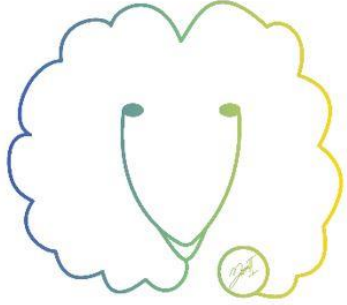


More than Just Hair



Improving Hair Care

Equity in Healthcare

October 2022

CHILDREN'S HOSPITAL OF PHILADELPHIA SUPPLIER DIVERSITY PROGRAM

Virtual Webinar Series made possible through the collaborative work of



SUPPLIER DIVERSITY PROGRAM

Children's Hospital of Philadelphia

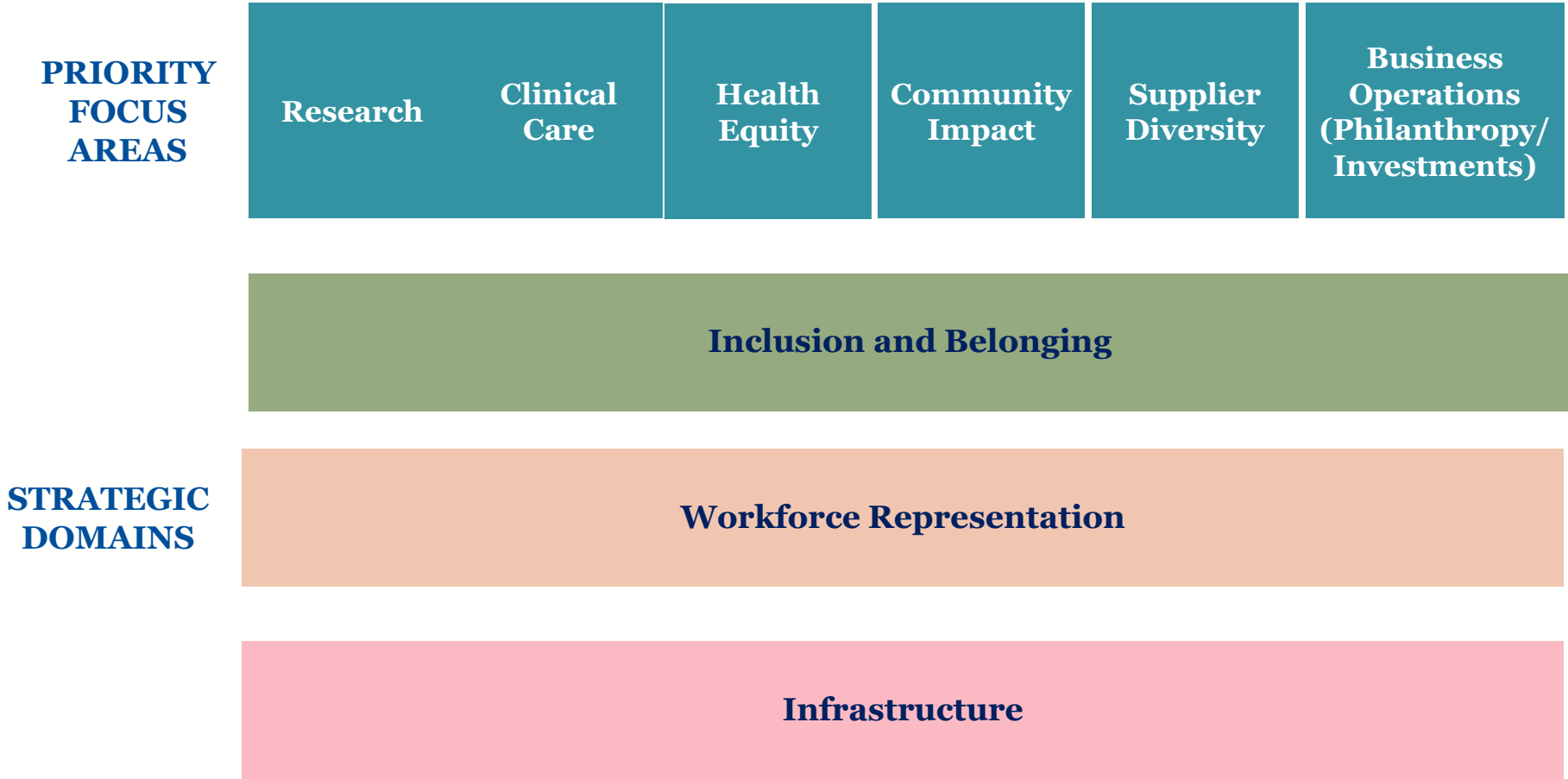
Jeff Raup, AVP Sourcing and Contracting

Gilbert Davis, VP and Chief Diversity Officer

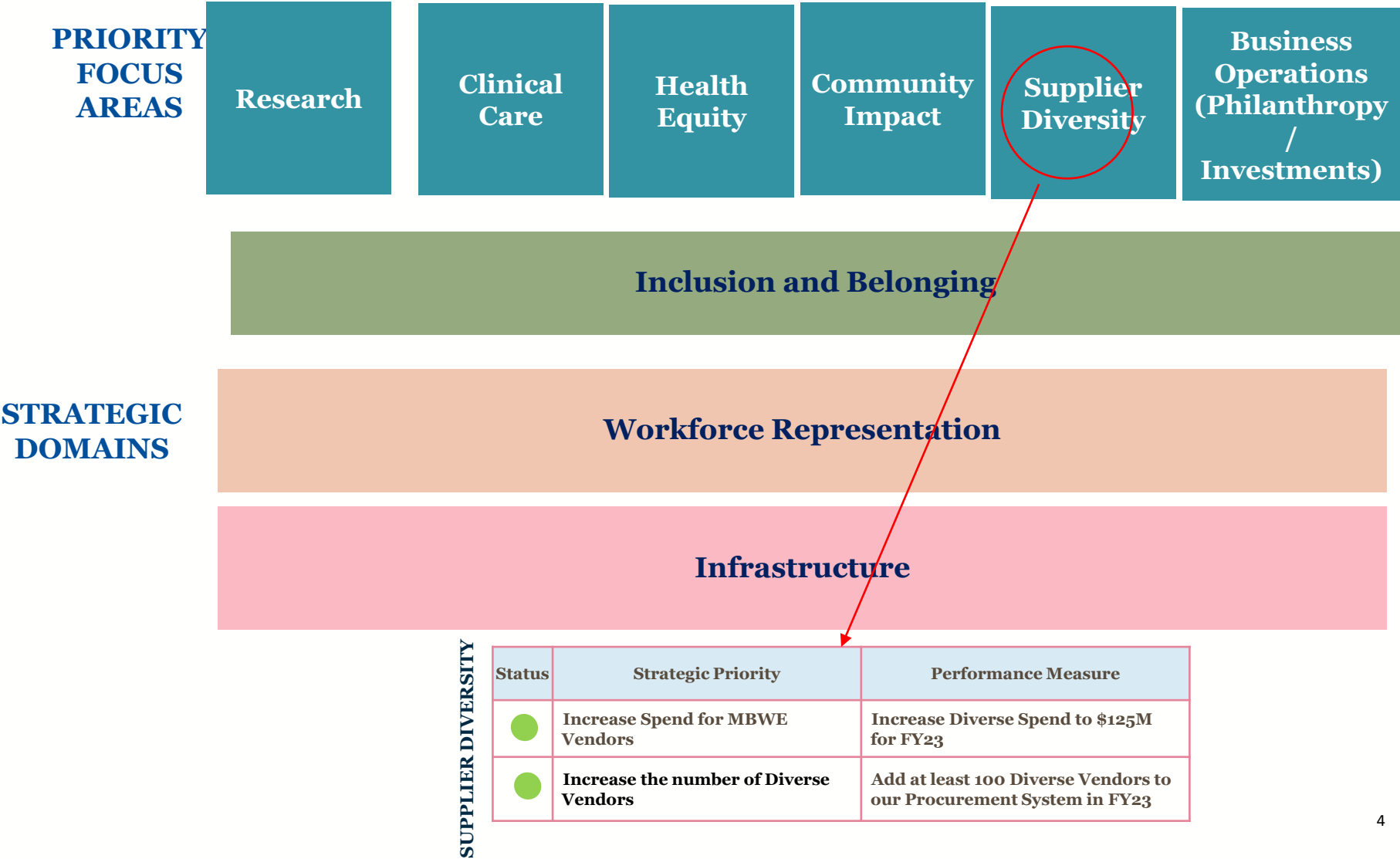
Marcia Wallace, Supplier Diversity Program Manager



INTEGRATED DEI STRATEGIC PRIORITIES



INTEGRATED DEI STRATEGIC PRIORITIES



EXECUTIVE SUMMARY

- We have a clear vision for strategic sourcing for our Supplier Diversity program.
 - **Program aims to build a supply base that mirrors the diversity of our employees, customers and the communities we support and serve.**
- We are ***intentional*** in growing our diversity spend.
 - Defined structure, governance and metrics to ensure success
 - Utilize external strategic partners to build capacity & competency of local diverse vendors to provide pipeline for CHOP
 - Collaborating with all departments, with specific focus on Facilities, Information Services and Human Resources
- The program has been growing since 2015; significant progress since 2020
 - Historically our annual diversity spend has been approximately \$65 million
 - Goals: increase diverse spend to \$80M in FY21, \$115M in FY22 and \$135M in FY23
 - Hired Supplier Diversity Program Manager in August 2021

SUPPLIER DIVERSITY VISION STATEMENT

CHOP's Supplier Diversity Program aims to build a supply base that mirrors the diversity of our employees, customers, and communities we support and serve.



CHOP Staff



Patients



Community

KEY STATISTICS

- Diverse Vendor Spend
 - Increased diverse spend from \$79.5M in FY2021 to \$115M in FY2022
 - Represents a 44% increase in invoice spend
 - Added 85 new diverse vendors
 - Diverse vendors spend was 3% now comprise 5% of total addressable spend*

**Addressable spend is defined as all CHOP purchase order spend excluding payments for physician staff, insurance, benefits, pharmaceuticals.*



EXECUTIVE LEADERSHIP SUPPORT

Joni Rittler, Peter Grollman
& Gilbert Davis

Executive Sponsors

Marcia Wallace

Supplier Diversity Program Manager

External
Affairs

Supply
Chain

Finance

IS

EVS

Nursing

Ops

Facilities

Research

Ambulatory

Practice
Plans

KOPH

RELATIONSHIPS & STRATEGIC ALIGNMENT



STRATEGIC AREAS OF FOCUS

1. Relationships & Strategic Alignment
2. Strategic Sourcing
 - Construction, Information Services and Human Resources
3. Development of Diverse Suppliers
 - Mentor Protégé Program, Training, and Matchmaker Events
4. Data Analytics & Processes
5. Communication



STRATEGIC SOURCING - FACILITIES

Service and Logistics Center

- Veteran-owned, minority-owned trucking firm
 - \$2M / year in spend
- Janitorial firm- Local, women, minority-owned
 - Service - \$868K / year
 - Construction clean \$32.5K / year



STRATEGIC SOURCING - INFORMATION SERVICES

- IT Hardware FY22 Project
 - Tier 1 Relationship
 - Women, Minority-owned business
 - \$15M / annual spend

STRATEGIC SOURCING – HUMAN RESOURCES

- FY22 Human Resources / RightSourcing
 - Exclusive / early release of requisitions to be sourced by diverse vendors
 - Target recruitment areas
 - Patient Service Reps, Information Service & Nursing
 - Mentor Program- provide guidance to diverse vendors with increased visibility to department's infrastructure and hiring trends
 - \$10.8M annualized spend



SUPPLIER DIVERSITY DEVELOPMENT

- FY22 Facilities and Construction Virtual Matchmaker Event
 - Brought together CHOP Leaders, Construction Firms and diverse vendors to connect and share bid opportunities
 - 117 participants
 - 36 meetings held
 - 100% of business owners thought that this event was valuable



“Would love to be able to use this opportunity as a bridge to network with participants as we may be able to collaborate & share best practices.”

SUPPLIER DIVERSITY DEVELOPMENT

- King of Prussia Pop-up Events

- Partnered with 6 suppliers to showcase their business
- Positive feedback from vendors and KOPH staff
 - Will resume at Leadership's request

- Feedback:

- “As a new hospital in the community, the Middleman Family Pavilion in King of Prussia was excited to host a variety of local, diverse vendors for a weekly pop-up events in the month of June. We hosted bakery, creative arts, toys and book vendors. The KOP staff, patients and families enjoyed getting to know these small business owners and supporting local overall! Given the overwhelming success, we have decided to extend this program.” ~ KOPH AVP Operations

Supplier Diversity Pop-Up Event

at Middleman Family Pavilion

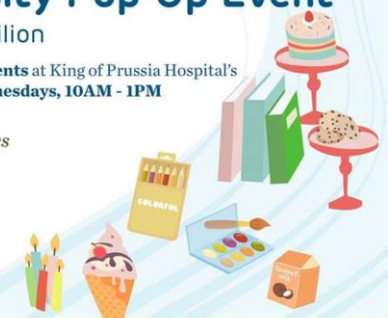
Join us for one or all of the **pop-up events** at King of Prussia Hospital's Gift Shop space on the first floor, **Wednesdays, 10AM - 1PM**

June 8 *Books, Cookies & Cakes*

June 15 *Art Supplies & Crafts*

June 22 *Vegan Treats*

June 29 *Candles & Ice Cream*



DATA ANALYTICS & PROCESSES

- Forecasting supplier opportunities
 - Develop tracker to improve pipeline bid visibility ✓
- Data Cleansing
 - Supplier scrub of data
 - Minority-owned business ✓
 - 8.5K records
 - Wider access to 1.4M vendor records
- Supplier Diversity Qlik Sense ✓
 - Enhancements
 - Track invoice spend by cost center and year over year differences
 - Can also tie in zip codes to track local/regional spend

STRATEGIC INITIATIVES FY23

- CHOP Commitments and Supplier Diversity Response*
 - Policies & procedures
 - Formalize enterprise-wide Supplier Diversity policy
 - Review contracting & sourcing policies
 - Inclusive investments
 - Utilize strategic partners to build competency and capacity of local diverse suppliers to provide a pipeline for CHOP
 - Diversity indicators
 - Improve data and analytics infrastructure
 - Create scorecard to share results of Supplier Diversity program
 - Leadership commitment
 - Establish departmental goals for Supplier Diversity across CHOP
- FY23 Target Goal
 - Goals: increase diverse spend from \$115M to \$135M in FY22 and FY23, respectively
 - Add 100 new diverse vendors
 - Implement the Mentor / Protégé Program
 - Information Service Matchmaker Event

*Commitments were made by Madeline Bell, President and CEO, in conjunction with regional healthcare providers.

COMMUNICATIONS

- Doing Business with CHOP Intake Form



The screenshot displays a webpage titled "Doing Business with CHOP: Information for Suppliers". The page features a header with the title in a large, teal font. Below the title is a row of social media icons for Facebook, Twitter, Google+, Pinterest, Email, and LinkedIn. The main content area begins with a paragraph stating that the Supply Chain is responsible for contracting, procurement, storage, and distribution of all supplies, equipment, and services, as well as managing supplier relationships. This is followed by a bulleted list of key areas: Value analysis, Contracting, and Procurement. A fourth item, Materials distribution, is partially visible at the bottom. On the right side of the page, there is a teal sidebar with a "CONTACT US" section containing the phone number 267-426-2400 and a link to "CONTACT US ONLINE". At the bottom of the sidebar, there is a pink link labeled "DOING BUSINESS WITH CHOP".

Doing Business with CHOP: Information for Suppliers

[f](#) [t](#) [G+](#) [p](#) [✉](#) [in](#)

Supply Chain is responsible for the contracting, procurement, storage and distribution of all supplies, equipment and services, as well as for managing supplier relationships across the organization.

- **Value analysis:** Evaluation and introduction of new products and emerging medical technologies
- **Contracting:** Development of strategic sourcing strategies, facilitation of the RFX process and supplier contract management
- **Procurement:** Management of the acquisition process for all supplies, equipment and services
- **Materials distribution:** Centralized receiving, distribution and logistics operation

CONTACT US
DOING BUSINESS WITH
CHOP: INFORMATION
FOR SUPPLIERS

Contact Us
267-426-2400

✉ CONTACT US ONLINE

🏠 DOING BUSINESS WITH CHOP

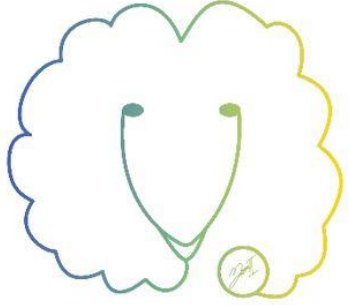
KEY TAKEAWAYS

- Leadership support is essential!
- Take the time to develop your vision, strategy and roadmap for the program.
- Identify your partners, both internal and external.
- The journey is a marathon not a sprint!
- The best ideas often come from patient and staff!

Questions?

- Marcia Wallace, wallacem2@chop.edu

More than Just Hair



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HAIR CARE EQUITY PRODUCT INITIATIVES

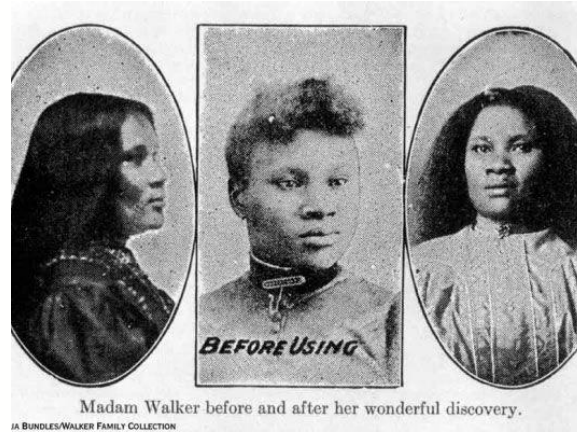
Virtual Webinar Series made possible through the collaborative work of



AGENDA

- History of Black hair
- How to support children in the hospital setting
 - Hair / hair care
- BIPOC hair care initiative
- Nursing perspectives
- Band-Aid initiative

BLACK HAIR THROUGH THE TIMES



POLLING QUESTION

What is colloquially known as "Wash Day"?

- A. A day to do family laundry
- B. A day to wash, condition, and style hair
- C. Chores day

POLLING QUESTION

What is a "plait"?

- A. Another word for braid
- B. Dinner plates
- C. Nail polish

SYMBOLISM OF BLACK HAIR IN SOCIETY

- In almost every religion or theology, hair is seen as something to be honored, private and personal and an object of glory. This has shaped our culture today.
- Bonding experiences within black culture
- You know the history, but how is black hair viewed today?
 - Many natural styles viewed as unprofessional or unkempt
 - Legal discrimination against natural black hair still exists.
 - Styles appropriated

CONSIDERATIONS FOR PREPARATION & COPING

- Oncology treatments
 - Hair loss
 - How will it grow back?
- Surgical / medical interventions
 - Electrodes
 - Prolonged time in bed
- Activities of daily living
 - Hair washing
 - Hair styling
 - Extended stay

PATIENT & FAMILY COPING

- Addressing rituals
 - Bedtime or evening hair care
 - Caregiver care routines
- Products available
- Empowering patients and families
 - Addressing self-identity and self-esteem
 - Promoting self-love and self-worth

SUPPORTING BLACK HAIR DURING HOSPITALIZATION

- Addressing the elephant in the room
 - It shouldn't be awkward – just an acknowledgment
 - Think of a time...
- Education
 - Ask questions
 - Google!
 - Use resources
- Start small
 - Your teammates?
 - Interdisciplinary involvement
- Advocate...and bring your data!
 - Comfortability of families discussing their concerns

POLLING QUESTION

Which option most accurately describes where your facility is with this project?

- A. Already implemented hair care equity project
- B. Plan to implement in next 6-12 months
- C. Project in discussion
- D. Not started

BIPOC HAIR CARE INITIATIVE

- Background
 - Feedback from staff and families that current product selection was insufficient
 - Formal taskforce and advocacy from Clinicians and Leadership
- Benchmarking
 - First pediatric hospital exploring the hair care equity project
 - Benchmarked with University of Iowa
- Trial
 - Expanded taskforce to include PT/OT, Nursing
 - Partner in Finance tested samples sent by supplier
 - TWT Distributing Inc., a minority-owned supplier
 - Reviewed and approved by Value Analysis
 - Patient Safety, IP&C, Risk, Environment Health & Safety, Harm Prevention
 - 6-week trial; Rehab (10 patients) and PCU (8 patients)
 - 11 products
 - RedCap Evaluation
 - 40 survey results, open to families and staff

Tip Sheet for Trial: Personal Hair Care Products (for patients who identify as Black, Indigenous or people of color)**Trial Location: PCU and Rehab; Trial Start Date: 10.27.2020; Trial End Date: 12.4.2020**

CHG: CHG compatibility information not available. Haircare **MUST** be completed prior to CHG baths to ensure any residue is removed.

Neurosurgical Patients: Patients should shampoo hair the night before the procedure according to [Job Aid: Bathing Recommendations for Reducing Central Line Associated Bloodstream & Surgical Site Infections](#). Ensure shampoo is thoroughly rinsed prior to completing preoperative CHG treatment. Post-operatively, a protective style which keeps hair away from the surgical incision is recommended. Patients should thoroughly rinse shampoo and conditioner post-operatively, and keep leave-in conditioners away from surgical site. Follow physician orders for post-operative surgical incision care. Do not utilize hair products on open wounds, incisional dehiscence or ulceration.



Haircare

In the following circumstances, hair may need to be re-styled:

- Increased risk for pressure injury with braids/cornrows/twists in the area where child is laying weight of head (nonambulatory, lengthy ICU admission, Braden QD score etc.)
- If hair style is limiting full assessment of skin and/or wounds on the head under the braids/cornrows/twists
 - Remove hairstyle in order to complete proper scalp assessment (visualize and palpate) and re-style (example: 2-strand twist, plaits, bun)
- When new growth causes the roots to separate from the styled hair and it becomes prone to twisting and tangling
- If there is visible build-up present

Hairstyles should NOT be removed without conversations with patient/caregivers. Braids/cornrows/twists are protective hairstyles that reduce harm to hair and scalp. Always partner with patient/caregivers whenever possible to create individual hair care plan:

- Review helpful phrasing to partner with patient/family to discuss removal and preferences for re-style (example: 2-strand twist, plaits, bun)
- Anyone can call CHOP Salon Services @ 4-2779 or search CHOP Salon Services on @CHOP and click "request appointment" to obtain hair styling services

Product -single patient use only	Intended Use	Benefits	Instructions for Use
<ul style="list-style-type: none"> Cantu Shampoo <p>Alternative products –</p> <ul style="list-style-type: none"> Johnson's Head-To-Toe Wash & Shampoo Medline Kiwi Mango Shampoo & Body Wash <div data-bbox="180 258 718 718">  </div>	<p>Shampoo</p> <p><i>All patients with dry hair with coarse texture, and/or a tight curl pattern.</i></p>	<p>Hair usually has a coarse texture, a tight curl pattern and is more dry. Therefore, hair is prone to breakage and is more easily tangled; detangling tangled hair can cause breakage.</p>	<p>Hair should be washed no more than every 7 to 10 days</p> <ul style="list-style-type: none"> Use fingertip pads (nails can scratch the scalp) to gently massage the scalp/roots moving from hairline and nape of neck and working way to center of the scalp. Do not gather the hair in a bunch on top of the head because it will tangle. If a child has braids, cornrows or twists focus on massaging shampoo into the scalp and between the styled sections. Squeeze the shampoo down the braids/cornrows/twists. To prevent frizz, do not rub the braids/cornrows/twists. Thicker and/or styled hair may require repeated washes. Rinse thoroughly. Squeeze excess water from hair.
<ul style="list-style-type: none"> Cantu Conditioner <div data-bbox="208 782 366 1196">  </div>	<p>Conditioner</p> <p><i>All patients with dry hair with coarse texture, and/or a tight curl pattern.</i></p>	<p>Conditioner is absorbed into the hair and improves its' appearance. Conditioner should be used after every shampoo.</p>	<ul style="list-style-type: none"> Apply conditioner to hair, starting at the tips and moving towards the roots in a raking motion. Do not gather the hair in a bunch on top of the head because it will tangle. Leave conditioner in place and proceed to 'detangling' section. If a child has braids, cornrows, or twists focus on squeezing conditioner down the braids/cornrows/twists. To prevent frizz, do not rub the braids/cornrows/twists. Rinse hair thoroughly. Squeeze excess water from hair.

- Toshica's 10pc Bone Kit Set (rattail comb, wide-tooth comb)
- **Rattail comb is SHARP – Do not leave unattended in patient environment to prevent harm.*
- Toshica's Boar Bristle Brush



- ORS Olive Oil Moisturizing Hair Lotion
- ORS Olive Oil Girls Moisturizing Hair and Scalp Lotion

Detangling

Wide-Tooth Comb
For thick long hair-
Used to address knots
and tangles.

Bristle Brush
For thick long hair-
Used to brush hair.
For Short Hair-
Creates waves in hair.

To avoid tangles.

- Comb out the hair after it has been shampooed and while the hair is still wet with conditioner.
- Use the rattail comb to divide the hair into sections (tighter curl pattern hair would require more sections). Do not dig the comb into the scalp skin.
- Utilize another comb, hair clips, or cloth-covered hair ties to keep hair divided into sections.
- Address one section at a time. Hold hair firmly at the root and using the wide-tooth comb start combing the hair at the ends and work your way up to the roots. If hair is tangled, gently pull strands apart with fingers.
- Once detangling is complete, rinse hair thoroughly. Squeeze excess water from hair.



1: <https://www.naturallycurly.com/curlreading/detangling-curly-kids/why-you-should-detangle-before-you-shampoo-bi>

Note: The only way to remove locks/dreads is to cut the hair off. It cannot be combed out. Collaborate with patient/caregivers in the event the hair needs to be cut.





Leave-in Conditioner
(select one)

Olive Oil Styling lotion
Dry Scalp

360 Style Pomade
Edge (hairline) control.
For long hair

Hair lotion coats the hair, smooths the cuticle, makes the hair manageable and protects the structure of the hair by acting as a barrier. Lotion also

- Add preferred lotion to palm of hand and massage through damp hair and onto scalp using fingertips/wide tooth comb. Finish with boar bristle brush.
- For **short hair** add pomade to scalp and use bristle brush to brush hair in the direction that it naturally grows. This will help coat the hair and scalp.
- If a child has **braids, cornrows or twists**, apply lotion to the scalp around the hair and to the edges of the hair.

		<p>dandruff and/or flaky scalp.</p> <p>*Hair lotion should always be applied after conditioning and prior to styling.</p>	
<ul style="list-style-type: none"> • Toshica's Wrap Cap • Toshica's Satin Sleep Cap • Toshica's Stocking Wave Cap <div data-bbox="428 568 693 959">  </div> <div data-bbox="693 705 947 1088">  </div> <div data-bbox="428 973 693 1373">  </div>	<p>Sleep Caps/Wraps</p> <p><u>Wrap Cap and Stocking Wave Caps</u> <i>Used with braids or waves to keep hairstyle in place.</i></p> <ul style="list-style-type: none"> • <i>Stocking cap <u>cannot</u> be adjusted for tightness.</i> • <i>Wrap cap <u>can be</u> adjusted for tightness.</i> <p><u>Satin Sleep Cap</u> <i>Used with braids to keep hairstyle in place.</i></p>	<p>Hair rubbing on a rough cotton pillowcase can cause split ends, tangling and breakage.</p>	<ul style="list-style-type: none"> • Braid or twist hair into 2 or more sections. • Wrap hair in a scarf or cover hair with a sleep cap for protection. • Check skin every 2 hours for tightness causing redness indentation or irritation. <p>Laundering Recommendations: Maintain cleanliness of satin cap/wrap by laundering with soap, high heat, rinsing and lying flat to air dry.</p> <ul style="list-style-type: none"> • Patients with central lines need cap/wrap laundered every 24hours with high heat. Replace with new cap/wrap as needed. <p>Shower caps may be cleaned and reused.</p>

EVALUATION FORM

For each statement below, please indicate your level of agreement by placing an "X" in the appropriate box. Select all that apply.

	Easy to use	Greasy	Smelly	Time-consuming	Approve	Not approve	Not used
5) Cantu Shampoo and Conditioner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6) S-Curl Pomade	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7) Organic Root Stimulator Hair Lotion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8) Olive Oil Girls Styling Lotion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9) Toshica's Boar Bristle Brush	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10) Toshica's 10 Pc Bone Kit Set	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11) Toshica's Stocking Wave Cap	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12) Toshica's Wrap Cap	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13) Toshica's Satin Sleep Cap	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14) Toshica's 4 Pc Shower Cap	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

TRIAL FEEDBACK

- Comments

- We used the Organic Root Stimulator per recommendation for his hair and it did work in but at first sat on top of his hair.
- Give more direction with the head wraps and sleeping caps and why they are used.
- I think the 10-piece kit is wasteful.
- Cantu shampoo and conditioner work well and smell great.
- Organic Root Stimulator product (Olive Oil) have harmful ingredients that are detrimental to black hair after long-term use.
- The language “coarse hair” should be removed/changed. Instead, words like textured, coily, wavy, curly, kinky can be used. Language in shampoo section should be revisited. The language comes off as offensive and does not represent the various hair textures of BIPOC hair.
- Products make her hair soft and easy to comb. Conditions her scalp. Smells good.
- *“I read every word of this (ISBARQ) and the attached job aid and honestly teared up. I’ve been here 17 years, and this has been so needed and a tiny gesture like this is amazing to see.”*
- *“I received positive comments from a patient’s family about these products. They have been coming to CHOP for years and were really pleased that we finally have products available for the patient’s hair type.”*
- *“This is such a great step in the right direction to aid community members to feel that CHOP recognizes and appreciates them. I applaud this effort and those people responsible for implementing this and am excited for the impact this will have on the patient population.”*
- *“Parents were very excited to see the products and we’re excited to use them.”*
- *“Thank you CHOP for doing this! Very important!”*

COST IMPLICATIONS

- Patient Volume
 - **Query criteria**
 - Admitted to any inpatient unit on or after July 1, 2019
 - Aged 6 months or older at start of admission
 - Identifies as Black or African American
 - **Summary data**
 - From the start of FY20, there were 26,044 admissions fitting the above criteria. Of those admissions, 7,770 were for patients who identify as “Black or African American” in the medical record. This number includes multi-racial patients.
- Projected cost of **\$82.6K / year**

BIPOC HAIR CARE INITIATIVE

- Implementation
 - Request to implement shampoo and conditioner, pomade, hair lotion, boar bristle brush, stocking wave cap, wrap cap, satin sleep cap and shower cap
 - Later implemented a wide tooth comb
 - Approved by Value Analysis for implementation
 - Stocked in the storeroom, products are requested on an as needed basis
 - Regular sizes
- Communication
 - Email with a link to the job aid and ordering information
 - Worked with Patient & Family Services to draft talking points
 - Highlighting 2 tenured Senior Nursing Aids and formal PR announcement
- Lessons Learned
 - Low usage, staff turnover, repeated communication

NURSING PERSPECTIVE

- Background- Homecare
- Information-Community Health Nursing
- Equality-everyone given the same resources or opportunities
- EQUITY-Everyone has different circumstances and resources can be allocated to reach an equal outcome.

POLITICAL CLIMATE AND ORGANIZATIONAL SUPPORT

- George Floyd
- MAUB Temple
- PCU

BAND-AIDS

- BIPOC Project Expansion
 - New OURTONE Band-Aids
 - Trialed successful in 12yo+ population at a primary care site in Philadelphia
 - Questions about comfortability / irritation, adhesiveness
- Comments:
 - *“It was great to see that the Band-Aid matched my skin color. It almost looked like I didn’t have one on at all.”*
 - *“Loved, loved, loved having a Band-Aid to match their skin!”*
 - *“Please make these Band-Aids available at CHOP across the board. People of color need to know their skin color is acceptable.”*



QUESTIONS