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Goal	Strategy	Objectives
<p>Mission: Start Strong Clark County aims to reduce infant mortality by supporting and empowering families, weaving social determinants of health into all strategies to reduce our current racial and ethnic disparities.</p>		
<p>Vision: All babies born in Clark County will be healthy at birth and thriving at one year.</p>	<p>I. Reduce the infant mortality rate in Clark County from 7.6 (5 year average 2015-2020) to 6 (matching the goal for the state of Ohio) by 2025</p>	
<p>Overarching goals:</p>	<p>II. Cut the Clark County black:white IMR ratio from 1.96 to 1</p>	<p>(Note: Based on a 5 year rolling average.)</p>
		<p>Increase community engagement as a cross cutting factor in all other strategies</p>
		<p>Increase fatherhood engagement as a cross cutting factor in all other strategies</p>
		<p>Examine all strategies and action steps with a health equity lens</p>

Monday

Subcommittee #1

Goal	Strategy	Objectives	Action Steps	Measures	Timeline	Owner
Goal 1: Provide evidence-based services that aid in the reduction of preterm births from 11.3% (3 Year Average 2015-2020) to 10.4% (State of Ohio 3 year average 2015-2020)						
	A. Reduce substance exposure	A1. Decrease the percentage of women smoking/vaping at some point in their pregnancies to less than 200 per year	a. Continue Baby and Me Tobacco Free (program ceasing June 2024) Mercy Research Programming b. Identify practice champions at each OB/GYN to enter names into BMTF portal c. Promote BMTF and REACH through social media d. Contact physician offices to discuss education and referral process for REACH and BMTF (Mercy REACH) e. Discuss in physician meeting at Mercy (Mercy) f. Encourage referrals in the Birthing Center at Mercy Health	Number of referrals to BMTF and REACH: as of 7/11/23: Referrals received from: Pregnancy Resource Center beginning September 2022= 21 (1 attended and complete, spoke with several who did not show, quit on own, no longer interested in quitting, moved out of county, and several messages left, but no return phone call. Birthing Center beginning March 2023= 2 (1 no contact, VM not set up and sent letter, but no response; 1 was scheduled to meet with me, but DNS and then no contact after letter was sent) Outpatient OB = 1 (1 is scheduled to begin today 7/10/23; it's the male fiance) CCCHD Baby and Me beginning March 2023= 2 (1 scheduled but DNS, sent letter, but no response; 1 was on bed rest and not interested)	complete, ongoing BMTF	
	B. Reduce health disparities	B1. Clark County will continue to offer Implicit Bias Training and Trauma Informed Care B2a. Continue collecting data on social determinants of health	a. Create connection with Health Equity group to provide trainings in the community and for service providers b. Identify gaps in community programs needing implicit bias training and Trauma Informed care training c. Clark County will write a grant to support a county navigator role to increase linkage to services.	1. Record the number of trainings provided and the number of participants 2. Identify new training partnerships (SCSD, Mental Health Task Force) 1. Number of county navigators added (aka Community Health Worker (CHW), (aka, Neighborhood Navigator) 2023 RHIC has 5, CCCHD has 2 and one stationed in Mercy Health Birthing center, . Connecting with Legacy 24 Neighborhood Influencers, RHIC 5 CHWs (2023)	added to Start Strong end of year survey 2023 added to Start Strong end of CCCHD added to Start Strong end of CCCHD	Steering Comm CCCHD CCCHD, RHIC
		B2b. Identify a navigation process to reduce barriers to social health needs.	b. Clark County will continue to explore Pathways HUB community integration.	1. Footing Horse Community Center will provide updates on the pilot to Start Strong coalition: 7/17/23. Rocking Horse Community Center will continue to implement Pathways HUB under the Dayton Regional Pathways HUB. Pathways HUB is a regional data-combining linkage care coordination system that addresses the social determinants of health. The Pathways HUB strives to help low-income women and healthy pregnancies and healthy babies by connecting pregnant women to needed medical and social services. Although RHIC functioned with these goals prior to implementation, they agreed to trial the Pathways HUB model in anticipation of it migrating into Ohio in the future. The pilot started May 2021. Barriers have included 1.) Software is clunky and does not integrate well with pre-existing systems 2.) Lack of integration with current systems creates increased work 3.) Limited reimbursement thus far, but continue to learn the process. 4.) Staffing changes. Benefits include: 1.) Support from GDHMH/Other CHWs. 2.) Means of bringing funds into the department. 3.) Added support for expectant mothers. * 2024: HUB is #1 priority for patient advocates.	complete, 2024, ongoing CCCHD, RHIC	CCCHD
		B3. Reduce cultural barriers to health care services	a. Increase community capacity of interpreters	1. List of interpreters able to translate for Spanish and Haitian (French) Creole, CCCHD has their own, Mercy has their own, Catholic Charities, Mercy REACH also uses the Creole machine. Betsy has one, school has theirs, no central list exists	Complete, ongoing 2024 Complete April 2023	CCCHD
		B4. Increase community health equity coordinator	b. Increase outreach and office a "meet where you are" approach c. Increase community capacity of peer mentors and minority health champions	1. List of Charles interpreter training in process 2023. BMM award 8/2023. DUES CASM award Summer 2023 1. Add a minority health to Start Strong coalition 2. 5 advocates, 3 of which are trained as CHWs and the other two work at 2024	complete, ongoing Complete 2/2023 Complete 5/2024	Christina Conn
		B5. Increase community healthcare insurance enrollment	a. Hire community health equity coordinator b. Increase awareness of Medicaid/MCO benefits c. Increase member utilization of available MCO benefits d. Identify early pregnancy access points	One Health equity Coordinator hired, CCCHD, COMR, ETE 2/2023 List of community outreach activities where MCO providers, case managers, etc share info. 5/2023. FEB 2024, ongoing Data analysis Develop a list of early pregnancy access points: PRG, emergency room, health department	Complete 2/2023 BMM FEB 2024, ongoing Complete 5/2024, ongoing Complete 2/2023	MCO SS reps on Complete 2/2023 see birthright lab
		Fathers engaged in prenatal appointments	1. Develop survey for collecting data to identify barriers to engagement 2. Meet dads where they are - identify groups already meeting with dads in mom work allow, single dads run together - same mindset, no support, shame, fear of child and 3. Identify barriers to father engagement (generational lack of parenting, mom work allow, single dads run together - same mindset, no support, shame, fear of child and 4. Develop plan to help overcome barriers	1. Fatherhood app developed	Complete 2/2023 Complete 2/2023	see birthright lab

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A. Promote Start Strong	A1. Promote through partner agencies	A1a. Distribution Start Strong promotion	30 flyers distributed, presented to RHC providers 5/2023, social media analytics	complete, ongoing
	A2. Maintain accurate, up to date information	A2a. CCCHD staff dedicated to maintain website	JAN 2024 met with social media and IT specialist to webis	complete 2024
		A2b. Routinely request website feedback	continued modifications and improvements per feedback	COMPLETE
B. Targetted efforts for	B1. Identify access points for adolescents	B1a. Mercy Health to provide child b	number of adolescents reached via attendance tracking	Complete, ongoing
	B2. Maintain and increase collaborative relationships with Clark County E	B2a. Multiple education sessions provided	One additional GRADS staff member hired (Candace Coff	Complete, ongoing
	B3. Education provided at SCSD and	B3a. Multiple education sessions provided	complete october 2024	
	B4. Create a pregnancy educational resource packet in partnership with	B4a. Multiple education sessions provided	not started. GRADS does not have capacity for another project	
	B5. Involve fathers in classes and teaching process	B5a. Multiple education sessions provided	Complete, targeted efforts to include Dads in GRADS program. 2023-2024 school ye	
	B6. Violence Prevention	B6a. Erin's Law education at Clark County	CAC and Project Woman providing education. Compile a	List is not yet started.
C. Decreasing Lead	C1. Identify a baseline number of pregnancies	C1a. Recruit local OB provider advocacy	August 2024 - emailed Mercy Health manager to inquire a	
		C1b. CCCHD lead case management	Letter sent to all area providers 5/2022. No response. Follow	attempted, complete Octob
		C1c. Obtain prenatal EBL results for	RHC, but not Mercy or Physicians and Surgeons, OB send	Dece
		C1d. CCCHD lead team and Shanna	The CCCHD lease case management nurse makes referral	March 2022 and ongoing
	C2. Identify baseline number of women	C2a. Obtain lead test results of women	Received stats from ODH on Clark County women of child	Dece
		C2b. Identify an existing tracking method	Submit proposal to the Ohio Department of Health request	Complete 12/1/2023
		C2c. Collate women of childbearing	complete	Septe
D. Increase Early Identification	D1: Establish OB policy to lead screening	D1a. Investigate related policies in states	Sandy collected this data	6/1/2023, complete
		D1b. Work with local OB providers to	Spreadsheet created 9/2022. in process	Dece
		D1c. Work with local OB providers to	in process. RHC OB referrals to CCCHD but follow up is l	Jai
	D2: Establish hospital policy for lead	D2a. Investigate related policies in s	Only two states in the nation have written policies for testi	Dece
		D2b. Enlist OB cooperation to either	on hold until procedure established for pregnant women	
E: Increasing Lead	E1: Marketing efforts to increase con	E1a. CCCHD distribute lead safe lit	ongoing	Complete April 2022 and c
		E1b. CCCHD press releases		Jai
		E1b1. How lead affects the fetus in pregnancy a		
		E1b2. Partnership with local OBs to address ma		

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Strategy	Objectives	Action Steps	Measures	Timeline
A. Promote Start Strong website	media and county events website	A1a. Distribution Start Strong promotion flyers to partner agencies Haitian channel with Philomena Philistine. A2a. CCCCHD staff dedicated to maintaining website Strong meetings minimum of annually B1a. Mercy Health to provide child birth classes at SCSD	5/2023, 300 flyers distributed to member of Haitian Social media analytics website improvements received, updated landing page, added parenting number of adolescents reached via attendance tracking Copeland) and placed at Springfield High School. complete october 2024	complete 2023-24 COMPI Compl
adolescents	B1. Identify access points for adolescents relationships with Clark County ESC/ GRADS and B3. Education provided at SCSD and Cliff Park packet in partnership with GRADS program and GRADS	multiple education sessions provided by sexual health and wellness in process Erin's Law education at Clark County Schools	project program, 2023-2024 school year 53 participated in a list of all school districts, connect and document about presenting to providers and seeking involvement	List is r
C. Decreasing Lead Exposure	B6. Violence Prevention providers using the Ohio Department of Health	C1a. Recruit local OB provider advocate to join Start Strong		
		C1b. CCCCHD lead case management team will survey all prenatal care providers regarding use of the Prenatal Risk Assessment for Lead and Tally results C1c. Obtain prenatal EBLL results from OB practices and collaborate to decrease them C1d. CCCCHD lead team and Shannon Chatfield make referrals as needed for home lead assessment, ODH, WIC, food pantry, CCJFS, Project Woman, and Early Childhood services	Letter sent to all area providers 5/2022. No response. Follow up by phone. RHC OB only response. RHC , but not Mercy or Physicians and Surgeons , OB sends referrals to CCCCHD to test.	attemp
	C2. Identify baseline number of women of childbearing age identified with an elevated blood lead level (EBLL).	C2a. Obtain lead test results of women of childbearing age to measure outcomes. C2b. Identify an existing tracking mechanism for women of childbearing age lead results or create a tracking mechanism if needed C2c. Collate women of childbearing age lead test results annually to monitor change in percent of increase or decrease of women of childbearing age with an EBLL	The CCCCHD lease case management nurse makes referrals on all EBLL cases. Received stats from ODH on Clark County women of child bearing age with EBLLs.	March
			Submit proposal to the Ohio Department of Health requesting CCCCHD access to data	Compl
			complete	
D. Increase Early Identification and Intervention for lead exposed mothers, Infants and children	D1: Establish OB policy to lead screen pregnant women.	D1a. Investigate related policies in states that require lead screening of all pregnant women D1b. Work with local OB providers to create a mechanism for tracking prenatal blood lead lab results.	Sandy collected this data Spreadsheet creased 9/2022. in process	6/1/20

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	E1c. CCOCHD website	E1d1. Facebook Live session re: lead affects pregnancy	June 2022 and ongoing
	E1d. CCOCHD social media	E1d2. Facebook posts re: lead affects pregnancy and breastfeeding information re: lead affects pregnancy	October 2022 and ongoing
	E1e. Start Strong website	E1e1. Incorporate information re: lead affects pregnancy	Started January 2024
	E2: Engage local prenatal care providers	E2a. CCOCHD lead case management	
		E2b. Send letter to OBs requesting RHC OB refers to CCOCHD	
		E2c. Disseminate lead related pregnancy and breastfeeding brochures and resources following RHC OB presentation complete	Complete August 2022 and ongoing
		E2d. CCOCHD lead team presentation complete	December
		E2e. Schedule statewide lead medical expert to address Start Strong Clinical Collaborative	
		E2f. Establish exchange of elevated lead in process	August 2022 and ongoing
F. Reduce health disparities	F1. Increase availability of culturally appropriate resources	One CLAS presentation with toolkit provided for Start Strong	complete 2023
	F2. Clark County will continue to offer	1. Record the number of trainings provided and the number of participants	survey sent to SS member complete 2024, ongoing
	F3a. Continue collecting data on social determinants of health	1. Number of county navigators added (aka Community Health Promoters)	complete 2024, ongoing
	F3b. Identify a navigation process to improve patient experience	1. Rocking Horse Community Center will provide updates	complete 2024, ongoing
	Fathers learning about birth spacing	1. identify resources available	see Fatherhood sheet
	Fathers engaged in prenatal appointments & bonding w/ unborn child	2. identify barriers to attending	see Fatherhood sheet
		3. connect dads to resources and mentoring opportunities	see Fatherhood sheet
	F4. Ensure that all flyers and social media follow CLAS guidelines		
G. Increase Community Engagement	G1. Provide community education on preconception care	1. Use Outreach Event Reporting Form to report on educational events happening	2024, C
		2. Report number of participants at each community education event	complete 2024, ongoing
	G2. Provide community preconception care	1. Use Outreach Event Reporting Form to report screening events	complete 2024, ongoing
		2. Report number of referrals provided at each screening event	complete 2024, ongoing
		3. Report number of people reached, screened, visit provided	complete 2024, ongoing
	G3. Develop promotional material in print		complete 2024, ongoing
	G4. Distribute promotional material	G4a. Gather and develop materials for Springfield HS call center	not started

	D2: Establish hospital policy for lead screening cord blood of all stillborn babies prior to disposal and newborns whose mother either identified with an EBLL or was not screened for lead.	D1c. Work with local OB providers to establish practice of lead screening all pregnant women at the beginning of their 2nd trimester and to retest them at the beginning of their 3rd trimester.		in process. RHC OB referrals to CCCHD but follow up is low	
		D2a. Investigate related policies in states requiring lead screening of all pregnant women		Only two states in the nation have written policies for testing pregnant women	
		D2b. Enlist OB cooperation to either establish practice of neonatologists ordering lead screening or make pediatric lead screening referrals for newborns of mothers with EBLL		on hold until procedure established for pregnant women	
		E1a. CCCHD distribute lead safe literature throughout Clark County - April 2022 and ongoing		ongoing	Compl distrib
E: Increasing Lead Safe Awareness	E1: Marketing efforts to increase community lead safe awareness.	E1b. CCCHD press releases		E1b1. How lead affects the fetus in pregnancy and breastfeeding implications	
		E1c. CCCHD website		E1b2. Partnership with local OBs to address maternal and prenatal lead poisoning	
		E1d. CCCHD social media		E1d1. Facebook Live session re: lead affects pregnancy and breastfeeding implications	June 21
				E1d2. Facebook posts re: lead affects pregnancy and breastfeeding implications	
		E1e. Start Strong website		E1e1. Incorporate information re: lead affects pregnancy and breastfeeding implications	October Starter
	E2: Engage local prenatal care providers.	E2a. CCCHD lead case management team connect with local prenatal care providers to develop a partnership to identify and lead screen pregnant women at risk for lead exposure		RHC OB refers to CCCHD	
		E2b. Send letter to OBs requesting partnership		complete	

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		E2c. Disseminate lead related pregnancy and breastfeeding brochures and resources following CLAS guidelines		Complete
		E2d. CCCHD lead team presentations to local prenatal care providers	RHC OB presentation complete	
		E2e. Schedule statewide lead medical expert to address Start Strong Clinical Collaborative		
		E2f. Establish exchange of elevated blood lead level (EBLL) information between CCCHD and local OBS	In process	August
F. Reduce health disparities	F1. Increase availability of culturally appropriate resources for minority populations following CLAS guidelines F2. Clark County will continue to offer implicit bias training and trauma informed care training.	F1a. Start Strong website includes culturally appropriate information following CLAS guidelines F2a. Create connection with Health Equity group to provide trainings in the community and for service providers	One CLAS presentation with toolkit provided for Start Strong coalition members 1. Record the number of trainings provided and the number of participants	complete
	F3a. Continue collecting data on social determinants of health F3b. Identify a navigation process to reduce barriers to social/ health needs.	F3a1. Clark County will write a grant to support a county navigator role to increase linkage to services. F3b1. Clark County will continue to explore Pathways HUB community integration.	1. Number of county navigators added (aka Community Health Worker (CHW), (aka, Neighborhood Navigator) 1. Rocking Horse Community Center will provide updates on the pilot to Start Strong coalition	complete
	Fathers learning about birth spacing Fathers engaged in prenatal appointments & bonding w/unborn child		1. Identify resources available 2. Identify barriers to attending 3. connect dads to resources and mentoring opportunities	see Fa see Fa see Fa
	F4. Ensure that all flyers and social media follow CLAS guidelines			see Fa
G. Increase Community awareness of preconception health	G1. Provide community education events covering preconception health topics G2. Provide community preconception health screening events	Host at least 4 community education sessions on preconception health topics G2a. Hold at least 4 preconception health screening events.	1. Use Outreach Event Reporting Form to report on education sessions and screening events 2. Report number of participants at each community educational class/ event 1. Use Outreach Event Reportign Form to report screening events 2. Report number of referrals provided at each screening event	Market Univer's Elmer complete complete complete complete
	G3. Develop promotional material in print		3. Report number of people reached, screened, visit provided at each screening event	complete
	G4. Distribute promotional material	G4a. Gather and develop materials for Springfield HS call center		complete

Subcommittee #2 Safe Sleep

Goal # 2 Safe Sleep deaths to ZERO by 9/30/2025 (Grant year cycle)

A. Increase availability of safe sleep environments to 300 per year.	A1. Increase community awareness of Cribs for Kids portable crib program	A1a. Promote at community events and through social media	Number of new referrals sources	Start Strong home
B. Reduce health disparities	B1. Increase availability of culturally appropriate resources for minority populations B2. Clark County will continue to offer implicit bias training and trauma informed care training. B3a. Continue collecting data on social determinants of health B3b. Identify a navigation process to reduce barriers to social/ health needs. B4. Education provided to father on safe sleep practices	A1b. Increase access to portable cribs at various locations B1a. Identify current resources In the community and for service providers Increase linkage to services. Integration. Incentivize fathers to take training	Number of cribs distributed Resource page on SS website number of participants Health Worker (CHW), (aka, Neighborhood Navigator) on the pilot to Start Strong coalition Incentives fathers and other caregivers to attend 2. Identify barriers to attending opportunities	list started 5/2024 not started Complete 2023 ongoing started May 2024 started May 2024 started May 2024
	B5. Ensure that both standardized reporting forms and social media outreach follow CLAS guidelines.			
	surrounding sudden unexpected infant deaths.			
	C1. Outline a county wide process for collection and submission of SUIDI form. reviews.	utilization of SUIDI forms. C1b. Identify county process for collection of SUIDI form. C2a. Identify current reporting process C2b. Research availability of standardized reporting forms. develop a reporting form and process. E1a. CCHHD Facebook live	Survey results. Document outlined process. Record current reporting process	complete 3/1/2023 December 2023
E. Increase community awareness of safe sleep recommendations	E1. Social media presence	E1b. SS website banner promoting safe sleep	1. Record number of views	
	E2. Infant caregivers receive education on safe sleep recommendations	E1c. Ensure social media information follows CLAS guidelines E2a. Cribs for Kids provides virtual education E2b. FYI Parenting network incentivizes parents to complete education and additional incentive if they bring additional infant caregivers with them to class	1. Record number of views of safe sleep education page	

11/26/24 Subcommittee #2 Breastfeeding

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A. Implement a care coordination system across the prenatal through A1. Establish community clinical linkages among healthcare providers, community	A1a. Support hospitals to strengthen evidence-based maternity care practices (such as BF referral system developed 2023, beginning implementation 6/2023)	
B. Increase community capacity to provide breastfeeding support	B1. Mercy Health to continue to explore opportunity to develop a community brief B1a. Identify a curriculum to follow within this support group.	2 health care professionals enrolled in the training 6/2023, WIC in process of hiring peer
C. Improve consistency of breastfeeding messaging by using evidence-based information and co-creating educational materials among lactation	Complete a Fresh Eyes Endeavor by visiting 1-2 WIC clinics with breastfeeding initiation rates at state average or above.	
D. Reduce Health Disparities/ Increase Lactation Engagement	D1. Ensure that both curriculum and breastfeeding messaging follow CLAS guidelines	
	D2. Survey parents at BMA event 1.) would you be interested in joining a BF support group 2.) Who/where do you get BF support currently	

Complete
 WIC Fresh Eyes Endeavor - Complete (2023)
 Increased communication between resources via Start Strong meetings
 Increased attendance at Start Strong (after meeting location changed to Mercy Birthing Center).
 Increased awareness of county resources via Start Strong website & meetings

Goal	Strategy	Objectives	Action Steps	Measures	Timeline	Status		
that aid in the reduction of preterm births	A. Fathers engaged in prenatal appointments and bir	Mindset change to understand importance of their support to partner	Identify barriers to engagement	One completed survey		2024 5/1/24.		
			groups already meeting with dads in (generational lack of parenting, mom wort					
			4. Develop plan to help overcome barriers					
			B5. Increase community healthcare insurance enrollment					
			a. Increase awareness of enrollment qualitic	List of community outreach activities where MCO pro	Begin FEB 2024			
			b. Increase awareness of Medicaid / MCO b	List of community outreach activities where MCO pro	Begin FEB 2024			
			c. Increase member utilization of available M	Data analytics	Begin FEB 2024			
			d. Identify early pregnancy access points	Develop a list of early pregnancy access points	Begin FEB 2024			
			B. Data collection is able to demonstrate health disp	B1. Demographic collection forms updated to provide options meeting	CLAS guidelines and reflecting rapid population increase in immigrants for Haiti			
			related infant deaths to zero by 9/30/2025.	Fathers trained in safe sleep practices	Get fathers to take training	1. Identify resources available 2. Identify barriers to attending mentoring opportunities		
Importance of Preconception and 1st	Fathers learning about birth spacing Fathers engaged in prenatal appointments & bonding w/unborn child		1. Identify resources available	2 resource sharing events. Reviewed birth spacing with 24 students in nursing class at Wittenbert 4/1/24. Shared Start Strong website at Rocking Horse Community Health Center Resource Fair and Baby Shower (4/4/24)		2024 5/1/24		
			2. Identify barriers to attending					
			3. connect dads to resources and mentoring opportunities					
			1. Fathering Strong Tool kick off at Father Fest	Dad resource page on Start Strong website		by 2025	Resources collected 3/2024.	
			2. Collect information to fathering tool from organizations (All members)					
			Increased Awareness of the importance of fatherhood engagement for maternal child health					
			Targeted efforts for Clark County adolescents					
			6/22/23. CLAS guideline overview and presentation for Start Strong coalition by					
			Ensure that all survey's and identified resources and mentoring					
			Health Equity Coordinator					
Improve health equity						2024 In progress Complete 5/1/2024		

11/26/24 Subcommittee #3 Fatherhood Engagement IHE Extended view of page 7

Goal	Strategy	Objectives
Goal 1: Provide evidence-based services that aid in the reduction of preterm births from 11.8% (5 year average 2015-2020) to 10.4 % (state of Ohio 5 year average 2015-2020)	A. Fathers engaged in prenatal appointments and birth mindset change to understand importance of their support to partner -	
		B5. Increase community healthcare insurance enrollment
Goal 2: Reduce the number of sleep related infant deaths to zero by 9/30/2025.	B. Data collection is able to demonstrate health disparity	B1. Demographic collection forms updated to provide options meeting
	Fathers trained in safe sleep practices	Get fathers to take training
Goal 3: Raise Awareness of the Importance of Preconception and 1st Trimester Health	Fathers learning about birth spacing	
	Fathers engaged in prenatal appointments & bonding w/unborn child	