

Rady Children's Hospital and Health Center  
**Community Benefit Plan and Report**  
Fiscal Year 2019



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## Preface

Rady Children's Hospital and Health Center prepared this Community Benefit Report for Fiscal Year 2019 (FY2019) in accordance with the requirements of Senate Bill 697, community benefits legislation. Enacted in September 1994, Senate Bill 697 requires not-for-profit hospitals to file a report annually with the Office of Statewide Health Planning and Development (OSHPD) on the activities undertaken to address community needs within their mission and financial capacity. In addition, not-for-profit hospitals are required to assign and report the economic value of community benefits they provide. The Community Benefit Report is one way not-for-profit hospitals demonstrate the tangible benefits that they provide to their communities.

## Executive Summary

Rady Children's Hospital and Health Center (Rady Children's) has been meeting the health needs of San Diego County children and families since 1954. In response to a polio epidemic, Rady Children's officially opened its doors on August 19, 1954 to receive its first 12 patients. Today, Rady Children's is a non-profit, 524-bed pediatric-care facility dedicated to excellence in care, research and teaching. Rady Children's is the only hospital in the San Diego area dedicated exclusively to pediatric healthcare and the region's only designated pediatric Trauma Center.

Ranked among the top Children's Hospitals in 10 pediatric specialties surveyed by *U.S. News & World Report*, Rady Children's works in partnership with the [University of California, San Diego School of Medicine](#) and is the region's teaching hospital for the next generation of pediatric physicians. In addition, Rady Children's is home to a major pediatric clinical research center and institute for genomic medicine.

San Diego County (San Diego) is the second most populous of California's 58 counties, and the fifth largest county in the United States. San Diego is currently home to approximately 3.4 million residents, and is anticipated to grow to four million by 2050. Approximately 22% of the population is under the age of eighteen and on average, 230,000 veterans reside here. The region is socially and ethnically diverse with approximately 38% of persons speaking a language other than English at home. Children under the age of 18 in San Diego County are disproportionately affected by poverty, with approximately 16.4% living below the federal poverty level in 2016.<sup>1</sup>

Continuing a longstanding commitment to collaboratively address community health needs in San Diego, healthcare systems reconvened in 2018 through the Hospital Association of San Diego and Imperial Counties (HASD&IC) and contracted with the Institute of Public Health to

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<sup>1</sup> 2017 Live Well San Diego Report Card on Children, Families, and Communities, <https://www.thechildrensinitiative.org/reports>

complete a 2019 triennial Community Health Needs Assessment (CHNA). According to CHNA committee findings, the following health conditions and social determinants of health are considered top priorities for San Diego County for all age groups (list is in alphabetical order):

- 1) Access to Health Care;
- 2) Aging Concerns;
- 3) Behavioral Health;
- 4) Cancer;
- 5) Chronic Health Conditions (Obesity, Diabetes);
- 6) Community and Social Support;
- 7) Economic Security;
- 8) Education;
- 9) Housing and Homelessness;
- 10) Unintentional Injury and Violence.

Recognizing that children have unique healthcare needs, Rady Children's supplemented the findings of the CHNA with the [2017 San Diego County Report Card on Children & Families](#) (Report Card). Management and Clinical Leadership also considered other pediatric assessments to determine child focused priorities.

The five top child focused health priorities Rady Children's addresses (alphabetic order) include:

- 1) Behavioral and Mental Health;
- 2) Chronic Health Conditions (Obesity);
- 3) Other<sup>2</sup>.

Many of our programs deal with social determinants of health including:

- 1) Access to Health Care
- 2) Education
- 3) Safety and Violence
- 4) Community and Social Support

Rady Children's FY 2019 Community Benefit Plan report summarizes significant Community Benefit activities that are responsive to top child health needs identified in the assessments.

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<sup>2</sup> "Other" health needs identified in the Report Card and other reports are delineated later in this document.

Going forward, program plans will be periodically adjusted to take into account the most current data as well as guidance provided by future reports and assessments on how child health status and population health in the community can be improved.

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Rady Children's complies with applicable state and federal civil rights and non-discrimination laws. See <https://www.rchsd.org/patients-visitors/summary-notice-of-nondiscrimination> for additional information regarding our policies. Language assistance services, free of charge, are available to our patients and visitors. Call 858-966-4096/TDD: 858-627-3002 for more information.



### **Top Community Health Needs – Community Health Needs Assessment (CHNA) Priorities**

Senate Bill 697 requires not-for-profit hospitals to file a report annually with the Office of Statewide Health Planning and Development (OSHPD) on the activities undertaken to address community needs within their mission and financial capacity. In order to assess community needs, and per IRS requirements for hospital organizations to conduct a Community Health Needs Assessment (CHNA) at least once every three tax years, Rady Children's collaborated with six hospitals and health care systems under the auspices of the Hospital Association of San Diego and Imperial County (HASD&IC) to complete and publish a CHNA report. HASD&IC engaged the Institute of Public Health (IPH) at San Diego State University to design and complete the report by June 2019. The report was made available to a broad segment of the community; findings are reflected in Rady Children's 2019 Community Benefit Report.

The purpose of the 2019 CHNA was to identify, understand, and prioritize the health-related needs of San Diego County residents facing inequities. This was accomplished through a community engagement process designed to solicit in-depth feedback from residents in high-need neighborhoods and from local health experts and leaders. Community engagement efforts included:

- ❖ Focus groups with community residents, community-based organizations, service providers, and health care leaders
- ❖ Key informant interviews with health care experts
- ❖ Online survey distributed to community stakeholders and residents

Special efforts were made to include community residents from groups that experience health disparities and service providers who work with those groups. The 2019 CHNA also included extensive quantitative analysis of San Diego County emergency department and in-patient hospital discharge data. Taken together, these qualitative and quantitative approaches allowed the CHNA Committee to view community health needs from multiple perspectives. The results of the 2019 CHNA will be used to inform and adapt hospital programs and strategies to better meet the health needs of San Diego County residents.

When IPH combined the results of all the data and information gathered on both children and adults, four health conditions and 6 social determinants of health (see Figure 1) clearly emerged as the top community health needs in San Diego (in alphabetical order):

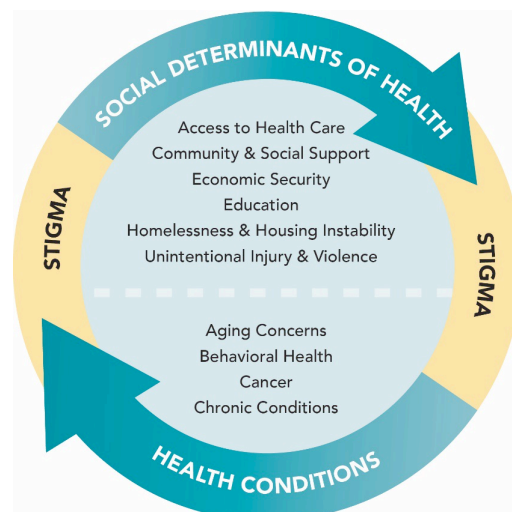
#### Health Conditions

- 1) Aging Concerns
- 2) Behavioral Health
- 3) Cancer
- 4) Chronic Illness (Obesity, Type 2 Diabetes)

#### Social Determinants of Health

- 1) Access to Health Care
- 2) Community and Social Support
- 3) Economic Security
- 4) Education
- 5) Homelessness & Housing Instability
- 6) Unintentional Injury & Violence

**Figure 1. 2019 Top 10 Community Health Needs**



## Community Health Needs Assessment (CHNA) Top Child Priorities

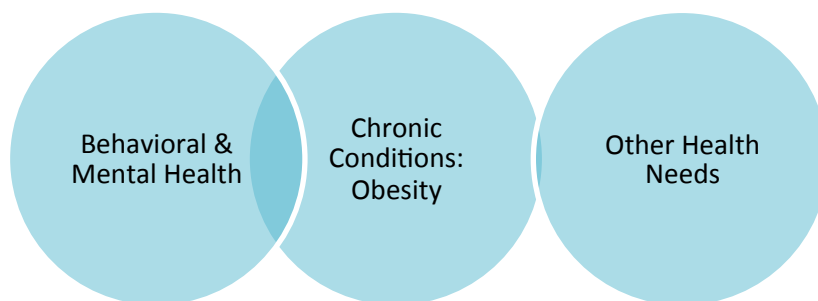
Top priorities for children differ from adults but are related over the lifespan. Both obesity and behavioral health have long term consequences for health outcomes as many trends in childhood predict future health status in adulthood.

Recognizing that children have unique healthcare needs, Rady Children's supplemented the findings of the CHNA with the [2017 San Diego County Report Card on Children & Families](#) (the Report Card) and other sources to develop a more comprehensive, child-focused assessment. Produced biennially by the Children's Initiative, an organization dedicated to improving the lives of children, the Report Card provides an overview of the overall health and well-being of San Diego's children, youth and families.

Priorities not addressed in this report and the reasons include: Cancer (high incidence in the CHNA pertained to adults); Economic Security (not within the purview of a Children's Hospital); Housing and Homelessness (not a major factor for a Children's Hospital, although housing insecure patients are served).

### Addressing Top Child Health Needs

The findings from health needs assessments and surveys yield valuable information in helping Rady Children's provide programs that address the most pressing health conditions impacting children in the region. The following section provides a review of current programs and proposed new interventions.



Top child health priorities in alphabetical order:

Priority 1: Behavioral and Mental Health

Priority 2: Obesity

Priority 3: Other (Oral health, infant health education, maternal and child health, clinical research)

Primary social determinants: 1) Access to Health Care; 2) Education; 3) Unintentional Injury and Violence; 4) Community and Social Support.





## Community Benefits Summary

In FY 2019, Rady Children's provided \$(11,221,499) in quantifiable benefit services to the community<sup>3</sup>. Community Benefit programs are categorized primarily as one of two types:

**Living in Poverty:** Any population that is exposed to medical or financial risk, by virtue of being uninsured, underinsured, or eligible for Medi-Cal, Medicare, California Children's Services Program, or county indigent programs.

**Broader Community:** Services that improve overall community health, and can include: in-kind contributions, health professions education, research, and subsidized health services.

In addition, changes in Financial Assistance and Government Programs have been primary factors driving annual changes in Community Benefit totals (see Tables 1 and 2 below for a year-over-year comparison and associated net changes in Community Benefit reported by Rady Children's). Community Services and Benefits for the Broader Community account for the majority of Community Benefit during fiscal year 2019. However, these unpaid costs, which would normally be counted toward the community benefit total, were reduced by the amount of Provider Fee revenue recorded.

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<sup>3</sup> Does not Include Non-Community Benefit (Medicare shortfall and patient bad debt)

Table 1: Community Benefit Summary (amount in thousands of dollars)

	<u>2018</u>	<u>2019</u>
Financial Assistance and Government Programs \$	(7,677)	\$ (78,409)
Community Services	11,521	11,707
Benefits for Broader Community	43,011	55,480
Total Community Benefit (Expense) \$	46,856	\$ (11,221)

Table 2: Change in Community Benefit (amount in thousands of dollars)

	<u>2018/2019</u>
Change in Financial Assistance and Government Programs \$	(70,732)
Change in Community Services	186
Change in Benefits for Broader Community	12,469
Net Change in Community Benefit \$	(58,077)

The change in total Community Benefit was due to an increase in net Provider Fee revenue recorded between 2019 and 2018. Rady Children's recognized \$176.9 million and \$100.1 million of Provider Fee revenue in fiscal years 2019 and 2018, respectively (see Table 3 below).

Table 3: Change in Community Benefit (amount in thousands of dollars)

	<u>2018</u>	<u>2019</u>
Total expense \$	436,359	\$ 422,930
Offsetting non-Provider Fee revenue	343,954	324,439
Offsetting Provider Fee revenue	100,082	176,900
Net Community Benefit \$	(7,677)	\$ (78,409)
Cost to charge ratio	0.2844	0.2897

In Fiscal Year 2019, Rady Children's Hospital provided over \$55 million dollars in benefits to the broader community, *and we had an impact on over 815,786 lives*. The table on the following page summarizes Rady Children's investment in medical care and community services for populations living in poverty, and benefits for the broader community.

## Community Benefit Expense (unaudited) for year ended June 30, 2019

### Total Community Benefits

Organization: Rady Children's Hospital and Health Center

IRS Category	Persons	Total Expenses	Offsetting Revenue	Net Benefit
<b>Benefits for Living in Poverty</b>				
Financial Assistance	7,099	2,875,784	4,810,694	(1,934,910)
Medicaid	4,274	414,298,877	496,527,623	(82,228,746)
Means-Tested Programs	1	5,755,794	1,033	5,754,761
<b>Total for Financial Services</b>	<b>11,374</b>	<b>422,930,455</b>	<b>501,339,350</b>	<b>(78,408,895)</b>
<b>Community Services</b>				
A - Community Health Improvement Services	139,722	16,358,926	9,129,539	7,229,387
C - Subsidized Health Services	72	11,976,522	7,671,927	4,304,595
D - Research	0	44,850	30,719	14,131
E - Financial and In-Kind Contributions	38	2,127	0	2,127
F - Community Building Activities	353	499,040	341,807	157,233
<b>Totals for Community Services</b>	<b>140,185</b>	<b>28,881,465</b>	<b>17,173,992</b>	<b>11,707,473</b>
<b>Totals for Living in Poverty</b>	<b>151,559</b>	<b>451,811,920</b>	<b>518,513,342</b>	<b>(66,701,422)</b>
<b>Benefits for Broader Community</b>				
<b>Community Services</b>				
A - Community Health Improvement Services	73,516	21,576,025	12,800,640	8,775,385
B - Health Professions Education	578,208	19,483,636	5,930,568	13,553,068
C - Subsidized Health Services	5,434	23,812,745	6,781,558	17,031,187
D - Research	910	20,741,293	5,071,722	15,669,571
F - Community Building Activities	167	204,952	139,497	65,455
G - Community Benefit Operations	5,992	762,057	376,800	385,257
<b>Totals for Broader Community</b>	<b>664,227</b>	<b>86,580,708</b>	<b>31,100,785</b>	<b>55,479,923</b>
<b>Community Benefit Grand Total</b>	<b>815,786</b>	<b>538,392,628</b>	<b>549,614,127</b>	<b>(11,221,499)</b>

<sup>2</sup> Medicare shortfall and patient bad debt are not included in the calculation of total community benefit.

FY 2019 Persons Served	
Financial Assistance	7,099
Medi-Cal/Means Tested Programs	4,275
Community Health Improvement Services	213,238
Health Professions Education	578,208
Subsidized Health Services	5,506
Research	910
Financial/In-Kind Contributions	38
Community Building Activities	520
Community Benefit Operations	5,992
<b>Total Persons Served</b>	<b>815,786</b>

## **Rady Children's Hospital and Health Center in the Community**

As the sole pediatric hospital and trauma center for San Diego and Imperial Counties, Rady Children's aims to meet its mission to restore, sustain and enhance the health and developmental potential of children through excellence in care, education, research and advocacy. Rady Children's is dedicated to providing the best healthcare for individual patients and serving as a valuable community resource to improve the health and well-being of children in our community.

Rady Children's has been an active leader in providing critical support programs and services to populations living in poverty, as well as education and outreach to the broader community. The Rady Children's team – in the many hospital departments committed to community health improvement – develops, provides and/or tailors programs to address top and other health needs. Numerous programs throughout Rady Children's aim to improve the health of the community -- through inpatient as well as outpatient, community-based and in-home settings.

The following summary of community benefit programs conducted in fiscal year 2019 has been prepared in accordance with the Catholic Health Association of the United States document, *A Guide for Planning and Reporting Community Benefit* (2012 edition) using the *Community Benefits Inventory for Social Accountability* (CBISA) tool and with the 2018 IRS Form 990 Schedule H instructions.

## **Financial Assistance and Medi-Cal**

### **7,099 Persons Served**

#### **Benefits for Low-income Patients and Financial Assistance**

Rady Children's provides medically necessary care to patients regardless of their ability to pay. Over half of our patients have no private health insurance, and most patients are covered by Medi-Cal, which usually covers only approximately 20 percent of charges.

Rady Children's is committed to providing financial assistance to persons who have healthcare needs and are low-income, uninsured, ineligible for a government program and are otherwise unable to pay for medically necessary care based on their individual family financial situations. Rady Children's provides financial counseling and a Charity Care Financial Assistance Program to provide partial and/or full charity care, which is based upon the guarantor's ability to pay as defined by the Federal Poverty Income Guidelines. Through our efforts, Rady Children's strives to ensure that the financial capacity of families whose children need healthcare services does not prevent them from seeking or receiving care.

## Subsidized Health Services

### 4,275 Persons Served

Rady Children's provides clinical services that despite a financial loss are continued because the services meet a community need. These are measured after removing losses from Medicaid, financial assistance and bad debt.

#### **Anderson Center for Oral Health (Anderson Center)**

The Anderson Center strives to improve the oral health of children in San Diego County, particularly young children and children with disabilities, through community and professional education, improved access to care, advocacy and treatment. The Anderson Center works with the San Diego/Imperial County Regional Center for Developmental Disabilities; Oral Health Initiative/Health Quality Improvement Partners; Juvenile Hall Wellness Team; Rady Children's C3 initiative; and other community-based groups to provide community and professional education, oral health assessment and related services.

#### **Chadwick Center for Children and Families (Chadwick Center)**

**Failure to Thrive Clinic:** A multidisciplinary team including a doctor, nurse, nutritionist and social worker collaborate to evaluate infants and toddlers with poor growth or poor weight gain. The evaluation focuses on: identifying underlying medical conditions, addressing psychosocial issues, and developing a specific nutrition plan for each patient.

**Kids and Teens in Court:** This program provided by the Chadwick Center, increases children's ability to competently and effectively participate in the courtroom experience by decreasing their anxiety, and in turn, improving/ensuring the efficacy of the judicial process. The program assists children, teens and their families with the courtroom experience by teaching a variety of skills such as relaxation and education about the court process. The Kids and Teens in Court Program assists children and adolescents by providing support to help reduce their fear of testifying in court in front of an individual who hurt them.

#### **Rady Children's Heart Institute**

The Rady Children's Heart Institute ("the Institute") was created to integrate and coordinate the research and educational programs of the Cardiology and Cardiovascular Surgery Divisions at the hospital. The goal is to provide optimal care for infants, children and adults born with congenital heart defects and to advance knowledge and understanding of congenital heart disease. Expert cardiologists treat the full range of pediatric cardiac conditions, as well as acquired heart disease in some adult patients.

Research is a major focus of the Institute. Through clinical trials, outcome analysis and the continuous evaluation of clinical pathways, the institute strives to discover the most promising treatments and ultimately find cures.

### **Hemophilia Treatment Center**

The Hemophilia and Thrombosis Treatment Center (the Center) is one of more than 130 centers in the country specializing in the diagnosis and treatment of individuals with bleeding disorders. It is part of a federally funded network of hemophilia treatment centers supported by the federal Maternal Child Health Bureau and Centers for Disease Control and Prevention. This Center cares for approximately 300 children in San Diego and the surrounding area with hemophilia, von Willebrand disease and platelet disorders. The Center works with the local hemophilia Foundation chapter (Hemophilia Association of San Diego) to continue to provide patient education and advocate for patients in our community with bleeding disorders.

The Center is active in clinical research, participating in national outcomes studies, and data collection on major complications of hemophilia, including joint disease and blood borne viruses. The Center is also involved in clinical trials on the latest and most promising therapies.

### **Hospital Emergency Transport (PICU/NICU)**

The Rady Children's Hospital Emergency Transport ("CHET") Pediatric and Neonatal Teams provides emergency transports, including seriously ill and injured children and neonates. CHET provides immediate response to hospitals, clinics, and physician offices in San Diego, Imperial and Riverside Counties. The CHET air and ground transportation vehicles are outfitted with self-contained medical equipment to provide expert pediatric and neonatal critical care to its patients.

### **Psychiatric Services**

The Rady Children's Outpatient Psychiatry department is unique because it provides comprehensive mental health and psychosocial services to children and their families within a full-service pediatric medical facility. Its state-of-the-art, cost-effective clinical programs are also available at outpatient clinics, schools and homes throughout the County. Services include:

- Diagnostic assessments;
- Crisis Stabilization;
- Individual, family or group therapy;
- Psychological testing; and
- Medication evaluation and follow-up.

Depression and suicidal ideation, anxiety, and attention deficit disorder and oppositional disorders are the most frequently treated diagnoses. Other diagnoses include chemical dependency, eating disorders, learning disabilities and developmental delays, and sleep disorders.

### **Grand Rounds**

From September through June, three times per month, Rady Children's Outpatient Psychiatry department hosts Grand Rounds on a variety of behavioral health topics. All Grand Rounds at Rady Children's are open to clinicians and other interested members of the community. The aim of the program is to provide cutting-edge and evidence based treatment and research information to increase provider's knowledge base and accelerate the spread of best practices in the field of behavioral health.

### **Mid-City Behavioral Health Urgent Care Clinic**

In 2016 Rady Children's opened a Behavioral Health Urgent Care Clinic (BHUC) with the stated mission "To support the emotional safety and well-being of children in the Mid-City region by providing prompt access to assessment, crisis intervention and linkage to resources in collaboration with community partners." BHUC provides access to crisis intervention and stabilization services for the psychiatric and psychological care of children, teens and their families struggling with urgent emotional and/or behavioral concerns. Strategically located in a high-risk vulnerable community, BHUC is a vital component to Rady Children's over-arching strategy surrounding the need to increase access to treatment for children experiencing a behavioral health crisis that poses a risk to their safety or the safety of others, or that significantly impairs their daily lives. In addition to a late afternoon/evening urgent care walk-in, regularly scheduled appointments have been added during the day in response to community need.

### **Regional Pediatric Trauma Center**

Rady Children's Regional Pediatric Trauma Center (Trauma Center) was formally designated by the County of San Diego in 1984 as the sole provider of pediatric trauma to the region. While clinical trauma care is the primary focus of the Trauma Center, it is also committed to providing a wide range of non-clinical community services including: sharing injury data with a wide spectrum of community, state and national agencies; advocating for keeping children safe by functioning as media spokespersons on key topics; providing professional (pre-hospital and hospital providers) educational forums; offering community group informational and educational forums; and participating in front-line injury prevention programs such as car safety seat/restraint and helmet distribution and education. The Trauma Center also functions as a community resource in disaster planning for children.



Each year, the Trauma Center provides education to allied health professionals to improve pediatric trauma knowledge. The Trauma Center staff also provides “real time” feedback on clinical care, and participates at agency meetings in case reviews regarding children transported to Rady Children’s.

### **Renal Dialysis Center**

Children needing hemodialysis are treated at Rady Children’s five-station hemodialysis unit, which boasts a state-of-the-art ultrapure water processing facility. Specially trained dialysis nurses are experts in treating patients of all ages and sizes, from infants to young adults. Along with receiving personalized care from Rady Children’s hemodialysis nurses, each patient is seen by a doctor and other clinicians that make up a comprehensive care team.

## **Community Health Improvement Services and Community Benefit Operations**

### **219,230 Persons Served**

Rady Children’s implements a number of programs to improve the health and well-being of children and families. These community health improvement activities do not generate patient bills, although they may involve a nominal fee.

### **Center for Healthier Communities**

The Center for Healthier Communities (CHC) serves as a hub of Rady Children’s community health improvement strategies. The CHC collaborates with health providers, schools, childcare providers, youth-serving organizations, universities, researchers, community leaders, parents, government agencies, the media and the business community to address community-based child health. The CHC analyzes child health issues and develops strategies, convenes and stimulates organizations and individuals to act to improve child health, launches strategically focused interventions, advocates to support health improvement, and links providers with resources to improve health within the community.

Increasing access to care is a priority for Rady Children’s. Rady Children’s Center for Healthier Communities is at the forefront of training healthcare providers and reaching out to the community to improve access for vulnerable populations. Training healthcare providers and working collaboratively with school systems, community agencies, and community members are strategies used to facilitate access to care

Key areas of focus include maternal and infant health, injury prevention, oral health, nutrition and fitness, obesity prevention, adolescent health and positive youth development. CHC has gained recognition for facilitating practical and successful community health outcomes and mobilizing individuals, organizations and systems to combine forces to create healthier

communities for children. Strategically focused initiatives, providing community health services and benefits for the community include:

### **Childhood Obesity Initiatives (COI)**

Rady Children's holds a leadership position in a countywide collaborative Childhood Obesity Initiative (COI) to reduce and prevent childhood obesity. Programming includes:

### **Safe Routes to School (SRTS)**

Rady Children's Center for Healthier Communities collaborates with local government and school districts to make biking and walking to school safe and healthy obesity prevention alternatives to driving. Rady Children's has continued to collaborate with the COI and has expanded its programs across communities.

### **FACES for the Future**

FACES for the Future is an enhanced Health Career Pathway that provides students in socio-economically diverse high schools with increased access to education, community and social support, and future economic security. This three year program provides support, guidance and exposure to positive role models in relevant workforce settings to encourage students to enter higher education in health related professions. This program inspires confidence and skills in socio-economically diverse students and promotes wellness.

### **Suicide Prevention**

Rady Children's Center for Healthier Communities is working collaboratively with the 9th District PTA and Quality Department to host annual symposiums to educate parents in suicide prevention. In addition, the Center attends Suicide Prevention Coalition meetings monthly.

### **Childhood Injury Prevention**

The CHC plays a primary leadership role in the community in childhood injury prevention. Data from the Rady Children's Trauma Center and other sources is reviewed to determine priorities and focus efforts. Information is brought forward to communities to raise awareness, problem solve, and advocate for public policy changes and safety regulations. Programs include:

**Safety Store:** Providing products to keep families safe.

**Safe Kids San Diego:** Addressing drowning prevention, safe sleep practices, child passenger safety, pedestrian and bicycle safety, and other prevalent injury areas through a local coalition, in which Rady Children's is the lead organization.

**Injury-Free Coalition for Kids:** Preventing injuries as part of a national program of the Robert Wood Johnson Foundation.

**Safe Routes to School:** Increasing the number of children who walk or bike to school safely as part of a national initiative.

### **Maternal and Child Health**

Rady Children's Center for Healthier Communities collaborates with a variety of stakeholders to improve the health and well-being of children and families through education provided to staff at community agencies, physicians, parents, and children. Key programs include:

**Kohl's Health Stars program:** Health Stars brings physicians into the communities of high risk families and is designed to enhance child development and family mental/behavioral well-being. The Health Stars Program is a literacy program for low-income parents and their children ages 0-5. Physicians aim to promote positive parent-child interactions and child health by modeling reading aloud with children and teaching curriculum with key messages on a number of child-centered topics such as nutrition, oral health, sleep, and behavior.

**Juvenile Hall Wellness Team:** Provides health education, counseling, and discharge planning for incarcerated youth. A Wellness Team works in conjunction with medical, mental health and probation staff to promote healthier lifestyles and assist minors in avoiding high-risk behaviors through increasing the incarcerated minors' knowledge of pertinent health issues, connecting them to outside health services, and encouraging minors and/or their families to obtain health insurance coverage.

**Anderson Center for Oral Health:** The Anderson Center for Oral Health, housed in the Center for Healthier Communities is improving access to oral health care for young children by encouraging dentists to accept children under the age of 1, thereby preventing early dental caries. The Center is also providing training and materials to local dentists to incorporate messages from the Rethink Your Drink Campaign, Tobacco Cessation guidelines and healthy bedtime routines in their practice.

### **Chadwick Center for Children and Families**

The primary focus of the Chadwick Center for Children and Families at Rady Children's is the prevention, detection and treatment of child abuse and neglect, domestic violence, and post-traumatic stress in children. The Center staff is composed of a variety of professional disciplines from medicine and nursing to child development, social work, and psychology. In addition, the Chadwick Center provides professional education to providers.

**Child Abuse Treatment (CHAT) Program:** Provides evidence based therapy services to treat the after-effects of a traumatic event experienced by a child.

**Forensic and Medical Services:** Children receive expert medical assessment or a forensic interview when suspected of being abused or having witnessed violence. The number

served does not include children assessed by Chadwick doctors at the US Navy or at Riverside County, which the Chadwick Center continues to support.

**Options for Recovery Program:** This program provides training to foster parents and relative caregivers interested in gaining knowledge on how to care for infants and children who were born drug and/or alcohol exposed.

**Polinsky Center:** The Chadwick Center provides administrative support, medical evaluations, developmental screenings and evaluations of abused, neglected and abandoned children at the Polinsky Children's Center. The Polinsky Children's Center is an emergency shelter for abused, abandoned and neglected children. Services are provided 24/7 by physicians affiliated with Rady Children's Hospital, along with nurses, and developmental screening personnel.

**Trauma Counseling:** Trauma counseling for children and parents that were involved in child abuse, domestic violence and other forms of trauma were provided trauma counseling services in FY 2019.

### **Child Life Services**

The healthcare environment brings many new and sometimes stressful experiences for children, teenagers, and families. The Child Life Specialists at Rady Children's work with patients and their families to help them understand and cope with these experiences. On any day, at almost any time of day, Child Life Specialists help a child get ready for a frightening medical procedure. Based on the child's individual needs and developmental level, Child Life Specialists provide:

- Psychological preparation, pre-operative tours, and education to help patients and siblings understand and cope with upcoming healthcare experiences. Preparing siblings to see their brother or sister (who looks very different with bandages or tubes) for the first time after surgery. Emotional support and coping techniques, such as relaxation, diversion, and deep breathing. Medical and therapeutic play to become more familiar with medical equipment and procedures, and encourage expression of feelings. Resource information on child development and effects of healthcare.
- Activity room programming to promote healing, creativity, and peer-to-peer interaction, all of which are vital to normal growth and development.
- School visits or consultations to promote classmates' understanding of illness and healthcare. Child Life Specialists accompany special visitors to the Hospital, such as athletes and celebrities, and support the work of our volunteers.

## **Community Benefit Operations**

Accounting for Community Benefit takes a team. Rady Children's has assigned staff and consultants that work throughout the year to ensure the CHNA reflects the needs of the community and that program evaluation and financial reporting are completed according to regulation.

## **Developmental Services**

The Developmental Services department at Rady Children's provides a continuum of integrated services across various disciplines and community partners to support early brain development, social/emotional development, and the needs of the whole child through every aspect of care delivery. Developmental Services rehabilitates children and adolescents with disorders related to congenital anomalies, injuries, illnesses and other special needs. A variety of programs are provided that emphasize early identification, diagnosis and intervention through access to community resources. These include:

**The Autism Discovery Institute (ADI):** The Autism Discovery Institute serves children with Autistic Spectrum Disorders (ASD) through a multidisciplinary approach, and provides a forum for research. A variety of intervention strategies are provided in naturalistic settings. The ADI provides one of the nation's only research and clinical collaborations that fosters knowledge exchange to enhance treatment for autistic children. Finally, ADI is bringing together Developmental Services' experts and multidisciplinary programs for autism under one roof.

### **Alexa's Playful Learning Academy for Young Children (Alexa's PLAYC):**

Part of the Autism Discovery Institute, is a unique early education program for typically developing children and children with or at risk for an autism spectrum disorder. Alexa's PLAYC provides children with a warm and loving environment that stimulates physical, social, intellectual and emotional growth. The curriculum focuses on teaching developmentally appropriate communication, cognitive skills and social skills, while fostering independence in our young students.

**Children's Care Connection (C3):** C3 provides services to identify and address developmental and behavioral concerns in children up to five years of age prior to kindergarten entry. Children and their families participated in a variety of treatment services, which included behavior classes taught by professional speech, occupational, physical and developmental/behavioral therapists. These developmental classes are offered to facilitate healthy development of the mind and body, and to introduce skills that will prepare children for kindergarten. Speech and language classes help parents understand the age-appropriate milestones for language and speech development and learn how to facilitate their children's development.

**Developmental Evaluation Clinic (DEC):** At the Developmental Evaluation Clinic, specially trained clinical and developmental psychologists provide diagnostic developmental evaluations for infants, preschoolers, and school-age children to identify developmental, learning and social delays and determine the need for further intervention. Once delays have been identified, referrals are made to a variety of public education programs as well as public and private therapy programs.

**Developmental Screening and Enhancement Program (DSEP):** DSEP provides developmental and behavioral assessment and linkage to services for children birth to six years upon entry into the child welfare system following removal from their homes for abuse and neglect. Approximately 50 to 60 percent of children in foster care have developmental delays, compared with 10 to 12 percent in the general population. Addressing these needs can improve long-term placement and developmental outcomes for children in foster care. Nearly all of the children screened in DSEP were successfully linked to recommended services. The success of the DSEP program demonstrates the need for standardized and routine developmental and behavioral check-ups for children in child welfare.

**Pathways Support Group:** A group language therapy program designed for children ages 3 to 5 with limited, but emerging expressive language skills. The goal of Pathways is to help children with autism spectrum disorders generalize skills learned in the one-on-one setting to more complex social settings.

**Pediatric Down Syndrome Center:** Down syndrome is the most common genetic cause of cognitive and developmental disabilities. The Pediatric Down Syndrome Center (Center) was established through a partnership between Rady Children's Hospital-San Diego and DS Action (a local non-profit group) to address the unmet needs of children with Down syndrome. The Center provides diagnostic evaluation services, comprehensive case management in collaboration with education and clinical stakeholders, genetic counseling, patient advocacy, resource referral and social service. The Center also serves as a resource to healthcare professionals.

**KidSTART Clinic:** KidSTART provides a centralized program of comprehensive triage, assessments, referral and treatment for children ages birth through five with complex developmental and psycho-social behavioral health problems to help client children receive timely treatment and reach their highest potential. The child's needs are at the center of case-planning through a "home-based" delivery model. A multidisciplinary team, including pediatricians, clinical psychologists, speech pathologists, occupation and physical therapists, mental health therapists, early intervention specialists and school representatives, work together to develop and implement the comprehensive plan of care.

**Healthy Development Services (HDS) – First Five Program:** To improve school readiness, the Healthy Development Services program identifies and treats developmental and behavioral concerns in children from birth to five years of age. The HDS program coordinates developmental screenings, assessments, referrals and treatment. Care Coordinators work with families to navigate the healthcare system to obtain services for their children. In addition, the program provides hearing and vision screening; behavioral health services; and parenting classes.

**High Risk Infant Clinic (HRI):** The High Risk Infant Clinic provides neurodevelopmental evaluation and follow-up to infants cared for in a Neonatal Intensive Care Unit (NICU) setting. A pediatric nurse practitioner (PNP) coordinates the program and works closely with NICU staff to identify patients and educate families regarding follow-up services. The PNP conducts a comprehensive history and physical examination, developmental screening, neurological assessment, and family psychosocial assessment. Coordination of referral to services in the community is also provided. The PNP also teaches at weekly NICU parent discharge classes to ensure parents have an understanding of their infant's growth and development. The HRI Program helps infants from San Diego, Imperial and Riverside counties.

### **Healthcare Support Services**

**Customer Service and Referral Center:** The Customer Service and Referral Center helps facilitate access to care for children in our community by identifying community-based providers for parents and others seeking resources for primary and specialty care. The information provided is not exclusive to Rady Children's Hospital or its affiliated physicians.

**Health Science Library:** The Rady Children's Health Science Library combines clinical pediatric literature and a Family Resource Library that can be used to conduct research. Open to parents of Rady Children's patients, as well as staff, physicians and visitors, the Library provides a sound reference collection and computers with online access to the Internet. Parents are encouraged to learn more about their child's illness by accessing information at the Library.

**Enrollment Assistance:** Rady Children's provides healthcare support services to the community through the Financial Counseling team. Rady Children's financial counselors proactively explore and assist patients/guarantors in applying for health insurance coverage from public and private payment programs. Medi-Cal eligibility workers are available on-site to assist families. Rady Children's Financial Counselors also coordinate with CCS enrollment programs and partner with local agencies to improve access to healthcare for uninsured patients.

**Hope Bereavement Support Program:** The Hope Bereavement Support Program seeks to provide hope for families in the midst of pain that is enormous and unrelenting. The program provides a way to help families address their grief.

**Telephone Triage Line:** The Triage Telephone Line is a special service offered to families of subscribing physicians. Staffed by Rady Children's pediatric nurses, the line serves as an after-hours service for doctor's offices, with nurses answering parent's questions, providing home care instructions and making referrals for care according to each physician's preference. More than 100 area pediatricians subscribe to this service, which is free to families.

## Community Building Activities

### 520 Persons Served

Community Building activities seek to address root causes of health problems and protect or improve the community's health or safety.

### Center for Healthier Communities

**Workforce Development:** FACES for the Future (FACES) and Bridge to Employment (BTE) prepare high school students, most from very diverse disadvantaged backgrounds, for careers in healthcare. This is done through academic enhancement, psychosocial support, career experience and professional/leadership development, with Rady Children's staff placed within participating schools. To date, all FACES students have graduated high school; close to 40% are the 1<sup>st</sup> in their family to do so. More than 70% of FACES students will also be the 1<sup>st</sup> in their families to go to college.

### Trauma Services: Advocacy for Community Health

- Trauma Research Education Foundation Injury Prevention Committee
- Speakers Bureau

## Health Research

### 910 Persons Served

Rady Children's conducts a number of studies and investigations designed to generate new knowledge that will be made available to the public. Community benefit research projects captured in this report may be funded by federal sources such as the National Institutes of Health; through other tax-exempt entities such as foundations; or by Rady Children's itself. In addition to the reported projects, principal investigators also conduct unfunded research projects (mostly retrospective data collection) that can benefit the community of researchers, hospitals, and educational institutions and ultimately the communities these institutions serve.

Rady Children's participates in clinical research to identify new solutions to treat childhood illnesses and conditions and to promote child health. Rady Children's and the Research Center are participating in research studies in collaboration with UCSD in the specialty areas of



oncology, hematology, neonatology, emergency medicine, urology, allergy & immunology, neurology, dermatology, general pediatrics, genetics, orthopedics, autism, pulmonology, infectious disease, psychiatry, endocrinology, gastroenterology, cardiology, and cardiovascular surgery.

Further demonstrating a commitment to discovery is the establishment of the Rady Children's Institute for Genomic Medicine (Genomics Institute). Through rapid whole genome sequencing, the Genomics Institute has been transforming the lives of critically ill babies and children at Rady Children's Hospital. The Genomics institute provides benefits to the broader community and other vulnerable populations in neonatal and pediatric intensive care units by focusing on streamlining the genomic sequencing process to deliver testing, analysis and interpretation of life-threatening genetic variations for children who are enrolled in one of Rady Children's multi-center clinical studies. Total community benefit provided in 2019 was higher than prior years, mainly due to an increase in research activity associated with the Rady Children's Institute for Genomic Medicine.

## Health Professions Education and Training

**578,208 Persons Served**

### Health Professions Education

Rady Children's engages in a multitude of ongoing educational programs to provide continuous learning opportunities for clinicians and community-based stakeholders. These educational programs result in the training needed by providers to practice or continue practicing as health professionals in their field.

By engaging in these educational programs, Rady Children's helps ensure the highest level of quality care is available to all patients. Programs include but are not limited to:

**Grand Rounds (Pediatric and Psychiatry):** Lecture series presented by Rady Children's and the University of California, San Diego School of Medicine to keep medical providers up-to-date on important and timely pediatric health topics.

**Continuing Medical Education:** A variety of educational opportunities to help physicians and other health professionals advance their knowledge.

**Graduate Medical Education:** Comprehensive training to educate future leaders in pediatric medicine. Rady Children's is the training site for more than 300 pediatric family practice and specialty residents each year from four major teaching hospitals in San Diego: UC San Diego; Scripps Health (Chula Vista/Green/Mercy); Balboa Naval Medical Center; and Camp Pendleton Naval Medical Center. Rady Children's also trains more than 200 medical students and fellows each year.

**Pediatric Focus:** Videos on the latest research from Rady Children's and the University of California, San Diego School of Medicine specific to pediatrics.

**Community Health Briefs:** Information on timely community health topics from Rady Children's Center for Healthier Communities.

**Anderson Center for Oral Health:** Provides training and seminars for dental and medical professionals about dental treatment for very young children and children with complex medical needs.

**Office of Human Subjects Protection:** Provides educational opportunities for all research investigators, research staff, IRB members and Hospital administration.

### **Chadwick Center Clinical Training Program**

The Chadwick Center's Clinical Training Program provides training in the assessment and treatment of child abuse to professionals nationally and at the Center. The Center provided professional education to professionals from throughout the United States and numerous countries.

To improve the dissemination of evidence-based treatment, the Chadwick Center conducted multiple trainings to professionals in a variety of formats, including the clearinghouse on evidence based best practices. In addition, the Chadwick Center manages the California Mandated Reporter Training website ([www.MandatedReporterCA.com](http://www.MandatedReporterCA.com)), which is composed of six modules designed to train mandated child abuse reporters so they may carry out their responsibilities properly.

### **Disaster Preparedness**

A disaster can occur without warning. Rady Children's has prepared for the possibility to provide any and all assistance possible to handle a large influx of victims and to help victims cope and heal from trauma. Rady Children's established the Rady Children's Hospital Incident Command System as a guide in responding to a disaster. Rady Children's personnel are oriented to the Command System, and trained for their specific department.

## **Non-quantifiable Benefits**

### **Support Groups**

Rady Children's offers over 20 support groups to families on a variety of topics. Ranging from oncology to cardiology, from parenting to school readiness, Rady Children's is proud to fulfill our mission through supporting families and helping children and families heal. The following is a sample of topics offered to families free of charge:

- Bereavement
- Cancer Support

- Cardiac Support Group
- Child Life Services
- Family Advisory Council
- Helen Bernardy Center Parent-to-Parent Support
- Liam's Fund for Neurosurgery

### **Rady Children's Web Team**

The Web Team at Rady Children's provides customized web sites on health, medical and safety information for families and patients, and the community.

The Rady Children's web site provides comprehensive health, medical and safety information in English and Spanish. All content is reviewed and revised annually by a clinical team. Pediatric health topics are designed especially for parents to help them determine how sick their child is and if they should seek medical help, and provides instructions for treating their child at home when it is safe to do so. The health tips section is continually being expanded on a variety of subjects and includes methods for treating bites and stings, advice on proper dental care, how to treat a fever, child's behavior and parenting, and injury prevention and safety (including age-related dangers, seatbelt use, bicycle helmets). The web site also provides information about poison prevention, and how to choose day care and healthcare for your child.

*The Health Library* is a nationally established online information tool for parents, teens and kids providing education and information about a variety of child health topics. Special sections of the Library are devoted to kids and teens, which provides topics that they can access themselves. For kids, some topics include: asthma, dealing with bullies and back-to-school worries. For teens, some topics include: common health concerns, alcohol and drugs, talking to parents, and suicide prevention. Links to valuable information are available, including but not limited to: 1) staying fit; 2) managing medical Care; 3) coping with emotions and 4) managing stress.