



Rady
Children's[®]
Hospital
San Diego

Rady Children's Hospital-San Diego
Implementation Strategy
————— 2023 - 2025 —————

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Introduction

Rady Children's Hospital-San Diego is a nonprofit, 511-bed pediatric-care facility dedicated to excellence in care, research and teaching. It is the only hospital in the San Diego area dedicated exclusively to pediatric health care and the only designated pediatric trauma center in the region. Our mission is to restore, sustain and enhance the health and developmental potential of children through excellence in care, education, research and advocacy.

Rady Children's is affiliated with the University of California, San Diego School of Medicine as a teaching hospital for the next generation of pediatric physicians. The hospital is also a major pediatric clinical research center, working in collaboration with world-renowned institutions, including UC San Diego and St. Jude Children's Research Hospital.

In addition to the San Diego Hospital, Rady Children's provides specialized neonatal and pediatric services in Riverside County where they administrate a 13 bed, Level 3 Neonatal Intensive Care Unit at Rancho Springs Medical Center. The hospital draws patients regionally and the joint service area is defined as Riverside County and San Diego County.

Rady Children's conducted a Community Health Needs Assessment (CHNA) in 2022, which was adopted in June 2022. The CHNA complied with state and federal regulations guiding tax-exempt hospitals, assessing the significant health needs for the hospital's service area. The CHNA and Implementation Strategy help guide the hospital's community health improvement programs and community benefit activities, as well as its collaborative efforts with organizations that share a mission to improve health.

Purpose

California Senate Bill 697 and the Patient Protection and Affordable Care Act through IRS section 501(r)(3) regulations direct nonprofit hospitals to conduct CHNA every three years and develop a three-year Implementation Strategy that responds to identified community needs.

This Implementation Strategy details how Rady Children's plans to address the significant health needs identified in the 2022 CHNA. The hospital will build on previous CHNA efforts and existing initiatives, while also considering new strategies and efforts to improve health.

Report Adoption, Availability and Comments

This Implementation Strategy was adopted by the Board of Directors on June 28, 2022. The CHNA and Implementation Strategy are available on the hospital's website at <https://www.rchsd.org/health-safety/community-health-needs-assessment/>. Public comment on the CHNA and Implementation Strategy is encouraged as community input is used to inform

and influence this work. Written comments on this report can be submitted to advocacy@rchsd.org.

Definition of the Community Served

Rady Children's Hospital is located at 3020 Children's Way, California 92123. The Riverside County NICU is located at Rancho Springs Medical Center, 25500 Medical Center Drive, Murrieta, California, 92562. The joint service area is defined as Riverside County and San Diego County.

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 HHSA 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.

Community Assessment

The 2022 CHNA process included collection and analysis of data sources for the hospital service area. Secondary data were collected from county, and state sources to present community demographics, social determinants of health, health care access, birth indicators, leading causes of death, acute and chronic disease, health behaviors, mental health, and substance use. Where available, these data are presented in the context of California, framing the scope of an issue as it relates to the broader community. Secondary data for the service area were collected and documented in data tables with narrative explanation.

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.

Significant Community Health Needs

The significant health needs identified in the 2022 CHNA for San Diego County and Riverside County are listed below in priority order. These identified significant health needs were analyzed by the hospital, and then prioritized with community input through interviews with representatives from community-based organizations, focus group participants and service provider survey respondents. These health needs are not mutually exclusive, and many characteristics of the health needs are drivers of or outcomes of other needs.

San Diego County	Riverside County
Mental wellbeing and substance use	Access to health care
Community safety	Economic stability
Economic stability	Housing and homelessness
Education	Mental health
Chronic diseases	Birth indicators
Overweight/obesity	Education
COVID-19	Preventive practices
Sexual behavior	Cancer
	COVID-19
	Overweight and obesity
	Substance use
	Community safety
	Asthma

Prioritized Health Needs the Hospital Will Address

Once the CHNA was completed, an internal group of hospital leaders met to discuss the significant health needs. The following criteria were used to determine the significant health needs the hospital will address in the 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, substance use and education-related concerns)
- Chronic conditions (including overweight and obesity)
- Injury prevention

Strategies to Address Prioritized Health Needs

For each health need the hospital plans to address, the Implementation Strategy describes the following: actions the hospital intends to take, including programs and resources it plans to commit, anticipated impacts of these actions, and planned collaboration between the hospital and other organizations.

Health Need: Access to Health Care	
Goal	<ul style="list-style-type: none"> • Increase access to health care to improve the health of children and their families.
Anticipated Impact	<ul style="list-style-type: none"> • Increase access to health care and reduce barriers to care. • Provide financial assistance to qualified patients. • Increase the availability of health care services in community settings through collaboration with community partners.
Strategy or Program	Summary Description
Financial assistance for the uninsured or underinsured	Provide financial assistance through free and discounted care and government health programs for low-income patients for health care services, 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 a variety of guidelines in their practice. Support children with special needs including, complex medical conditions such as leukemia, hemophilia, sickle cell disease, asthma and diabetes.

Health Need: Access to Health Care	
Pathways Support Group	Provide group language therapy program 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	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.
Planned Partnerships and Collaborators	Childcare providers Community health centers Community clinics Community-based organizations County of San Diego Health and Human Services Agency Down Syndrome Action Local government agencies and school districts Riverside University Health System Public Health Schools and school districts Youth-serving organizations

Health Need: Behavioral Health (Includes Mental Health and Substance Use)	
Goals	<ul style="list-style-type: none"> • Increase access to mental health and substance use services in the community. • Improve screening and identification of mental health and substance use needs.
Anticipated Impact	<ul style="list-style-type: none"> • Improve screening, prevention, and treatment of mental health conditions and substance use disorders.
Strategy or Program	Summary Description
Hope Bereavement Support program	Provide hope 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, assessments, referral and treatment for children, ages birth through five years, with complex developmental and psycho-social behavioral health problems.
Healthy Development Services (HDS) – First Five Program	Identify and treat developmental and behavioral concerns in children, ages birth to five years. The HDS program coordinates developmental screenings, assessments, referrals and treatment.
Outpatient Psychiatry Department	Provide 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 state-of-the-art, clinical programs are available in video (telemedicine) format, as well as at outpatient clinics, schools and homes throughout the Rady Children’s service area.
Pediatric Psychiatric Emergency Department	The Copley Psychiatric Emergency Department serves patients requiring immediate and long-term care for mental and behavioral health challenges. The pediatric psychiatric emergency department combines distinct pediatric medical expertise with state-of-the-art mental health services to serve children in various stages of mental health crises.

Health Need: Behavioral Health (Includes Mental Health and Substance Use)	
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 conditions including depression, anxiety, attention deficit disorders, behavior problems, psychosis and eating disorders. Patients receive 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.
Mid-City Behavioral Health Urgent Care (BHUC) Clinic	Located in a high-risk vulnerable community, BHUC increases 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. 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.
Outpatient Psychiatry Clinic and School-Based Services	Provide community-based behavioral health services for children, teenagers and transition-aged youth whose functioning is impaired by symptoms from a psychiatric diagnosis. Clinical programs can include family, individual or group therapy, case management, substance abuse treatment and rehabilitation, crisis intervention and safety planning, psychiatric evaluation and treatment, and medication management. Locations in San Diego, Escondido and Oceanside with SchoolLink Services across 5 different school districts (28 schools) embedded in their programs and one SchoolLink school-based program where clients are seen on the school campus across 3 different school districts.
Kohl’s Health Stars and Growing Minds	Bring physicians into the communities of high-risk families 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 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.
Planned Partnerships and Collaborators	Childcare providers Community health centers Community clinics Community-based organizations

Health Need: Behavioral Health (Includes Mental Health and Substance Use)	
	County of San Diego Behavioral Health Services Riverside University Health System Behavioral Health Law enforcement agencies Parent Teacher Associations Schools and school districts Youth-serving organizations

Health Need: Chronic Conditions (Includes Overweight and Obesity)	
Goals	<ul style="list-style-type: none"> • Reduce the impact of chronic diseases on health and increase the focus on chronic disease prevention and treatment education. • Reduce overweight and obesity as a result of increased healthy eating and physical activity.
Anticipated Impact	<ul style="list-style-type: none"> • Improve screening, prevention, and treatment of chronic diseases. • Increase compliance with healthy eating and active living recommendations.
Strategy or Program	Summary Description
Hemophilia Treatment Center	Care for children with hemophilia, von Willebrand disease and platelet disorders. Provide patient education and advocate for patients with bleeding disorders. Active 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.
Planned Partnerships and Collaborators	Childcare providers Community health centers Community clinics Community-based organizations Hemophilia Association of San Diego Schools and school districts Youth-serving organizations

Health Need: Injury Prevention	
Goals	<ul style="list-style-type: none"> Improve services and resources to increase safety and prevent injury.
Anticipated Impact	<ul style="list-style-type: none"> Increase access to programs in the community that focus on improved safety. Increase community awareness of prevention efforts and availability of child safety resources.
Strategy or Program	Summary Description
Safe Kids San Diego (SKSD)	Participate in a local coalition that addresses drowning prevention, safe sleep practices, child passenger safety, pedestrian and bicycle safety, and other prevalent injury areas.
Safe Routes to School (SRTS)	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 (IFCK)	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	A mobile kiosk offers a wide range of products to keep children safe. 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 minors and/or their families to obtain health insurance coverage.
Chadwick Center for Children and Families	Focus on the prevention, detection and treatment of child abuse and neglect, domestic violence, and post-traumatic stress in children.
Child Abuse Treatment (CHAT) 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 or a forensic interview for children when suspected of being abused or having witnessed violence.

Health Need: Injury Prevention	
Polinsky Children's 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. Polinsky 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.
Rady Children's Regional Pediatric Trauma Center	Designated by the County of San Diego as the sole provider of pediatric trauma to the region. Provide clinical trauma care and nonclinical community services including: share injury data with community, state and national agencies, advocate for keeping children safe by functioning as media spokespersons on key topics, provide 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.
Planned Partnerships and Collaborators	<ul style="list-style-type: none"> California Paramedic Foundation Childcare providers Community health centers Community clinics Community-based organizations County of San Diego Health and Human Services Agency Emergency Medical Services Fire and Rescue Local government Riverside University Health System Public Health Schools and school districts Youth-serving organizations

Evaluation of Impact

Rady Children's is committed to monitoring and evaluating key initiatives to assess the programs and activities outlined in this Implementation Strategy. We have implemented a system for the collection and documentation of tracking measures, such as the number of people reached/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.