



Rady Children's Hospital and Health Center
Community Benefit Plan and Report
Fiscal Year 2022 (July 1, 2021 – June 30, 2022)



Submitted to:
Department of Health Care Access and Information
Accounting and Reporting Systems Section
Sacramento, California

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About Rady Children's Hospital and Health Center

Since 1954, Rady Children's Hospital and Health Center (Rady Children's) has been meeting the health needs of San Diego County children and families. Rady Children's Hospital – San Diego is a nonprofit, 511-bed pediatric-care facility dedicated to excellence in care, research, and teaching. Rady Children's is the San Diego region's only hospital dedicated exclusively to pediatric health care and the only designated pediatric Trauma Center. Through a partnership with the University of California, San Diego, Health Sciences, Rady Children's serves as a center for graduate and post-graduate education.

As the sole pediatric hospital and trauma center for San Diego and Imperial Counties, and with a growing presence in southern Riverside County, 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 a regional Tertiary and Quaternary referral center that provides comprehensive inpatient and outpatient acute care, including psychiatric and intensive care pediatric services. On its main campus, the hospital operates the only Level 4 full scope Neonatal Intensive Care Unit serving San Diego, Riverside, and Imperial Counties. In addition, the hospital is licensed to operate, an 8-bed, Level 2 Neonatal Intensive Care Unit for Scripps Memorial Hospital in Encinitas, an 18-bed, Level 3 Neonatal Intensive Care Unit for Scripps Memorial Hospital in La Jolla, two Level 2 Neonatal Intensive Care Units for Scripps Mercy Hospital located in San Diego and Chula Vista, an 11-bed Pediatric Medical Unit for Sharp Health located at its Sharp Grossmont Campus, a 4-bed, Level 3 Neonatal Intensive Care Unit, located at Palomar Medical Center in Escondido, and an 11-bed, Level 3 Neonatal Intensive Care Unit at Southwest Healthcare System in Rancho Springs in Riverside County. To help care for pediatric patients, Rady Children's also collaborates with Sharp Healthcare, Scripps Health, and Palomar Pomerado Health through affiliated program agreements.

Awards

Rady Children's was the recipient of the following awards and accolades in FY22 and-FY23:

- Best Children's Hospitals *U.S. News & World Report*
 - Sixth year in a row ranked among the nation's Best Children's Hospitals in all 10 pediatric specialties surveyed. Orthopedics program ranked No. 2 in country; Neurology & Neurosurgery program No. 8; Neonatology program No. 9; and Diabetes & Endocrinology program ranked No. 10.
- Named 2022 CHIME Digital Health Most Wired organization.

- The American Association of Critical-Care Nurses named Rady Children’s PICU the Gold-level designation of the Beacon Award for Excellence.
- Earned Great Place to Work® Certification™.
- The American Nurses Credentialing Center Commission on Magnet designated Rady Children’s with Magnet recognition.
- The *San Diego Business Journal* named Founder, Chairman and Chief Executive Officer of American Assets Trust, Ernest Rady, Rady Children’s President & Chief Executive Officer, Patrick Frias, MD, and Rady Children’s Senior Vice President & Chief External Affairs Officer, Stephen Jennings, as SD500 Most Influential Business Leaders.

Facts and Figures

In FY22, Rady Children’s

- Provided care to 281,924 children.
- Had 17,783 inpatient admissions.
- Had 265,869 outpatient visits.
- Provided care to 868 trauma patients. (CY 2021)
- Had 96,360 emergency care visits and 51,107 urgent care visits.
- Performed 17,695 surgeries.
- Performed 383 heart surgeries and attended to 30,874 outpatient visits at our cardiology clinics. To date, we have performed 51 heart transplants.
- Cared for 300 newly diagnosed cancer patients, attended to 16,811 outpatient visits, provided 31 blood and marrow transplants, and 7 CAR T-cell treatments at our Peckham Center for Cancer and Blood Disorders.
- Provided trauma counseling to 593 children and parents at our Chadwick Center for Children & Families.
- Evaluated or treated 723 children at our Autism Discovery Institute.
- Had 75,890 visits to our orthopedic and rehabilitation clinics, including the 360 Sports Medicine program.

Mission, Vision and Values

Our Mission

To restore, sustain and enhance the health and developmental potential of children through excellence in care, education, research and advocacy.

Our Vision

We will be a leader, recognized nationally and internationally, for excellence in patient care, education, research and advocacy.

Our Values

We demonstrate CARES values – Compassion, Accountability, Respect, Excellence and Service – with patients, families, visitors, the community, and our team members.

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.

Governance

The Rady Children’s Hospital and Health Center Board of Trustees provides oversight for and guides the direction of community benefit.

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Commitment to the Community

Rady Children's is dedicated to improving the lives of children and families — in our community, throughout the nation and around the world. We are proud to be the region's pediatric medical center serving San Diego, Imperial and southern Riverside Counties. Our hospital treats children from birth to 18 years old, as well as a small number of adults with certain conditions for which we have specialized services.

As a nonprofit hospital, we take pride in our service to the community. Rady Children's provides financial assistance to those who cannot afford services, or whose health insurance does not cover all services provided, and we invest in the community to increase access to health care services and improve health. This report demonstrates tangible ways in which Rady Children's is fulfilling its mission to restore, sustain and enhance the health and developmental potential of children.

Service Area

Rady Children's Hospital-San Diego is located at 3020 Children's Way, San Diego, California 92123. The hospital is licensed to operate pediatric and NICU beds in Riverside and San Diego Counties. The joint service area is defined as San Diego and Riverside Counties.

San Diego County

San Diego County has concretely defined boundaries, including Marine Corps Base Camp Pendleton's 125,000 acres to the north, the Pacific Ocean to the west, Mexico to the south, and extensive mountains and deserts to the east. Because of its geographic size and large population, the San Diego County HHS organizes its service areas into six geographic regions: Central, East, North Central, North Coastal, North Inland, and South.

Riverside County

Riverside is the fourth largest county in California and the tenth largest in the United States. It covers more than 7,300 square miles and is home to 2.4 million residents. Riverside County was formed in 1893 from a small portion of San Bernardino County (to the north) and a larger part of San Diego County (to the south). The County reaches from Orange County to the West to the Arizona state line along the eastern border.

Service Area Snapshot

- San Diego County's population is 3,298,634 residents, and the population grew 6.6% from the 2010 to the 2020 Census. The population of Riverside County is 2,418,185 residents, and the population grew 10.4% from the 2010 to the 2020 Census.

- In San Diego County, 21.6% of the population is ages 0-17, 64.3% are adults, ages 18-64, and 14.1% of the population are senior adults. In Riverside County, children and teens, ages 0-17, make up 25.2% of the population, 60.4% are adults, ages 18-64, and 14.5% of the population are older adults, ages 65 and older.
- In San Diego County, White residents make up 44.9% of the population, 33.9% of residents are Hispanic or Latino, 11.7% of residents are Asian, and 4.6% of residents are Black or African American, while all other racial and ethnic groups make up 4.9% of the population. In Riverside County, Hispanic or Latino residents are 49.4% of the area population, 34.4% of residents are White, 6.5% of residents are Asian, and 6.1% of residents are Black or African American. Persons who are Native American, Native Hawaiian/from other Pacific Islands, or of other or multiple races make up 3.6% of the area population.
- In San Diego County, 8.7% of children live below the FPL and 16.1% are low-income. Family income has been shown to affect children's wellbeing. Compared to their peers, children in poverty are more likely to have physical, behavioral, and emotional health problems. In Riverside County, 18.3% of children live below the Federal Poverty Level (FPL) and 14.5% are low-income (>100% and <200% FPL).

Community Health Needs Assessment

Rady Children's completed a Community Health Needs Assessment (CHNA) in FY22. California Senate Bill 697 and the Patient Protection and Affordable Care Act through IRS section 501(r)(3) regulations direct nonprofit hospitals to conduct a CHNA every three years and develop a three-year Implementation Strategy that responds to identified community needs. A CHNA identifies unmet health needs in the service area, provides information to select priorities for action across targeted geographical areas, and serves as the basis for community benefit programs.

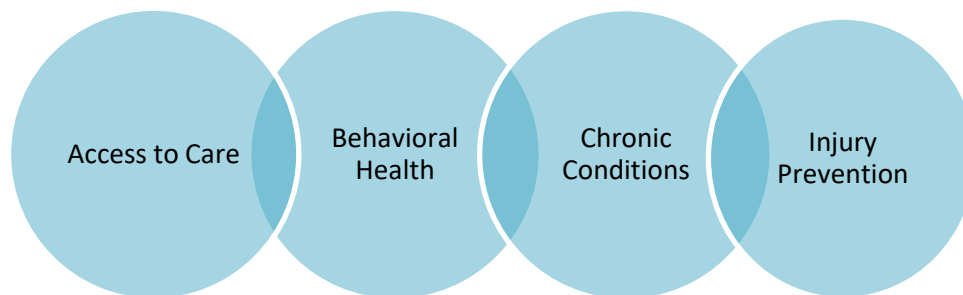
Rady Children's continued a longstanding commitment to collaboratively address community health needs in San Diego by participating in the 2022 CHNA for San Diego coordinated through the Hospital Association of San Diego and Imperial Counties (HASD&IC). Findings from the HASD&IC collaborative CHNA were incorporated in the Rady Children's CHNA.

The CHNA process included collection and analysis of data sources for the hospital service area. Secondary data were collected from county, and state sources. In addition, primary data were collected directly from stakeholders in the community. A variety of primary data collection methods were used to obtain community input including, focus groups, interviews and surveys. The collected data were used to identify significant community needs.

Prioritization of Needs

The CHNA identified significant health needs, which were prioritized with community input through interviews with representatives from community-based organizations, focus group participants and service provider survey respondents. As a result of the CHNA findings and community input, Rady Children's chose to address the following needs in the FY23-FY25 Implementation Strategy as they focus on the health of children and their families:

- Access to health care
- Behavioral health (including mental health and substance use)
- Chronic conditions (including overweight and obesity)
- Injury prevention



Addressing Priority Health Needs

Rady Children's FY22 Community Benefit Report and Plan summarizes community benefit activities that were responsive to the top child health needs identified in the FY20-FY22 Implementation Strategy. Rady Children's committed to community benefit efforts that addressed behavioral and mental health, chronic conditions and obesity, and other health needs. Selected activities and programs that highlight the hospital's commitment to addressing these needs are detailed below.

BEHAVIORAL AND MENTAL HEALTH

Response to Need

Psychiatric Services

Rady Children's Outpatient Psychiatry department provided comprehensive mental health and psychosocial services to children and their families within a full-service pediatric medical facility, which includes a dedicated behavioral health emergency care center. Its clinical programs were available in video (telemedicine) format, as well as at outpatient clinics, schools, and homes. The psychiatric emergency care center complements Rady Children's existing services, including the Child and Adolescent Psychiatric Services (CAPS) inpatient care unit and outpatient services that focus on depression, anxiety, attention deficit disorders, behavior problems, psychosis and eating disorders. Patients received a full psychiatric evaluation including screening for inpatient psychiatric hospitalization needs, crisis intervention and stabilization and a pathway to referrals, follow-up resources, education, and outreach.

Mid-City Behavioral Health Urgent Care Clinic

Rady Children's Behavioral Health Urgent Care Clinic (BHUC) provided prompt access to assessment, crisis intervention and linkages to resources in collaboration with community partners. Located in a high-risk vulnerable community, BHUC provided access to treatment for children experiencing a behavioral health crisis that posed a risk to their safety or the safety of others, or significantly impaired their daily lives. BHUC provided 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. The clinic offered late afternoon and evening urgent care walk-in and added regularly scheduled appointments during the day in response to community need.

Primary Care Mental Health Integration

Therapists were embedded within pediatric primary care practices to promote earlier identification of anxiety and depression in children and youth. Therapists are available at eight

pediatric primary care sites around San Diego County, with two future sites planned in Southern Riverside County and an additional future site in San Diego County. Rady Children's has invested in three regional behavioral health hub locations to further support patients with higher-acuity mental and behavioral health needs.

Suicide Prevention

Rady Children's Center for Healthier Communities, in partnership with the San Diego 9th District PTA and Rady Children's Quality Department, hosted an annual symposium to educate parents about suicide prevention. The 2022 symposium emphasized building resilience and supporting schools, communities, and families as children re-entered the school environment.

Juvenile Hall Wellness Team

The Wellness Team worked in conjunction with medical, mental health and probation staff to promote healthier lifestyles among youth. They provided health education, counseling, and discharge planning for incarcerated youth. The program assisted minors to avoid high-risk behaviors through increasing 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.

Chadwick Center for Children and Families (Chadwick Center)

Chadwick Center provided multi-disciplinary care for medical and psychosocial concerns.

- **Failure to Thrive Clinic:** A multidisciplinary team, which included a doctor, nurse, nutritionist, and social worker, evaluated infants and toddlers with poor growth or poor weight gain. Evaluation identified underlying medical conditions, addressed psychosocial issues, and developed a specific nutrition plan for each patient.
- **Kids and Teens in Court:** This program increased children's ability to participate in the courtroom experience competently and effectively by decreasing anxiety and improving the efficacy of the judicial process.
- **Child Abuse Treatment (CHAT) Program:** Provided evidence-based therapy services to treat the after-effects of a traumatic event experienced by a child.
- **Forensic and Medical Services:** Children received expert medical assessment or a forensic interview when suspected of being abused or having witnessed violence.
- **Options for Recovery Program:** This program provided training to foster parents and relative caregivers to care for infants and children born exposed to drugs and/or alcohol.
- **Polinsky Children's Center:** Polinsky is an emergency shelter for abused, abandoned, and neglected children. Services were provided 24/7 by physicians affiliated with Rady

Children's, along with nurses, and developmental screening personnel. The Chadwick Center provided administrative support, medical evaluations, developmental screenings, and evaluations of children.

- **Trauma Counseling:** Trauma counseling was provided for children and parents who were involved in child abuse, domestic violence and other forms of trauma.
- **Western Regional Children's Advocacy Center (WRCAC):** One of four training and technical regional centers in the U.S. funded by the U.S. Department of Justice to assist and build the capacity of child advocacy centers, multidisciplinary teams, and communities looking to improve their response to child abuse. WRCAC offered workshops and trainings to build the skills of multi-disciplinary team professionals responding to child abuse.

KidStart Clinic

KidStart provided a centralized program of comprehensive triage, assessments, referrals, and treatment to help children receive timely treatment. The clinic is for children, ages birth through five, with complex developmental and psychosocial behavioral health problems. A multidisciplinary team, including pediatricians, clinical psychologists, speech pathologists, occupation and physical therapists, mental health therapists, early intervention specialists and school representatives, worked together to develop and implement a comprehensive plan of care.

Hope Bereavement Support Program

The program provided hope and a way to help families address their grief.

CHRONIC CONDITIONS AND OBESITY

Response to Need

Rady Children's Heart Institute

The Rady Children's Heart Institute delivered care for infants, children and adults born with congenital heart defects and provided advanced knowledge and understanding of congenital heart disease. Expert cardiologists treated 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 worked to discover the most promising treatments and ultimately find cures.

Hemophilia Treatment Center

The Hemophilia and Thrombosis Treatment 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 who have hemophilia, von Willebrand disease and platelet disorders. The Center worked with the local hemophilia foundation chapter (Hemophilia Association of San Diego) and provided patient education and advocated for patients with bleeding disorders. The Center was 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 was also involved in clinical trials on the latest and most promising therapies.

Renal Dialysis Center

Children needing hemodialysis were treated at Rady Children's. The Center treated patients from infants to young adults. Along with receiving care from hemodialysis nurses, each patient was seen by a doctor and other clinicians who made up a comprehensive care team.

Nutrition and Healthy Lifestyle Childhood Obesity Initiatives (COI)

Rady Children's participated in a countywide collaborative Childhood Obesity Initiative (COI) to reduce and prevent childhood obesity. Workshops presented evidenced-based practices on nutrition, health and trauma informed screenings. As well, the COI distributed health outreach materials.

Community Approach to Severe Asthma (CASA)

CASA utilizes a community health worker (CHW)/Patient Care Coordinator (PCC) model to improve management and outcomes for children with moderate to severe childhood asthma. Through education and virtual home visits asthma triggers in the home were identified. CASA helped families through education, home remediation services, and provided support navigating community resources.

Community educational sessions were offered in neighborhoods identified as high need and with residents who had high utilization of the ED. CASA partnered with community organizations, such as the YMCA, to host asthma education sessions. Support services were offered to address food insecurity, transportation, and referrals for complex social needs, including legal services, financial assistance and housing.

Support Groups

Rady Children's offered over 20 support groups to families on a variety of topics, including oncology, cardiology, parenting and school readiness.

OTHER HEALTH NEEDS

Response to Need

Anderson Center for Oral Health

The Anderson Center worked 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 worked 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 and provided community and professional education, oral health assessment and related services.

Center for Healthier Communities

The Center for Healthier Communities (CHC) is the hub of Rady Children's community health improvement strategies. In FY22, the CHC collaborated 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. Key areas of focus included maternal and infant health, injury prevention, oral health, nutrition and fitness, obesity prevention, adolescent health, and positive youth development.

The CHC analyzed child health issues and developed strategies, convened, and encouraged organizations and individuals to improve child health, launched strategically focused interventions, advocated to support health improvement, and linked providers with resources to improve health within the community.

In FY 22, due to the restrictions of social distancing imposed by COVID-19, the CHC continued meeting with community partners and provided interactive presentations with families through remote videoconferencing. The Injury Prevention program reconfigured the child passenger safety program by redesigning in-person education to maintain social distancing and minimal touch. Multiple opportunities to leverage the use of social media and TV outlets were utilized to share important information and keep the community informed and engaged while maintaining quality programming.

- **Childhood Injury Prevention:** The CHC held a leadership role in the community in childhood injury prevention. Data from Rady Children's Trauma Center and other sources were reviewed to determine priorities and to focus efforts. Information was shared to raise awareness, problem solve, and advocate for public policy changes and safety regulations.

- **Safe Kids San Diego (SKSD):** Rady Children’s is the lead organization for SKSD, a local coalition of Safe Kids Worldwide. SKSD members represent injury prevention organizations from San Diego County Public Health, Fire and Rescue, and Emergency Medical Systems (EMS), including the California Paramedic Foundation and Rady Children’s Trauma Team. SKSD addressed drowning prevention, safe sleep practices, child passenger safety, pedestrian and bicycle safety, and other prevalent injury areas. Information dissemination and training efforts were provided countywide.
- **Safe Routes to School (SRTS):** The CHC collaborated with local government and school districts to make biking and walking to school safer and a healthy obesity prevention alternative to driving. In the spring of 2022, 22 years of SRTS programming was concluded. A large grant was submitted to fund new SRTS programs to commence in the Summer of 2023.
- **Transportation Safety Program:** In conjunction with Safe Kids San Diego, the Transportation Safety Program provided in-person child safety seat inspection, fitting and installation. Certified Child Passenger Safety Technicians ensured children fit securely in their safety seats. The Transportation Safety Program also provided education and resources for families who must transport vulnerable children home from the hospital.
- **Injury-Free Coalition for Kids (IFCK):** The IFCK is part of a National Injury Prevention Coalition, which focuses on childhood injury prevention research and prevention practices. Rady Children’s IFCK addressed injury trends through quality improvement projects for improved child health outcomes.
- **Safety Store:** The Safety Store is a mobile kiosk with a wide range of products to keep children safe. The store provided opportunities to educate families about preventing injuries to children and offered strategies to achieve safety.
- **Health Stars:** Volunteer physicians provided education and engaged families in conversations regarding healthy habits for young children. In 2022, a series of seven Community Doc Talks was offered. Health Stars created education videos featuring Health Stars content in addition to behavioral health strategies to assist families manage stressors. The program, called Growing Minds, produced a video library (www.mygrowingmind.com), was widely disseminated via Facebook live events, social media, and other outlets. The Growing Minds program concluded in December 2021 with the production of 24 health and wellness videos. These videos were used in the Community Doc Talks.

Healthy Steps

Located in Murrieta and Temecula primary care offices and funded by the First 5 Commission of Early Intervention Riverside, Rady Children's implemented the first HealthySteps site in California. HealthySteps is an evidence-based, interdisciplinary pediatric primary care program that guides healthy development in young children in tandem with nurturing parenting skills. Primary care providers referred to HealthySteps specialists for immediate consults. Families were scheduled for screening and care coordination services with a HealthySteps provider 24-48 hours following their well child visits. The Temecula HealthySteps site launched a pilot project to screen caregivers for post-partum depression during their child's primary care well-child visits.

School Health

Through a partnership between Rady Children's and the National Elementary School District, Rady Children's provided all school health services, including credentialed nurse services, to the students in the district. National School District serves preschool and elementary students in grades UTK through 6. All the schools are Title 1 designated. The program assessed and implemented health case management for students with medical needs while in school, collaborated on special education plans and provided daily care for all students. It also served as a resource to families and the district, ensuring the most current best practices were recommended and implemented.

Customer Service and Referral Center (CSRC)

The Customer Service and Referral Center helped facilitate access to care for children 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 or its affiliated physicians.

CSRC also helped facilitate access to health care services for children and high-risk pregnant women in San Diego, Imperial and Riverside Counties who were covered by Medi-Cal or were underfunded and/or uninsured. CSRC assisted families with referrals to behavioral health and mental health services. CSRC also assisted families to pursue funding and coverage for their children through Medi-Cal, CCS and/or other funding options, such as Anderson Dental Health Center Treatment Funds. In addition, assistance in care coordination was provided for high-risk pregnant women.

Enrollment Assistance

Rady Children's provided health care support services to the community through the Financial Counseling team. Financial counselors assisted patients/guarantors in applying for health insurance coverage from public and private payment programs. Medi-Cal eligibility workers

were available to assist families. Financial Counselors also coordinated with CCS enrollment programs and partnered with local agencies to improve access to health care for uninsured patients.

Population Health/Care Redesign

Population Health seeks to improve care and outcomes for children and families in the community managing chronic and complex medical conditions. By focusing on social determinants of health and health equity, pilot programs focused on redesigning the way care is delivered so that the most vulnerable patients in our community experience better access to resources and better physical, social, and behavioral health outcomes.

- **Care Coordination Support to Reconnect Medical Homes:** This project helped families navigate the complexities of the health care system, while addressing barriers and facilitating access to medical homes. Coordination of care was provided to re-connect Medi-Cal families to their medical home for well-child visits and vaccinations. A dedicated Primary Care Coordinator, in collaboration with primary care team members, ensured connections to community resources to address food insecurity, housing, and transportation.
- **Creating a System to Achieve Equitable Health Outcomes through an Asthma Pilot:** An asthma health equity dashboard was designed to facilitate a better understanding of the needs of asthma patients seen in the Emergency Department. This helped identify appropriate community partnerships, prepared screening tools for unmet food, housing and transportation needs and improved interventions to achieve equitable health outcomes.
- **Community Ecosystem Development for Medically and Socially Complex Children:** Rady Children's worked with internal and external stakeholders and developed partnerships to address social determinants of health affecting medically and socially complex children. As we emerged from COVID, we realized there was a need to address the impact of isolation on the most vulnerable children and families with complex social and medical needs. To improve emotional well-being for these children we piloted a community ecosystem project to build partnerships in communities that provided education, connections to resources and services to address barriers. Emotional well-being resources (i.e., Child Life) were offered to families as they waited to be seen by psychology/psychiatry.

- **Rite-Aid Healthy Futures Food Access Program:** Rady Children’s implemented a social determinants of health screening for food insecurity and a mechanism to refer food insecure families to a Hunger Free Navigator. The Hunger Free Navigator connected families to food pantries and free meals and provided trainings to access free food resources, including connection to the Mas Fresco Food Prescription program. Through these resources, families were typically provided with food packages. The pilot program aided in the distribution of approximately 1,500 pounds of food and 1,250 meals. Through this program, the stigma surrounding food insecurity and utilizing food resources was reduced.

Child Life Services

The health care environment brings many new and sometimes stressful experiences for children, teenagers, and families. Child Life specialists at Rady Children’s worked with patients and their families to help them cope with these experiences. Based on the child’s individual needs and developmental level, Child Life Specialists provided:

- Psychological preparation including medical and therapeutic play, preoperative tours, and education to help patients and siblings understand and cope with upcoming health care experiences.
- Resource information on child development impacted by health condition issues for caregivers.
- 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 health care.

Pathways Support Group

A group language therapy program designed for children, ages 3 to 5, with limited but emerging expressive language skills. Pathways helped children with autism spectrum disorders generalize skills learned in one-on-one settings 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 was established through a partnership between Rady Children’s and DS Action (a local nonprofit group) to address the unmet needs of children with Down syndrome. The Center provided diagnostic evaluation services, comprehensive case management with education and clinical stakeholders, genetic counseling, patient advocacy, resource referral and social service. The Center also served as a resource to health care professionals in the community.

Developmental Services

- **Healthy Development Services (HDS) – First Five Program:** To improve school readiness, the Healthy Development Services program identified and treated developmental and behavioral concerns in children from birth to 5 years. The HDS program coordinated developmental screenings, assessments, referrals, and treatment. Care Coordinators worked with families to navigate the health care system to obtain services for their children. In addition, the program provided hearing and vision screening, behavioral health services, and parenting classes.
- **High Risk Infant Clinic (HRI):** HRI provided neurodevelopmental evaluation and follow-up to infants cared for in a NICU setting. A pediatric nurse practitioner (PNP) coordinated with NICU staff to educate families regarding follow-up services. Infants received developmental screening, neurological assessment, and family psychosocial assessment. Coordination of referral to services in the community was provided.

Developmental Services: Early Childhood Intervention

The Developmental Services department at Rady Children’s provided a continuum of integrated services across disciplines and community partnerships to support early brain development, social and emotional development, and the needs of the whole child. Developmental Services rehabilitated children and adolescents with disorders related to congenital anomalies, injuries, illnesses, and other special needs. Programs emphasized early identification, diagnosis, and intervention through access to community resources.

- **The Autism Discovery Institute (ADI):** ADI served children with Autistic Spectrum Disorders (ASD) through a multidisciplinary approach and provided a forum for research. The ADI provided research and clinical collaborations that fostered knowledge exchange to enhance treatment for autistic children.
- **Alexa’s Playful Learning Academy for Young Children (Alexa’s PLAYC):** Alexa’s PLAYC, a component of the Autism Discovery Institute, is an early education program for typically developing children and children with or at-risk for an autism spectrum disorder. Alexa’s PLAYC provided children with an environment that stimulated physical, social, intellectual, and emotional growth. The curriculum focused on teaching developmentally appropriate communication, including cognitive and social skills while fostering independence.
- **KidSTART:** The program cared for children under age 6 with complex needs in multiple areas requiring a comprehensive approach beyond assessment and treatment. Master’s degree-level care coordinators provided caregivers with emotional support, education

and facilitated access to resources, such as transportation and housing.

- **Developmental Evaluation Clinic (DEC):** Clinical and developmental psychologists provided diagnostic developmental evaluations for infants, preschoolers, and school-age children to identify developmental, learning, and social delays and determined the need for further intervention. Once delays were identified, referrals were made to public education programs and public and private therapy programs.
- **Developmental Screening and Enhancement Program (DSEP):** DSEP provided developmental and behavioral assessment and linkage to services for children, ages birth to 6, upon entry into the child welfare system following removal from their homes for abuse and neglect. Approximately 50-60% of children in foster care have developmental delays, compared with 10-12% in the general population. Addressing these needs can improve long-term placement and developmental outcomes for children in foster care. Nearly every child screened at DSEP was successfully linked to recommended services.
- **Children's Care Connection (C3):** C3 is a developmental and behavioral program within Healthy Development Services funded as a countywide initiative by First 5 San Diego. The program's four sites (Sanford Clinic in Oceanside, Torrey Hills, Kearny Mesa, and Chula Vista) provided free services for children with mild to moderate delays and behavioral concerns.

Other Community Benefit Services

Rady Children's provided community benefit services in addition to those programs focused on addressing priority health needs.

Subsidized Health Services

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

Hospital Emergency Transport (PICU/NICU)

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

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. The Trauma Center provided non-clinical community services including: sharing injury data with local, state and national agencies; advocating for keeping children safe by functioning as media spokespersons on key topics; providing educational forums for health professional (pre-hospital and hospital providers); 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 served as a community resource in disaster planning for children.

Health Professions Education

Rady Children's engaged in ongoing educational programs to provide continuous learning opportunities for health professionals. These educational programs provided the training needed by providers to practice or continue practicing as health professionals in their field.

Graduate Medical Education (GME): Rady Children's was the training site for more than 300 pediatric family practice and specialty residents 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 trained more than 200 medical students and fellows.

Grand Rounds (Pediatric and Psychiatry): This lecture series was 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. From September through June, three times per month, Rady Children's Outpatient Psychiatry department hosted Grand Rounds on behavioral health topics. All Grand Rounds were open to clinicians and other interested members of the community.

Continuing Medical Education: Health education was provided to medical professionals to update their skills and maintain current certifications in their specialties.

Nursing

Students in accredited nursing programs were precepted by staff nurses for experience in pediatrics.

Other Health Professions Education

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

Chadwick Center Clinical Training Program: The Chadwick Center's Clinical Training Program provided training in the assessment and treatment of child abuse to professionals nationally and at the Center. To improve the dissemination of evidence-based treatment, the Chadwick Center conducted multiple trainings for professionals in a variety of formats, including the clearinghouse on evidence based best practices. In addition, the Chadwick Center managed the California Mandated Reporter Training website (www.MandatedReporterCA.com), which is composed of six modules designed to train mandated child abuse reporters to carry out their responsibilities.

Research

The Research Center at Rady Children's was formed in 1982 to administer federal funding for research in children's health. Over the years, Rady Children's has become a clinical research leader with the establishment of recognized national and international research laboratories. Our Research Center includes the Center for Pediatric Clinical Research, Office of Human Subjects Protection, Projects Office, and Office of Grants and Contracts. Rady Children's is committed to discovering treatments and cures for childhood diseases. Through our affiliation with the UC San Diego School of Medicine and other world-class research institutions, children benefit from basic, clinical and translational research.

<https://www.rchsd.org/research/>

Further demonstrating a commitment to discovery was 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. The Genomics institute provided benefits to the broader community and other vulnerable populations in neonatal and pediatric intensive care units by streamlining the genomic sequencing process to deliver testing, analysis, and interpretation of life-threatening genetic variations for children. <https://radygenomics.org/>

Cash and In-Kind Donations

Funds were donated to nonprofit community groups and local organizations. The support of these organizations furthered the hospital's mission and addressed the community health needs identified through the CHNA. In addition, hospital employees represented the hospital on community boards and collaboratives that focused on increased access to health and social services, improved safety, and wellness issues.

Community Benefit Operations

Reported costs included staff salaries, benefits and expenses, administrative support and consultants in support of Community Benefit. Costs were also reported for the conduct of the Community Health Needs Assessment and Implementation Strategy.

Community Building Activities

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

Workforce Development

FACES for the Future: This health career pipeline program is embedded in three San Diego High schools located in diverse communities. This program encouraged youth to enter health career professions. This program provided academic enhancement, leadership opportunities, wellness support and exposure to health fields through expert panels and clinical observation experiences.

Medical Academies: These programs included a two-week Summer Medical Academy and an immersive, hands on and experiential learning experience for high school youth interested in the medical professions. In addition, Rady Children's hosted Mental Health Professions, Physician Assistant, Nursing and Surgical academies.

Financial Summary of Community Benefit

The Rady Children’s financial summary of community benefit for FY22 (July 1, 2021 to June 30, 2022) is summarized in the table below. The Hospital’s community benefit costs comply with Internal Revenue Service instructions for Form 990 Schedule H. Rady’s Children provides financial assistance and community benefit services, programs and activities that serve children and their families and/or caregivers. The costs of providing these services are not fully reimbursed. The costs are calculated using a cost to charge ratio for any unreimbursed services. Costs for these activities include direct costs and allocated overhead costs, offset by any donations and grants received.

Community Benefit Categories	Net Benefit
Financial Assistance ¹	\$3,174,206
Unpaid Costs of Medi-Cal ²	\$0
Unpaid Costs of Other Means-Tested Government Programs ³	\$6,897,660
Education and Research ⁴	\$22,269,789
Other for the Broader Community ⁵	\$47,773,940
Total Community Benefit Provided Excluding Unpaid Costs of Medicare	\$80,115,595
Unpaid Costs of Medicare ²	\$5,468,668
Total Quantifiable Community Benefit	\$85,584,263

¹ Financial Assistance includes traditional charity care write-offs to eligible patients at reduced or no cost based on the individual patient’s financial situation. Financial Assistance or Charity Care does not include costs for patients who had commercial insurance but could not afford their out-of-pocket costs.

² Unpaid costs of public programs include the difference between costs to provide a service and the rate at which the hospital is reimbursed.

³ Includes other payors for which the hospitals receive little or no reimbursement (e.g., County indigent program).

⁴ Costs related to the health professions education programs and medical research that the hospital sponsors.

⁵ Includes non-billed programs such as community health education, screenings, support groups, support services, cash and in-kind donations and community benefit operations.

Community Benefit Plan FY23

Significant Needs the Hospital Intends to Address

The hospital convened an internal group of hospital leaders to discuss and prioritize the significant health needs identified in the FY22 CHNA. The following criteria were used to determine the significant health needs the hospital will address in the FY23-FY25

Implementation Strategy:

- Existing Infrastructure: There are programs, systems, staff and support resources in place to address the issue.
- Established Relationships: There are established relationships with community partners to address the issue.
- Ongoing Investment: Existing resources are committed to the issue. Staff time and financial resources for this issue are counted as part of our community benefit effort.
- Focus Area: The hospital has acknowledged competencies and expertise to address the issue and the issue fits with the organizational mission.

The CHNA served as the resource document for the review of health needs as it provided data on the scope and severity of issues and included community input on the health needs. The community prioritization of needs was also taken into consideration. As a result of the review of needs and application of the above criteria, Rady Children's will address the following needs as they focus on the health of children and their families:

- Access to health care
- Behavioral health (including mental health and substance use)
- Chronic conditions (including overweight and obesity)
- Injury prevention

Access to Health Care

Goal

Increase access to health care to improve the health of children and their families.

Strategies

Financial Assistance

Provide financial assistance through free and discounted care and government health programs for low-income patients, consistent with the hospital's financial assistance policy.

Insurance Enrollment

Financial counselors explore and assist patients/guarantors to apply for health insurance coverage from public and private payment programs.

Transportation

Provide emergency transportation for children and neonates to hospitals, clinics, and physician offices in San Diego, Imperial and Riverside Counties.

Center for Healthier Communities

Improve child health, launch strategically focused interventions, advocate to support health improvement, and link providers with resources to improve health within the community.

Anderson Center for Oral Health

Improve access to oral health care for young children by encouraging dentists to accept children under the age of 1, thereby preventing early dental caries. Provide training and materials to local dentists to help them incorporate pediatric guidelines in their practice. Support children with special dental needs including, complex medical conditions such as leukemia, hemophilia, sickle cell disease, asthma and diabetes.

Pathways Support Group

Provide group language therapy program for children, ages 3 to 5, with limited, but emerging expressive language skills. Help children with autism spectrum disorders generalize skills learned in the one-on-one setting to more complex social settings.

Pediatric Down Syndrome Center

Address the unmet needs of children with Down syndrome. Provide diagnostic evaluation services, comprehensive case management in collaboration with education and clinical stakeholders, genetic counseling, patient advocacy, resource referral and social service.

Community Support

Provide donations and in-kind support to nonprofit community organizations dedicated to increasing access to health care services.

Behavioral Health (Includes Mental Health and Substance Use)

Goals

- Increase access to mental health and substance use services in the community.
- Improve screening and identification of mental health and substance use needs.

Strategies

Hope Bereavement Support Program

Provide support for families to address their grief.

Options For Recovery Program

Provide training to foster parents and relative caregivers to care for infants and children who were born exposed to drugs and/or alcohol.

Suicide Prevention

Host symposia to educate parents about youth suicide.

Trauma Counseling

Provide counseling for children and parents involved in child abuse, domestic violence and other trauma.

KidStart Clinic

Provide a centralized program of comprehensive triage, assessment, referral and treatment for children, ages birth through 5 years, with complex developmental and psychosocial behavioral health problems.

Healthy Development Services (HDS) – First Five Program

Identify and treat developmental and behavioral concerns in children, ages birth to 5 years. Coordinate developmental screenings, assessments, referrals and treatment.

Pediatric Psychiatric Emergency Department

Care for patients requiring immediate and long-term care for mental and behavioral health challenges. The pediatric psychiatric emergency department will combine pediatric medical expertise with state-of-the-art mental health services to serve children in various stages of mental health crises.

The Psychiatric Emergency Care Center

Provide patients with a full psychiatric evaluation that includes screening for inpatient psychiatric hospitalization needs, crisis intervention and stabilization and a pathway to referrals, follow-up resources, education and outreach. Will complement Rady Children's existing services, including the Child and Adolescent Psychiatric Services (CAPS) inpatient care unit and outpatient services that focus on conditions including depression, anxiety, attention deficit disorders, behavior problems, psychosis and eating disorders.

Mid-City Behavioral Health Urgent Care (BHUC) Clinic

Located in a high-risk vulnerable community, increase access to treatment for children who experience a behavioral health crisis that poses a risk to their safety or the safety of others, or significantly impairs their daily lives. Provide access to crisis intervention and stabilization

services for the psychiatric and psychological care of children, teens and their families who are struggling with urgent emotional and/or behavioral concerns.

Outpatient Psychiatry Clinic and School-Based Services

Provide community-based behavioral health services for children, teens and transition-aged youth whose functioning is impaired by symptoms from a psychiatric diagnosis. Clinical programs may include family, individual or group therapy, case management, substance use treatment and rehabilitation, crisis intervention and safety planning, psychiatric evaluation and treatment, and medication management. Locations are in San Diego, Escondido and Oceanside with SchoolLink Services across five different school districts (28 schools) embedded in their programs and one SchoolLink school-based program where clients will be seen on the school campuses of three different school districts.

Health Stars and Growing Minds

Bring physicians into the communities of high-risk families to enhance child development and family mental/behavioral well-being. Health Stars offers a literacy program for low-income parents and their children, ages 0-5. Physicians promote positive parent-child interactions and child health by modeling reading aloud with children and teaching curriculum with key messages on child-centered topics.

Community Support

Provide donations and in-kind support to nonprofit community organizations that address behavioral health services.

Chronic Conditions (Includes Overweight and Obesity)

Goals

- Reduce the impact of chronic diseases on health and increase the focus on chronic disease prevention and treatment education.
- Increase healthy eating and physical activity to reduce overweight and obesity.

Strategies

Hemophilia Treatment Center

Care for children with hemophilia, von Willebrand disease and platelet disorders. Provide patient education and advocate for patients with bleeding disorders. Engage in clinical research, national outcomes studies, and data collection on major complications of hemophilia, including joint disease and blood borne viruses.

Nutrition and Healthy Lifestyle Childhood Obesity Initiatives

Participate in a countywide collaborative Childhood Obesity Initiative to reduce and prevent childhood obesity. Offer workshops on nutrition and healthy, trauma-informed screenings, and other topics.

Support Groups

Host support groups for families, including Bereavement, Cancer Support, Cardiac Support, Child Life Services, Family Advisory Council and Helen Bernardy Center Parent-to-Parent Support

Integrative Wellness Center

Conduct community outreach, provide education, support groups, nutrition and healthy lifestyle classes, free to the public.

Community Support

Provide donations and in-kind support to nonprofit community organizations dedicated to addressing chronic diseases and increasing access to healthy eating and active living.

Injury Prevention

Goal

Improve services and resources to increase child safety and prevent injury.

Strategies

Safe Kids San Diego

Participate in a local coalition to address drowning prevention, safe sleep practices, child passenger safety, pedestrian and bicycle safety, and other prevalent injury areas.

Safe Routes to School

Make biking and walking to school safe and healthy obesity prevention alternatives to driving. Provide in-person child safety seat inspection, fitting and installation, education and resources for families who must transport vulnerable children home from the hospital.

Injury Free Coalition for Kids

Participate in a National Injury Prevention Coalition that focuses on childhood injury prevention research and prevention practices. Address injury trends through quality improvement projects for improved child health outcomes.

Safety Store

Offer a wide range of products to keep children safe through a mobile kiosk. Educate families about preventing injuries to children and offer strategies to achieve safety.

Juvenile Hall Wellness Team

Provide health education, counseling, and discharge planning for incarcerated youth. Assist minors in avoiding high-risk behaviors through increasing knowledge of pertinent health issues, connecting them to outside health services, and encouraging families to obtain health insurance coverage.

Chadwick Center for Children and Families

Focus on prevention, detection and treatment of child abuse and neglect, domestic violence, and post-traumatic stress in children.

Child Abuse Treatment Program

Provide evidence-based therapy services to treat the after-effects of a traumatic events experienced by a child.

Forensic and Medical Services

Provide expert medical assessment and/or a forensic interview for children having experienced suspected abuse or having witnessed violence.

Polinsky Children's Center

Polinsky is an emergency shelter for abused, abandoned and neglected children. Provide services 24/7 by physicians affiliated with Rady Children's, along with nurses, and developmental screening personnel. Provide administrative support, medical evaluations, developmental screenings and evaluations of children at the Polinsky Children's Center.

Rady Children's Regional Pediatric Trauma Center

Rady Children's is designated by the County of San Diego as the sole provider of pediatric trauma to the region. In this role, we provide clinical trauma care and nonclinical community services including sharing injury data with 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, offer community group informational and educational forums, and participate in front-line injury prevention programs such as car safety seat/restraint and helmet distribution and education. Function as a community resource in disaster planning for children.

Community Support

Provide donations and in-kind support to nonprofit community organizations dedicated to addressing child safety and injury prevention.

Evaluation of Impact

Rady Children's is committed to monitoring and evaluating key initiatives to assess the programs and activities outlined in this Community Benefit Plan. We have implemented a system for the collection and documentation of tracking measures, such as the number of people reached or served, and collaborative efforts to address health needs. An evaluation of the impact of the hospital's actions to address these significant health needs will be reported in the next scheduled CHNA.

Health Needs the Hospital Will Not Address

Since Rady Children's cannot directly address all the health needs present in the community, we will concentrate on those health needs that we can most effectively address given our areas of focus and expertise. Taking existing hospital and community resources into consideration, Rady Children's will not directly address the remaining health needs identified in the CHNA, including COVID-19, economic stability, education, housing and homelessness, and sexual behaviors.

Contact Information

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