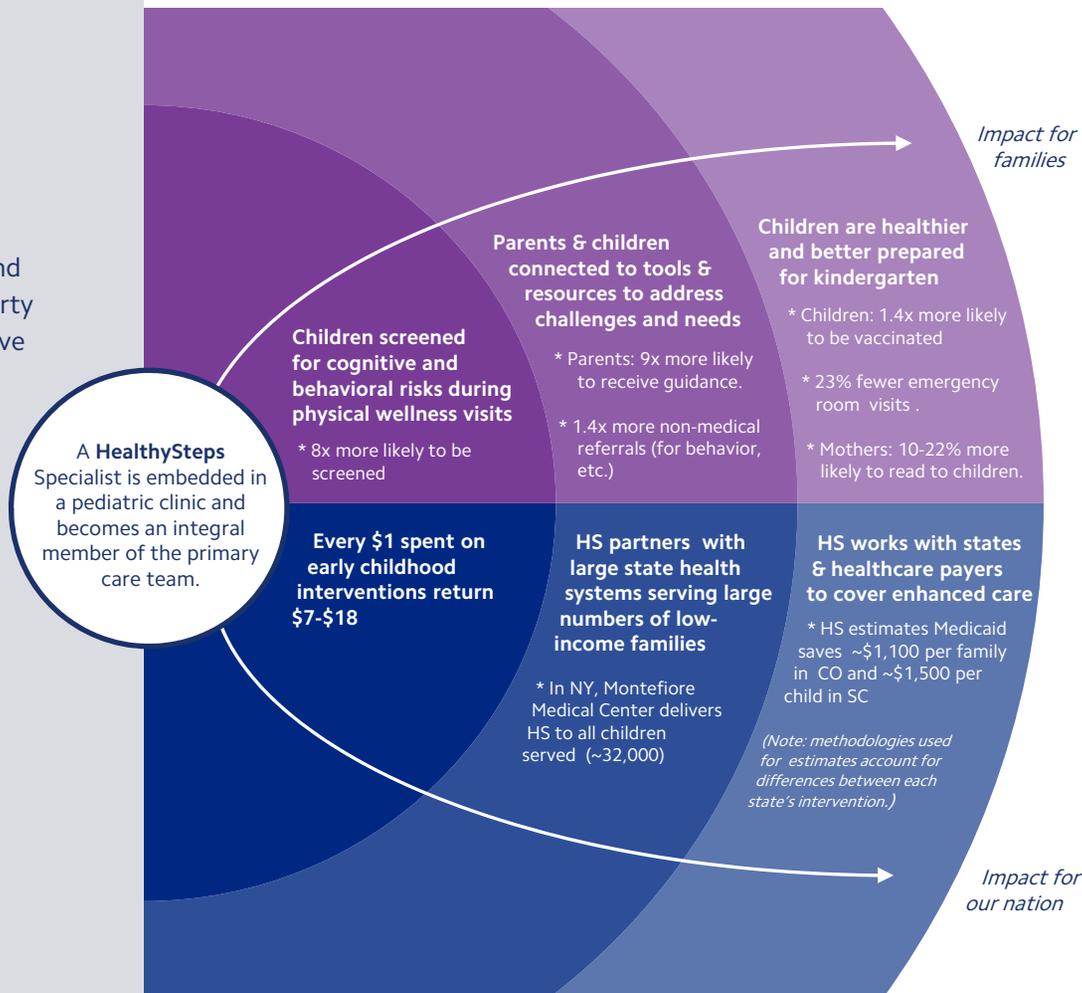


Why National Scale Matters

At scale, HealthySteps (HS) can spark a transformation in how pediatric care is delivered in the US, so that every child is on a strong developmental trajectory by kindergarten.

THE PROBLEM

6.7 million children and families living in poverty too often fail to receive critical support that would transform a child's emotional and cognitive development.



IMPACT AT SCALE

By 2032, HealthySteps can reach **1 million children**—and set the standard for team-based pediatric care across the nation.

- In 2016, the **American Academy of Pediatrics** supported models of care that promote effective parenting and school readiness within medical settings.
- By 2028, new research will validate enhanced pediatric care positively impacts longer-term outcomes that support a child's growth and readiness for school and life.



National Scaling Plan

SCALING STRATEGY

HealthySteps pursues a “state/system” scaling strategy, since access to and reimbursement for health care are largely determined on the state level. This strategy focuses on:

1. Expanding through partnerships with **large, influential health systems** that serve a high proportion of low-income children, helping them adopt and integrate the HS model.
2. Engaging with **state Medicaid and public health agencies**, so they cover the costs of HealthySteps and other preventive, enhanced care programs.

This approach has seen initial success in New York State, where:

- Montefiore Medical Center now operates 20 HealthySteps sites and serves 32,000 at-risk children and families annually
- The NYS Office of Mental Health allocated \$6.5 million in 2017 to support enhanced pediatric care services.

By 2032, HealthySteps believes a critical mass of states and systems, reaching 1 million children, will demonstrate the impact and sustainability of the HealthySteps model, encouraging other states and health care systems to adopt the approach and transform pediatric care practice across the US.

Full Plan (2017-2032)

Phase 1 (2017-2021)

TODAY

2021
(END OF PHASE 1)

~2032
(END OF SCALING PLAN)

PHASE 1 GOALS

Preparing for Scale

- Serve 75,000 children nationally.
- Large health systems deliver HealthySteps to at least 60% of children within their networks in **NY, SC and CO**, and one national system – **US DoD Military Health System**.
- Public funding covers 25-75% of the cost to deliver HealthySteps within partner health systems.
- New, national data system collects data from all sites to monitor performance and fidelity.
- Demonstrate additional **positive outcomes** that are crucial to a child’s healthy development.
- Establish relationships with **eight new states** for the next phase of growth.

BY THE END OF PHASE 3

- HealthySteps is integrated into large health systems in at least **30 states and Washington, D.C.**
- Over **one million children ages 0-3** are served annually.
- Leading health care stakeholders, policymakers and parents view team-based care, nurturing a child’s social-emotional development as integral to high-quality pediatric primary care, as **best practice and the national norm**.
- Rigorous evaluation shows **positive outcomes** based on five-year follow-ups with enrolled families.
- National service office becomes self-sufficient through earned income and other revenue.

Scaling Plan Total Cost: **\$273M**



Due Diligence Highlights



TRACK RECORD

From a two-site pilot in 1995, HealthySteps slowly grew into an informal network of 74 sites.

In 2014, HealthySteps merged with ZERO TO THREE. Since then, it has grown impressively:

- The network expanded to 121 sites in 18 states, Washington, DC and Puerto Rico.
- HealthySteps currently reaches over 36,000 children ages 0-3 annually.
- HealthySteps formed a strong national leadership team under Dr. Rahil Briggs.

EVIDENCE TO DATE

15 years of evidence indicates HealthySteps yields strong outcomes:

- A 2003 randomized controlled trial (RCT) found it improves parenting practices and the quality of pediatric primary care.
 - Children 8x more likely to receive developmental assessments by 33 months, and 1.4x more likely to have non-medical referrals (*for behavior, speech, child abuse or neglect, etc.*).
 - Mothers 1.4x more likely to have a non-medical referral, including for maternal depression, and mothers reported fewer depressive symptoms after 3 months in the program.
 - Parents were 22% less likely to rely on harsh punishment.
- Seven evaluations since 2003 have found HealthySteps sites show additional positive outcomes, including:
 - Helping prevent childhood obesity for children with social-emotional challenges, who otherwise are three times more likely to be obese by age five.
 - Reducing, by two times, the number of children found at risk for social-emotional challenges for those with mothers with childhood trauma.
 - Improving, by four times, the likelihood that children show improved social-emotional screen scores from six to 36 months.
- A new RCT planned for 2022 will measure intermediate and long-term outcomes for families and children.

KEY REASONS WE ARE CONFIDENT

- HealthySteps' new national director, Dr. Rahil Briggs, led the expansion of HealthySteps at Montefiore Medical Center.
- HealthySteps is a low-cost intervention with strong potential for measurable health care savings.
- Successes in New York and Colorado show partnering with influential health systems can accelerate scale.
- The model's evidence base is promising and HealthySteps is deeply committed to continuing to strengthen outcomes and data management.

KEY RISKS TO MONITOR & MANAGE

Whether HealthyStep can...:

- Convince states to reimburse for services from state and federal funding streams.
- Engage influential health systems and key state stakeholders to accelerate statewide scale.
- Ensure quality as new sites are added and maintain fidelity to the model.
- Continue to demonstrate policy-relevant outcomes for children and parents through evaluation.



Leadership Profiles

NATIONAL HEALTHYSTEPS ADVISORY COMMITTEE

- **George Halvorson**, Kaiser Permanente
- **Andrea Maresca, MPH**, National Association of Medicaid Directors
- **Ayelet Talmi, PhD**, University of CO School of Medicine
- **Dawn Stehle, MPS, DrPH**, Arkansas Dept. of Human Services
- **Vera “Fan” Tait, MD, FAAP**, American Academy of Pediatrics
- **Aimee Ossman**, Children’s Hospital Association
- **Micahel Barth, PhD**, Economist and Consultant
- **Mary Margaret Gelason, MD, FAAP**, Tulane U School of Medicine
- **Jason Helgersen**, NY State Medicaid
- **Dina Lieser, MD, FAAP**, Maternal and Child Health Bureau, Health Resources and Services Administration
- **Mary Martin, LCSW**, Colorado Dept. of Human Services
- **Mary Ann McCabe, PhD, ABPP**, George Washington U School of Medicine
- **David Willis, MD, FAAP**, Perigee Fund

ZERO TO THREE EXECUTIVE COMMITTEE

- **Robert Chang**, IL Mathematics and Science Academy
- **Walter Gilliam, PhD**, Yale Child Study Center
- **Brenda Jones Harden, PhD**, University of Maryland
- **Donna Levin**, Massachusetts Institute of Technology
- **Lisa Mennet, PhD**, Columbia University
- **Ann Pleshette Murphy**, Parenting Educator/Counselor
- **Brian A. Napack**, Wiley Research and Learning
- **Paul G. Spicer, PhD**, University of Oklahoma
- **Ross Thompson, PhD**, University of California – Davis



Rahil D. Briggs, PsyD, National Director, is responsible for all aspects of the program’s operations, financial sustainability, evaluation and research, policy, model enhancements, and professional development and training. She also serves as the national spokesperson for HealthySteps. She comes to this role after a successful career at New York City’s Montefiore Health System, where she expanded the HealthySteps footprint from one to 20 practices, serving over 30,000 children annually.

Dr. Briggs is also the founder and former director of Pediatric Behavioral Health Services at Montefiore Medical Group and the editor of *Integrated Early Childhood Behavioral Health in Primary Care: A Guide to Implementation and Evaluation* (Springer, 2016). She is the 2018 recipient of the Academic Pediatric Association Healthcare Delivery Award, in recognition of the work completed at Montefiore. She is Associate Professor of Pediatrics, Psychiatry and Behavioral Sciences at Albert Einstein College of Medicine. Dr. Briggs completed her undergraduate work at Duke University and her doctoral work at New York University.



Matthew Melmed, JD, is Executive Director and a member of the board of ZERO TO THREE. An internationally recognized leader in promoting the health and development of infants and toddlers, he has led ZERO TO THREE since 1995 and overseen its considerable growth in support of professionals, policymakers and parents in their efforts to ensure that every baby has a strong start in life.

Mr. Melmed chairs the Board of Generations United, and is the immediate past chair of the Food Research and Action Center. He served as the first elected Chair of the Children’s Leadership Council, a coalition of 55 leading national organizations working together to improve the health, education and well-being of children and youth. He is a Trustee of the Turrell Fund, has been a director on such Boards as Rob Reiner’s I Am Your Child Foundation, and is the recipient of multiple community, state, national, and international honors including the 2008 Sonya Bemporad Award from the World Association of Infant Mental Health and the 2018 Simms Mann Institute Whole Child Award for Visionary Leadership.