



Rady Children's Hospital and Health Center  
**Community Benefit Plan and Report**  
Fiscal Year 2024 (July 1, 2023 – June 30, 2024)  
Reference #106370673



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

## Table of Contents

Mission, Vision and Values .....	8
Governance.....	8
Commitment to the Community .....	9
Community Health Needs Assessment.....	11
Addressing Priority Health Needs.....	12
Other Community Benefit Services .....	23
Financial Summary of Community Benefit .....	28
Community Benefit Plan FY25 .....	29
Significant Needs the Hospital Intends to Address.....	29
Evaluation of Impact .....	34
Health Needs the Hospital Will Not Address .....	34
Contact Information.....	35

## 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 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 to pediatric health care and the only designated pediatric trauma center. Through a partnership with the UC San Diego School of Medicine, we are the region's teaching hospital for the next generation of pediatric physicians.

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 Care referral center that provides comprehensive inpatient and outpatient acute care, including psychiatric and intensive care pediatric services. The hospital operates a Level IV full scope Neonatal Intensive Care Unit (NICU) on its main campus, serving San Diego, Riverside, and Imperial Counties. In addition, the hospital is licensed to operate an 8-bed, Level II NICU for Scripps Memorial Hospital Encinitas, a 20-bed, Level III NICU for Scripps Memorial Hospital La Jolla, a 19-bed, Level II NICU for Scripps Mercy Hospital San Diego, a 4-bed, Level III NICU at Palomar Medical Center Escondido, a 13-bed, Level III NICU at Southwest Healthcare Rancho Springs Hospital in Riverside County and an 11-bed Pediatric Medical Unit at Sharp Grossmont Hospital.

### Awards

Rady Children's was the recipient of the following awards and accolades in Fiscal Year (FY) 2024:

- For the second year in a row, Rady Children's is ranked among the 10 best children's hospitals in the nation, achieving Honor Roll designation in [U.S. News & World Report's annual survey](#)
- For the eighth consecutive year, Rady Children's ranked in every specialty surveyed, including the newly added Pediatric & Adolescent Behavioral Health, which placed among the nation's top 50 programs. Highlights include:
  - Cardiology & Heart Surgery #3
  - Orthopedics #5
  - Neurology & Neurosurgery #8
  - Diabetes & Endocrinology #9
  - Pediatric Urology #10
  - Cancer #14
  - Nephrology #15
  - Neonatology #16
  - Pulmonology & Lung Surgery #18
  - Gastroenterology & GI Surgery #37

- Rady Children’s Pediatric Intensive Care Unit (PICU) received the Gold-level designation of the Beacon Award for Excellence by the American Association of Critical-Care Nurses
- Earned Great Place to Work® Certification™
- The American Nurses Credentialing Center Commission designated Rady Children’s with Magnet recognition

## Facts and Figures

In FY24, Rady Children’s Hospital:

- Had 20,377 inpatient admissions
- Had 289,704 specialty outpatient physician visits
- Provided care to 1,735 [trauma](#) patients (CY 2023)
- Had 101,272 [emergency care](#) visits and 53,560 [urgent care](#) visits
- Performed 20,499 surgeries
- Performed 311 heart surgeries and attended 27,488 outpatient visits at our cardiology clinics
- To date, we have performed 60 heart transplants [at our Heart Institute](#)
- Cared for 329 newly diagnosed cancer patients, attended to 17,562 outpatient visits, and provided 34 blood and marrow transplants and 5 [CAR T-cell treatments at our Peckham Center for Cancer and Blood Disorders](#)
- Provided trauma counseling to 570 children and parents at our [Chadwick Center for Children & Families](#)
- Evaluated or treated 479 children at our [Autism Discovery Institute](#)
- Had 75,019 visits to our orthopedic and rehabilitation clinics, including the [360 Sports Medicine program](#) at our [Orthopedics & Scoliosis Center](#)

## More to Know:

- Rady Children’s 43-bed [Helen Bernardy Center](#) is California's only pediatric skilled nursing facility with a home-like environment, serving medically fragile and developmentally disabled children who receive 24/7 care
- Rady Children’s [Canine Care Program](#) has nearly 30 volunteer dogs who, with their handlers, are on Rady Children’s campus five days a week throughout the year
- The Ronald McDonald House, adjacent to Rady Children’s, is available to families whose children are undergoing tests or treatment
- Patients at Rady Children’s use more than 2,900 crutches each year
- Each year, about 127,000 intravenous (IV) sets are used at Rady Children’s

- Rady Children's gives patients more than 21,000 popsicles a year
- Rady Children's playrooms use about 9,900 packs of crayons a year
- Rady Children's gives out about 280,000 adhesive bandages
- Annually, Rady Children's uses:
  - more than 1.6 million pounds of linens (sheets, pillowcases, towels)
  - about 880,000 diapers each year
  - about 131,000 oxygen sensors each year
  - nearly 12 million exam gloves each year



## 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. For additional information regarding our policies, see <https://www.rchsd.org/patients-visitors/summary-notice-of-nondiscrimination>. Language assistance services are available to our patients and visitors free of charge.

### **Governance**

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

Paul J. Hering, CPCU, Chair  
Byron Scott, MD, MBA, Vice-Chair  
Joe Beery  
Michael J. Farrell  
Michael Friedman, MD  
David F. Hale  
S. Douglas Hutcheson  
G. Diego Miralles, MD  
Henry L. Nordhoff  
Michael P. Peckham  
Harry M. Rady  
Debra L. Reed-Klages  
Donald J. Rosenberg, Esq.

Theodore D. Roth  
Lynn Schenk, JD  
Michael Stone  
Scott N. Wolfe, Esq.  
Vanessa Wertheim, PhD

### **Ex-Officio Board Members**

Doug Arthur  
John M. Carethers, MD  
Pradeep Khosla, PhD  
Shelby Leuin, MD  
Romeo Ignacio, MD

## Commitment to the Community

Rady Children's is dedicated to improving the lives of children and families — in our community, throughout the nation and worldwide. We are the only hospital in the San Diego area dedicated exclusively to pediatric health care and the region's only designated pediatric trauma center. 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 fulfills its mission to restore, sustain and enhance children's health and developmental potential.

### **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 Neonatal Intensive Care Unit (NICU) beds in Riverside and San Diego Counties. The joint service area is defined as San Diego and Riverside Counties.

### **San Diego County**

As the second largest county in California, 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 Health and Human Services Agency organizes its service areas into six geographic regions: Central, East, North Central, North Coastal, North Inland, and South.

### **Riverside County**

Riverside County is the fourth-largest county in California and the tenth largest in the United States. It covers over 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 Demographics Snapshot

	San Diego	Riverside
<b>Population by County</b>	3,298,634 <i>Increase of 6.6% from the 2010-2020 census</i>	2,418,185 <i>Increase of 10.4% from the 2010-2020 census</i>
<b>Population Age Breakdown:</b>		
Age 0-17	21.6%	25.2%
Age 18-64	64.3%	60.4%
Age 65+	14.1%	14.5%
<b>Population Racial Breakdown:</b>		
White	44.9%	34.4%
Hispanic/Latino	33.9%	49.4%
Asian	11.7%	6.5%
Black/African American	4.6%	6.1%
Other	4.9%	3.6%
<b>Family Income Level:</b>		
Below Federal Poverty Level	8.7%	18.3%
Low Income (>100%, <200%)	16.1%	14.5%
<b>Insurance Coverage by Age:</b>		
Overall	92.4%	91.5%
Age 0-18	96.1%	95.9%
Age 0-5	97.3%	96.9%
Age 6-18	95.5%	95.5%
<b>Medi-Cal Coverage:</b>		
Age 0-18	31%	43.7%



## Community Health Needs Assessment

Rady Children’s completed a Community Health Needs Assessment (CHNA) in Fiscal Year (FY) 2022. California Senate Bill 697 and the Patient Protection and Affordable Care Act through Internal Revenue Service 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.

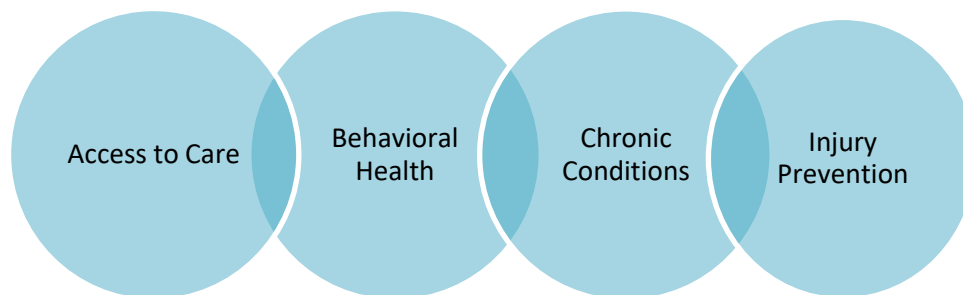
Rady Children’s continued its longstanding commitment to collaboratively addressing community health needs in San Diego by participating in the FY2022 CHNA coordinated through the Hospital Association of San Diego and Imperial Counties (HASD&IC). The HASD&IC collaborative CHNA findings were incorporated into the Rady Children’s CHNA.

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

### Prioritization of Needs

The CHNA identified significant health needs that 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 FY2024 Community Benefit Report and Plan summarizes community benefit activities responsive to the top child health needs identified in the FY23-FY25 Implementation Strategy. Rady Children's is committed to community benefit efforts that address access to health care, behavioral health (including mental health and substance use), chronic conditions (including overweight and obesity), and injury prevention. Activities and programs highlighting the hospital's commitment to addressing these needs are detailed below.

### ACCESS TO HEALTHCARE

#### Response to Need

##### Behavioral and Developmental Services

Behavioral and Developmental Services include programs that identify, evaluate, and treat young children with developmental delays, disabilities, and injuries. The interventions and treatment aim to prevent secondary behavioral and developmental issues and help children achieve their full developmental and functional potential.

##### **Developmental Evaluation Clinic (DEC)**

The DEC has clinical and developmental psychologists who 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 are identified, referrals are made to public education and public and private therapy programs. In FY24, DEC served 1,101 children.

##### **Developmental Screening and Enhancement Program (DSEP)**

DSEP provides universal developmental and behavioral screenings, long-term facilitated case management, and short-term direct intervention for caregivers and children with open cases with the San Diego County Department of Child and Family Well-Being. In FY24, DSEP provided developmental and behavioral assessment and linkage to services to 1,442 children ages birth to 6.

##### **Healthy Development Services (HDS)**

HDS is one of the only programs in the nation that provides preventive early intervention services and positive attachment support at no cost to families from prenatal until a child enters kindergarten. Staffing includes developmental specialists, physical, occupational and speech therapists, behavior specialists, and license-eligible or licensed clinicians. In partnership with First 5 San Diego, Rady Children's operates in three regions: North Central region (Kearny Mesa office), North Coastal region (Oceanside office) and South region (Chula Vista office) as a co-operator with SBCS. In FY24, HDS served 2,629 children with 12,807 service encounters.

### **HealthySteps**

The HealthySteps program is a partnership between Children’s Primary Care Medical Group and the First 5 Commission of Riverside. It operates in the cities of Hemet, Murrieta, Temecula, and Vista. HealthySteps is an evidence-based, interdisciplinary pediatric primary care program that guides healthy development in young children while nurturing parenting skills. Primary care providers refer families to HealthySteps specialists for immediate consultation, screening and care coordination services with a HealthySteps provider 24 to 48 hours following their well-child visits. In FY24, HealthySteps provided 11,043 children and their caregivers with 21,715 developmental and behavioral service encounters.

### **NICU Neurodevelopmental Pediatric Clinic**

The NICU Neurodevelopmental Pediatric Clinic evaluates the growth and development of infants and young children who are at risk for neurologic problems or developmental delays because of premature birth, low birth weight or other issues at birth. A pediatric nurse practitioner educates families regarding follow-up services. Infants receive developmental screenings, neurologic assessments, and family psychosocial assessments. Coordination of referrals to community services was also provided. In FY24, the Clinic evaluated and supported 371 babies.

### **Autism Discovery Institute (ADI)**

ADI is an integrated clinical program that provides psychological and developmental evaluations and interventions, including parent-child developmental behavioral intervention, cognitive behavioral intervention, and social skills groups, for children with autism from 12 months through adolescence. In FY24, ADI evaluated and treated 479 children.

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

Alexa’s PLAYC is an early education program for typically developing children and children with or at risk for autism spectrum disorder. The curriculum teaches developmentally appropriate communication, including cognitive and social skills, while fostering independence. In FY24, Alexa’s PLAYC provided 51 toddlers and preschool-age children an environment stimulating physical, social, intellectual, and emotional growth.

### **Down Syndrome Center**

Down syndrome is the most common of all chromosomal abnormalities. Children with Down syndrome usually have delays in physical, intellectual and language development. The Down Syndrome Center was established through a partnership between Rady Children’s and Down Syndrome (DS) Action (a local nonprofit group) to improve consistency of care for children with Down syndrome, serve as a resource for other medical professionals and strengthen social networks for families. In FY24, the Center served 163 children and their families, including assessment by a multidisciplinary team, genetic counseling, comprehensive case management, patient advocacy, social services, and dietary and nutrition support.

### **Anderson Center for Oral Health**

The Anderson Center for Oral Health, a component of the Center for Healthier Communities, works to improve the oral health of children in San Diego County, particularly young children and children with disabilities, through community and professional education. The Anderson Center serves as co-chair of the San Diego County Oral Health Coalition and serves on the associated Early Childhood Domain and Medical and Dental Integration Domain. In FY24, they collaborated with departments within the hospital to provide care navigation and referrals for children with chronic health conditions and developmental delays. They worked with primary care offices to educate and encourage fluoride varnish and early referral to dental homes for children under five. The Center engaged pediatric dental residents in community outreach and events to raise awareness of the importance of oral health and give referrals to regional dentists.

### **School Health**

Rady Children's nurses provide school health services to the 4,300 students served by the National School District. The National School District serves preschool and elementary students in universal transitional kindergarten through 6<sup>th</sup> grade. All eleven of the district's schools are designated Title 1, meaning the student population has acute needs due to the high poverty rate. The nurses assess and implement health case management for students with medical needs while in school, collaborate on special education plans and provide daily care for all students. They also serve as a resource to families and the district, ensuring current best practices are recommended and implemented.

Rady Children's also provides nursing support for hearing and visual screening services for students attending 25 local school districts in the San Diego region.

### **Children's Hospital Emergency Transport (CHET)**

The CHET team provides 24-hour emergency pediatric critical care transports and consultation services for more than 1,000 children annually throughout San Diego, Imperial and Riverside Counties. CHET includes ground and air transportation for children from birth to age 18 or older from hospitals, clinics and physician offices.

### **Polinsky Children's Center**

Polinsky Children's Center is a San Diego County operated emergency shelter for abused, abandoned, and neglected children. In FY24, Rady Children's physicians and nurses provided medical screening and care to 139 children residing at the facility.

### **Rady Children's-San Diego State University (SDSU) Mentorship Program**

This mentorship program encourages students of color to enter the fields of audiology and speech therapy. The Audiology Department at Rady Children's offers a full range of evaluation and rehabilitation services for young children and adults with hearing disorders and differences. Services include highly successful cochlear implants, hearing aids, bone conduction hearing aid programs, and a balance clinic to address vestibular disorders. In FY24, Rady Children's Mentorship program reached 420 persons through presentations in SDSU classrooms, open houses, and one-on-one mentoring.

### Care Redesign/Population Health

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 drivers of health and health equity, these programs redesign how care is delivered so that the most vulnerable patients in the community experience better access to resources and improved physical, social, and behavioral health outcomes.

#### **Rite-Aid Healthy Futures Food Access Program**

Across several Rady Children's service areas, nurses screen children and families for social determinants of health, including food insecurity. Families in need are referred to a Hunger-Free Navigator, who connects them to food pantries and resources for free meals. In FY24, 1,667 families were provided food packages consisting of 25-30 pounds of nonperishable food items, fresh produce, dairy products, and meats.

#### **Closing Care Gaps**

Under this project, preventive care services reconnect families to their medical homes for well-child visits and vaccinations. Collaborating with primary care team members, dedicated care coordinators ensure connections to community resources to address food insecurity, housing, and transportation. In FY24, 7,147 families were helped navigating the healthcare system while addressing barriers and facilitating access to medical homes.

#### **Care Coordination**

Outpatient registered nurse care coordination focuses on supporting families with complex medical needs. The goal is to improve health outcomes by adopting a whole-child approach addressing medical, social, developmental, behavioral, educational, and financial health factors. This includes regular community-based events to enhance engagement, foster connections, promote mental well-being, and create learning opportunities. In FY 24, this project helped 5,242 families.

#### **Nurse Resource Line/Nurse Triage**

The nurse resource line is a free service open to the community that provides pediatric health information and helps families promptly navigate to appropriate care. In FY24, the Nurse Resource Line provided information and assistance to 33,736 families.

### Financial Assistance and Health Insurance Enrollment

The Financial Assistance Program provides financial assistance to patients with medically necessary health care needs who are low-income, uninsured or underinsured, ineligible for a government program, or otherwise unable to pay for care based on their individual family financial situation. Additionally, financial counselors assist patients in applying for health insurance coverage or low-cost health insurance, arranging a payment plan and enrolling in other public and private benefits. They also coordinate with California Children's Services (CCS) enrollment programs and partner with local agencies to improve access to health care and support services.

### Customer Service and Referral Center (CSRC)

The CSRC facilitates access to care for children and high-risk pregnant women by identifying community-based providers for parents and caregivers seeking primary and specialty care resources and referrals to behavioral and mental health services. Additionally, CSRC helps families pursue funding and coverage. In FY24, CSRC facilitated access to health care services for 4,000 children and high-risk pregnant women in San Diego, Imperial, and Riverside Counties covered by Medi-Cal or underfunded and/or uninsured.

### International and Destination Health Services

Rady Children's serves patients and families from across the country and worldwide. The International Patient Services collaborates with various departments to coordinate health care and medical services throughout the hospital to ensure comprehensive support at every stage of the child's healthcare journey. In FY24, the International Patient Services team coordinated services for 176 low-income families traveling here from outside the region.

### CA Bridge Navigator Program

CA Bridge was initially funded through a State of California grant that supports Substance Use Navigators (SUN) who connect patients to substance use disorder treatment, psychiatry, and/or behavioral health support. A clinical champion works in partnership with the SUN, who identifies and recruits community providers to serve as referral sites if youth need medically assisted treatment for substance use disorders. The SUN interacts with patients who come to the Emergency Department (ED) with substance use needs, educates families about harm reduction strategies and follows up with patients once discharged to help them link to services. If needed, Naloxone is distributed in the ED or provided to the family for take home. Though the CA Bridge Grant expired on September 30, 2024, due to its measurable impact on patients, Rady Children's incorporated the function into its Enhanced Care Management program and expanded it to inpatient departments. In FY24, 86 patients received this service.

### Medical Social Work

The Medical Social Work team is integral to the multidisciplinary care received at Rady Children's Hospital and its clinics. Social workers are available when patients and families experience social and emotional needs. The team provides care coordination, support, education, crisis intervention, brief therapy, safety planning, advocacy, and referrals to community resources.

### Child Life Services

The [Child Life Services](#) Department consists of specially trained Certified Child Life Specialists (CCLS) who help support patients during their medical visits and hospital stays and support a healing environment. Each CCLS is certified by the Association of Child Life Professionals (ACLP) and is an expert in child development. CCLS assist with procedures and education to help patients and families better understand their treatment and experience. They also promote effective coping and help ensure access to special activities to create a positive experience for the patient and family.

## Support Groups and Services

### **Hope Bereavement Support Group**

This support group provides hope to families in emotional pain and addresses their grief about a child who has passed.

### **Kite of Hope Bereavement Gathering**

This support group serves bereaved families (including siblings and caregivers) of children who were treated for cancer and blood disorders.

### **Helen Bernardy Center (Center) Parent-to-Parent Support Group**

This support group serves parents of children currently residing at the Center and parents of newly admitted children. This support system allows new parents to gain insight from a parent's perspective about what they may expect during their child's stay and how to seek or gain resources to help support their child.

## **BEHAVIORAL HEALTH (including Mental Health and Substance Use)**

### **Response to Need**

#### Mental and Behavioral Health Services

Rady Children's provides comprehensive mental and psychosocial services for emotional and behavioral well-being across multiple care settings, including outpatient clinics, schools, primary care offices, telehealth, and an acute care hospital.

#### **Copley Psychiatric Emergency Department**

The Copley Psychiatric Emergency Department is a 24/7 secure behavioral health unit. The team consists of nurses, a psychiatrist, behavioral health assistants and a social worker who work with children and families on a plan of care. Children remain in the unit until discharged home or transferred to an appropriate facility for ongoing care.

#### **Behavioral Health Urgent Care**

The Behavioral Health Urgent Care, located in the Mid-City area of San Diego, serves children and teens ages 5-21, connecting them to on-demand support if they are struggling with mental health concerns and may be a danger to themselves or others. Services include safety assessments, short-term therapy, and medication management.

#### **Child and Adolescent Psychiatry Services (CAPS)**

[CAPS](#) is an inpatient unit for children and adolescents up to age 18 with psychiatric illness. Comprehensive psychiatric care is provided by a highly experienced team of UC San Diego School of Medicine specialists and specially trained health professionals from Rady Children's Hospital. Individualized services include medication management, behavioral programs, specialized therapies, dietary support and recreational therapy.

### **Eating Disorders/Medical Behavioral Unit**

The [Eating Disorders/Medical Behavioral Unit](#) supports children and adolescents with medical complications associated with severe malnutrition and pediatric eating disorders. Patients are cared for in an inpatient setting by a team of health professionals with medical, mental health and behavioral health expertise. The staff includes behaviorally trained nurses, licensed psychiatric technicians, dietitians, psychologists and physicians from Adolescent Medicine, Hospital Medicine, Medicine/Pediatrics and Psychiatry services.

### **Primary Care Mental Health Integration (MHI)**

In 2019, in response to the youth mental health crisis, Rady Children's created the Transforming Mental Health Initiative (TMH) to work toward the prevention, early identification, and treatment of youth mental health concerns through mental health integration, research, education, and advocacy. MHI is offered at select Children's Primary Care Medical Group (CPCMG), Children's Physicians Medical Group (CPMG), and Rady Children's Mental Health Hub locations. MHI improves the emotional well-being of youth by identifying mental health needs early, making it easier to access mental health care, and providing evidence-based treatment. This is accomplished by connecting patients with a caring and compassionate Integrated Health Therapist (IHT) who works out of a Primary Care Pediatrician's (PCP) office or with a psychiatrist at one of the Rady Children's Mental Health Hubs. In FY 24, 3655 youth were served through MHI.

### **Outpatient Psychiatry Services**

Outpatient Psychiatry Services includes both community and school-based clinics that help children and teens ages 0-21 who are experiencing mental health and behavioral challenges. They offer various services to meet each child's needs, including mental health evaluations, which include screening for inpatient psychiatric hospitalization needs, crisis intervention and stabilization, referrals, follow-up resources, education, and outreach. Services were also provided for moderate to severe serious emotional disturbance or clients at risk of trauma, homelessness, and/or juvenile justice involvement. In FY24, the clinic served 1,048 children and youth with Medi-Cal in 23,647 service encounters.

### **[Chadwick Center for Children and Families \(Chadwick Center\)](#)**

The Chadwick Center is an accredited children's advocacy center (CAC) at Rady Children's and the largest hospital-based center. The CAC provides family-focused and trauma-informed services to children and adolescents who experience or witness maltreatment, abuse or violence. Chadwick also offers accredited professional education.

### **Child Protection Team (CPT)**

The CPT is a multidisciplinary team that includes caring and trained professionals from law enforcement, child protection, prosecution, mental health, medical, family advocacy, CAC staff and community partners. The CPT provides specialized services to help children and families heal from abuse and trauma by providing a coordinated, compassionate response. Services include:



**Forensic and Medical Services:** In FY24, 1,560 children who were suspected of being abused or witnessing violence received a medical assessment or a forensic interview.

**Family Advocacy:** Family advocates support victims, witnesses and their families. They ensure that victims are treated fairly and that their voices are heard. They also help victims and their family members link to resources and services.

**Child and Family Traumatic Stress Intervention (CFTSI):** CFTSI helps families with children and adolescents ages 7-18 exposed to various types of traumatic events. Approximately 70-80% of children receiving services do not need referrals for long-term mental health services. In FY24, CFTSI interventions were provided to 82 clients.

**Kids and Teens in Court (KTIC):** KTIC is a three-week psychoeducation program that empowers child and teen (ages 4-17) victims and witnesses by increasing their understanding of the court process and teaching coping skills. KTIC decreases anxiety and improves the efficacy of the judicial process, increasing children's ability to participate competently and effectively in the courtroom experience. In FY24, KTIC supported 101 youth in criminal or juvenile court.

**Trauma Counseling Program (TCP):** In FY24, 402 trauma counseling sessions were provided to 198 children and families to help them heal from traumatic events, including child abuse, neglect, witnessing a crime or community violence.

**Child Abuse Treatment (CHAT) Program:** The CHAT Program provides intensive counseling services to children under 18 years of age who have been victims of qualifying crimes. In FY24, the CHAT program served 149 children after experiencing a traumatic event.

**Options Foster Parent Training:** In FY24, this program trained 61 foster parents and relative caregivers in child development and parenting skills.

### **KidStart**

KidSTART is a unique program for children with complex developmental, social-emotional, and mental health needs. There are two components: KidSTART Mental Health Clinic (operated by [the Chadwick Center for Children & Families](#)) and KidSTART Center (operated by [Mental Behavioral and Developmental Services](#)). The two programs are integrated to allow mental health and developmental specialists to assess needs, develop collaborative treatment plans, provide unique interventions, and facilitate long-term care coordination for the family. The continuum of services includes screening, triage, assessment, referrals, and treatment. The child is referred for treatment at the KidSTART Clinic if social-emotional or mental health needs are identified. Additionally, care coordination facilitates identification of caregiver needs, which are addressed through referrals to appropriate adult services. In FY24, the KidSTART Center provided 2,160 encounters for 244 children, and the KidSTART Clinic provided 6,477 encounters for 343 children, ages 0-5, and their caregivers.

## **CHRONIC CONDITIONS (Including Overweight and Obesity) Response to Need**

### **Heart Institute**

The Heart Institute delivers care to infants, children and adults born with congenital heart defects or acquired heart disease. It is a major referral center for Imperial, Riverside and Orange Counties and the Pacific Rim. It was created to integrate and coordinate research and educational programs of the cardiology and cardiovascular surgery divisions. It seeks to advance knowledge and understanding of pediatric cardiology and heart disease. The Heart Institute works to discover the most promising treatments and find cures through clinical trials, outcome analysis and continuous evaluation of clinical pathways. In FY24, cardiologists and heart surgeons provided 311 heart surgeries and attended 27,488 outpatient visits. To date, they have performed 60 heart transplants.

### **Hemophilia and Thrombosis Treatment Center**

The Hemophilia and Thrombosis Treatment Center is one of over 130 centers in the country specializing in diagnosing and treating individuals with bleeding disorders. The Center is funded by the federal Maternal Child Health Bureau and Centers for Disease Control and Prevention. This Center cares for about 400 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) and provides patients education and advocates on their behalf. The Center is active in clinical research, participating in national outcomes studies and data collection on significant 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.

### **Comprehensive Kidney Care Center**

The Center serves children and young adults, up to age 21, with kidney disease needing care and treatment, including acute hemodialysis, acute peritoneal dialysis, continuous renal replacement therapy and kidney transplants. Along with receiving care from nurses, each patient is seen by a specialist, dietitians, social workers, child life specialists and other clinicians who comprise a comprehensive care team. Rady Children's has two joint specialty clinics that collaborate with the urology and rheumatology divisions.

### **Asthma**

The Care Redesign/Population Health Department offers asthma education for patients who visit Rady Children's Emergency Department (ED). These patients receive individualized education on asthma, medication use, action plans, and reconnection to their medical home.

The Department staff also provides services in neighborhoods identified as having high needs and utilization of the ED. They partner with community organizations to host asthma education sessions with Rady Children's nurses, primary care clinicians, and a child life specialist on topics such as signs and symptoms, treatment, triggers, and how to create an asthma-friendly cleaning kit. Connections are made to social support services to address food insecurity and transportation

disparities, and referrals are made to 2-1-1 San Diego for complex social needs ranging from legal services to financial assistance and housing.

The team also designed an asthma health equity dashboard to facilitate a better understanding of the needs of asthma patients seen in the ED. This helps identify appropriate community partnerships, prepare screening tools for unmet food, housing, and transportation needs, and improves interventions to achieve equitable health outcomes. In FY24, the asthma initiative reached 3,141 children and family members.

### **Nutrition and Healthy Lifestyle: Childhood Obesity Initiative (COI)**

The Childhood Obesity Initiative (COI) is funded by the County of San Diego and facilitated by UC San Diego Center for Community Health to reduce and prevent childhood obesity. In FY24, activities included creating workshops about evidence-based practices related to nutrition and physical activity according to the 5210+ model (5 servings of fruit and vegetable, 2 hours or less of leisure screen time, 1 hour of physical activity, 0 sugar-sweetened beverages and at least 8 hours of sleep). Additionally, Rady Children's Center for Healthier Communities participated in and provided strategic guidance on the Leadership Council of the COI, chaired the health domain and developed and implemented two provider and community CEU trainings. The first training was titled *Improving Food Diversity in Toddlers* (80 participants), and the second was titled *Trauma Informed Breastfeeding* (40 participants).

### **Support Groups**

Rady Children's offers a wide variety of support groups for children and families impacted by the diagnosis and treatment of chronic diseases:

#### **Cancer Support**

- **CHAMPS** (Cancer Hope & Awareness Month for Pediatrics) provides respite, support and hope to children and families by orchestrating the annual CHAMP event in September and hosting no-cost on-treatment retreats. Additionally, Rady Children's hosts a monthly support group, for children ages 6-12
- *Some of My Best Friends are Bald (SOMBFAB)* is a peer support group for cancer patients and teen siblings of cancer patients
- *Families Supporting Families* is a support group for parents of children with cancer
- *Sibling Support Group (SIBS)* is a group for siblings of children with cancer up to age 12
- *Parent Support Group* supports parents of children who have a hematology or oncology diagnosis

#### **Cardiac Support**

- *Kite of Hope Bereavement Gathering* supports families of children treated at the Peckham Center for Cancer and Blood Disorder

## INJURY PREVENTION

### Response to Needs

#### [Center for Healthier Communities \(CHC\)](#)

CHC is the hub of Rady Children's community health improvement strategies. 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 needs. Key focus areas include maternal and infant health, injury prevention, oral health, nutrition and fitness, obesity prevention, adolescent health, and positive youth development.

The CHC analyzes child health needs and develops strategies, convenes and encourages organizations and individuals to improve child health, launches strategically focused interventions, advocates for health improvement, and links providers with resources to improve health within the community.

**Childhood Injury Prevention:** In collaboration with the County Health and Human Services Agency, CHC convenes community partners and experts to address childhood injury prevention. The team analyzes regional data from Rady Children's Level 1 Trauma Center and other sources included in the annual Safe Kids San Diego Trauma Report, highlighting trends of preventive traumatic injuries that impact children. Information is 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 County Public Health, Fire and Rescue, and Emergency Medical Systems (EMS), including the California Paramedic Foundation and Rady Children's Trauma Services. SKSD addresses drowning prevention, safe sleep practices, child passenger safety, pedestrian and bicycle safety, and other prevalent injury areas. Information dissemination and training efforts are provided.

Through a partnership with [Impact Teen Drivers](#), SKSD instructs students about the dangers of reckless and distracted driving. This program is available to all San Diego County High Schools. To date, SKSD has provided training to 603 students.

**Child Passenger Safety Program:** Along with SKSD, the Safety Program provides in-person child safety seat inspection, fitting and installation. Certified Child Passenger Safety Technicians ensure children fit securely in their safety seats. The Safety Program also provides education and resources for families transporting vulnerable children home from the hospital. In FY24, SKSD assisted 228 children and their families through this program.

**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 addresses injury trends through quality improvement projects that improve child health outcomes.

### **Community Doc Talks**

The CHC collaborates with the UC San Diego School of Medicine Pediatric Residency program to provide educational sessions to families in early childcare programs. These sessions emphasize healthy lifestyles, creating positive childhood experiences (PCE) and early literacy for children under 8. In FY24, a series of 12 sessions were offered to 100 individuals.

### **Juvenile Hall Wellness Team**

The CHC Wellness Team works with County of San Diego medical, mental health and probation staff to promote healthier lifestyles among incarcerated youth. The program assists minors in avoiding high-risk behaviors by increasing their knowledge of pertinent health issues, connecting them to outside health services, and encouraging minors to obtain health insurance coverage. In FY24, this team provided 877 encounters for health education, counseling, and discharge planning for incarcerated youth in its last year of operation.

### **Level 1 Pediatric Trauma Center**

Designated by the County of San Diego in 1984, Rady Children's Level 1 Pediatric Trauma Center is the region's sole provider of pediatric trauma care. Highly trained teams and cutting-edge treatments are available 24 hours a day to assist the most severely injured patients. The Trauma Center offers non-clinical community services, including sharing injury data with local, state, and national agencies; advocating as media spokespersons on key topics; providing educational forums for health professionals (pre-hospital and hospital providers); offering informational and educational forums for community groups; and participating in front-line injury prevention programs. Additionally, the Trauma Center serves as a community resource in disaster planning for children. In FY24, the Trauma Center provided care to 805 patients.

## **Other Community Benefit Services**

Rady Children's provides services in addition to programs focused on CHNA priority health needs.

### **Subsidized Services**

Despite incurring financial losses, Rady Children's continues to provide clinical services that address vital community needs. These services are evaluated after accounting for losses from Medi-Cal reimbursement, financial assistance, and unrecoverable payments. In FY24, program areas that the hospital subsidized included:

- Mental Health Services
- Children's Services
- Renal Dialysis Services
- Emergency and Trauma Services
- Hemophilia Treatment
- Heart Care

### Health Professionals Education

The Education and Development Department provides world-class medical education, information, training, and consultation. It offers comprehensive medical resources to promote professional development among healthcare providers within our organization, other health systems, and community-based providers to ensure that every child receives the best possible care.

**Graduate Medical Education:** Rady Children's is the training site for more than 500 pediatric family practice and specialty residents from six major teaching hospitals in San Diego: UC San Diego Health (Hillcrest Medical Center/Jacobs Medical Center/East Campus Medical Center), Scripps Health (Green/Encinitas/La Jolla/Mercy), Balboa Naval Medical Center, Camp Pendleton Naval Medical Center, Kaiser, and a federally qualified health clinic, Family Health Centers of San Diego. Rady Children's trains more than 250 medical students and 150 fellows annually.

**Continuing Medical Education (CME):** Pediatric health education is provided to medical and health professionals throughout the community to update skills and maintain specialty certifications. Rady Children's partners with the Department of Pediatrics and the Division of Child & Adolescent Psychiatry of UC San Diego School of Medicine to coordinate activities to maintain CME accreditation. The CME Department offers Grand Rounds, activities (training and conferences) and educational events. A calendar of events and video sessions are available on Rady Children's Intranet and public website for all professionals to participate in.

### Nursing

Rady Children's is an American Nurses Credentialing Center (ANCC) Magnet®-designated organization. In FY24, 1,620 Registered Nurses and 30 Nurse Practitioner students were enrolled in accredited nursing programs and precepted by Rady Children's staff for clinical experience in pediatric care.

### Other Health Professions Education

Other pediatric health professionals throughout Rady Children's receive education and perform clinical hours and/or internship rotations. In FY24, more than 480 students across multiple departments received precepted training in the following specialties:

- Audiology
- Cardiology
- Child Development
- Developmental and Behavioral Pediatrics
- General Medicine
- Health Administration
- Hematology and Oncology
- Human Development
- Radiology

- Neurology Diagnostics
- Occupational Therapy
- Physical Therapy and Rehabilitation
- Pediatric Echocardiography
- Pharmacy
- Psychology and Psychiatry
- Radiology
- Respiratory Therapy
- Speech Therapy
- Social Work
- Surgery

### **Leadership Education in Neurodevelopmental and Other Related Disabilities (LEND)**

The LEND program aims to improve the health of individuals who are more likely to develop autism or related developmental disabilities by providing graduate-level training in maternal and child health interdisciplinary leadership education for neurodevelopmental and associated disabilities programs. San Diego LEND, led by Rady Children’s staff, brought together faculty and trainees from UC San Diego School of Medicine and SDSU, government and community-based agencies in San Diego and Imperial Counties for interdisciplinary training focused on promoting equity in access to evidence-based autism spectrum disorder and developmental disabilities services.

### **Western Regional Children’s Advocacy Center (WRCAC)**

Funded by the U.S. Department of Justice, the WRCAC is one of four training and technical regional centers in the U.S. created to assist and build the capacity of child advocacy centers, multidisciplinary teams, and communities looking to improve their response to child abuse.

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

The Chadwick Center’s clinical training program provides professionals nationally and locally with training in assessing and treating child abuse. To improve the dissemination of evidence-based treatment, the Chadwick Center trains professionals in various formats, including the clearinghouse on evidence-based best practices, a resource for child welfare professionals using a scientific rating scale. In addition, the Trauma-Informed Licensing Team (TILT) contracts with the Community Care Licensing Division (CCLD) to develop a systematic, evidence-informed framework to implement, sustain, and infuse trauma-informed change into the Child Residential Program (CRP).

### **Bright Connections**

Bright Connections is a newly implemented program that aims to enhance outcomes for expecting parents, children ages 0-5, and their caregivers by strengthening connections within families and across various professionals. Using a trauma-informed integrated approach, the project offered direct clinical services, training for professionals and early childhood mental health consultation. In FY24, the program served 19 families and caregivers.

### Additional Health Professions Education

- The Chadwick Center hosted an International Maltreatment Conference reaching 2,148 professionals.
- The Trauma Department provided Paramedic Education Days, a one-day training event for 79 paramedics and a Trauma Educational Symposium that engaged 64 health providers and trained 98 community members in life-saving techniques to control bleeding in an injured person. The “Stop the Bleed” program empowers individuals to act quickly and effectively in emergencies, potentially saving lives before professional medical help arrives.
- A Pediatric Community Outreach Program provided health education on topics specific to infants and children to healthcare professionals at hospitals throughout the region.

### Research

Rady Children’s Hospital established the Center for Pediatric Clinical Research in 1982. The Center's mission is to ensure the safe, effective, ethical, and reliable evaluation of pharmaceuticals and devices for children in a caring environment. It provides investigators with efficient infrastructure, dedicated research staff, and the operational expertise to recruit, conduct, and manage clinical trials. Additionally, it offers research team members opportunities for growth and excellence through education, networking, and training. Currently, more than 890 active clinical trials are being conducted by more than 200 investigators across 40 pediatric subspecialties.

#### **Genomics Institute**

Established in 2014, the Rady Children’s Institute for Genomic Medicine (RCIGM) benefits the broader community and 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. Since its inception, RCIGM has sequenced 4,418 patients through rapid whole genome sequencing and transformed the lives of critically ill babies and children at Rady Children’s and nationwide.

### Cash and In-kind Donations

In FY24, funds were donated to nonprofit community groups in Riverside County and San Diego County, furthering Rady Children’s mission and addressing the community health needs identified through the CHNA. In addition, hospital employees directly supported the community by serving on numerous community boards and collaboratives that focused on increased access to health and social services, improved safety, and wellness.

### Community Benefit Operations

Reported costs included staff salaries, benefits and expenses, administrative support and consultants who support community benefit visioning, data collection and reporting activities. Costs were also reported for conducting the CHNA and Implementation Strategy.



## Community Building Activities

Rady Children's supports community-building activities that address the root causes of health challenges and protect or improve the community's health and safety.

### **Economic Development**

Rady Children's leadership team actively participated in and provided financial support to economic development councils and chambers of commerce. These efforts help enhance policies and initiatives that foster thriving communities and improve health.

### **Advocacy for Community Health Improvement and Safety**

Hospital staff participated in and supported community events and collaborative efforts that advocated for the health and safety of children and families in San Diego County and Riverside County.

**FACES for the Future:** This health career pipeline program is embedded in three San Diego high schools in diverse communities. The program encouraged 2,184 youth to enter health career professions and provided academic enhancement, leadership opportunities, wellness support and exposure to health fields through expert panels and clinical observation experiences.

**Youth Medical Academies:** CHC hosted two two-week Summer Medical Academy programs, which included immersive hands-on and experiential learning experiences. It also provided three-day Weekend Medical Academy Programs, focusing on specific professions such as nursing, behavioral health and physician assistant. In FY24, 42 high school youth interested in the medical professions attended the Summer Medical Academy, and 60 attended the Weekend Medical Academy.

**Community Partnership for Health:** In partnership with the Girl Scouts of San Diego, Rady Children's Specialists in FY24 provided 807 youth with information and a special patch to recognize their completion of the curriculum about autism, protecting hearing and mental health.

**International Children's Advisory Network (iCAN):** The Rady Children's iCAN chapter is part of a worldwide consortium of advisory groups that work to provide a voice for children and families in medicine, research, and innovation. In FY24, 78 students (7th - 12th grade) worked to become pediatric health advocates for patients and families while gaining volunteer, networking, and leadership experience. The iCAN students provided community services at multiple community events.

## Financial Summary of Community Benefit

The Rady Children’s financial summary of community benefit for FY24 (July 1, 2023, to June 30, 2024) is summarized in the table below. The Rady Children’s community benefit costs comply with Internal Revenue Service instructions for Form 990 Schedule H. Rady Children’s 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 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 <sup>1</sup>	\$5,096,816
Unpaid Costs of Medi-Cal <sup>2</sup>	\$126,755,836
Unpaid Costs of Other Means-Tested Government Programs <sup>3</sup>	\$529,063
Education and Research <sup>4</sup>	\$44,379,692
Other for the Broader Community <sup>5</sup>	\$55,504,216
<b>Total Community Benefit Provided Excluding Unpaid Costs of Medicare</b>	<b>\$232,265,623</b>
Unpaid Costs of Medicare <sup>2</sup>	\$378,718
<b>Total Quantifiable Community Benefit</b>	<b>\$232,644,341</b>

---

<sup>1</sup> Financial Assistance includes traditional charity care write-offs to eligible patients at reduced or no cost based on the individual patient’s financial situation.

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

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

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

<sup>5</sup> 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 FY22-25

### Significant Needs the Hospital Intends to Address

The hospital convened an internal group of leaders to discuss and prioritize the significant health needs identified in the FY22 CHNA. The following criteria were used to determine the considerable 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 the competencies and expertise to address the issue, and the issue fits with the organizational mission

The CHNA served as the resource document for reviewing health needs, providing data on the scope and severity of issues and including community input on 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 assist patients/guarantors in applying for health insurance coverage and other benefits 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 for health improvement, and link providers with resources to improve health within the community.

### Anderson Center for Oral Health

Encourage dentists to accept children under the age of 1 to improve access to oral health care for young children and prevent early dental caries. Provide training and materials to local dentists to help them incorporate pediatric guidelines into 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 a 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 Center and 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 5 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

Provide patients with a psychiatric evaluation stabilization and a pathway to referrals, follow-up resources, education and outreach.

### The Psychiatric Crisis Stabilization Unit

The Psychiatric Crisis Stabilization Unit receives patients from the Emergency Department (ED) for short-term crisis assessment and treatment. The CSU assisted patients experiencing acute symptoms of mental illness requiring 24-hour supervised crisis intervention to be more quickly assessed and treated by mental health professionals who can de-escalate symptoms and provide interventions that allow many children and teens to be discharged to home. The program reduces the inherent stresses for children and teens in a psychiatric crisis who are waiting for treatment in the ED.

### Mid-City Behavioral Health Urgent Care (BHUC) Clinic

Located in a high-risk, vulnerable community, increased 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 significant 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 health, 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, and nutrition and healthy lifestyle classes, all of which are free to the public.

### Community Support

Provide donations and in-kind support to nonprofit community organizations increasing that address chronic diseases and increase 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 transporting 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 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 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. Rady Children's physicians and nurses provide medical services 24/7, along with developmental screening personnel. They also provide administrative support, medical evaluations, developmental screenings and evaluations to children.

#### [Regional Pediatric Level 1 Trauma Center](#)

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, offering 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 that address 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 collecting and documenting 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. Considering existing hospital and community resources, Rady Children’s will not directly address the remaining significant health needs identified in the FY 22-25 CHNA, including COVID-19, economic stability, education, housing and homelessness, and sexual behaviors.





## Contact Information

### Location

Rady Children's Hospital – San Diego  
3020 Children's Way, California 92123  
[www.rchsd.org](http://www.rchsd.org)

### Contact Person

Stephanie Gioia-Beckman  
Director of Community Impact & Advocacy  
Government Affairs Department  
Rady Children's Hospital – San Diego  
[sgioiabeckman@rchsd.org](mailto:sgioiabeckman@rchsd.org)