

Community Health Needs Assessment Implementation Plan 2025-2027

Adopted November 2025



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UCSF BCH OAKLAND OVERVIEW AND COMMUNITY SERVED

About the Hospital

UCSF Benioff Children's Hospital Oakland (BCH Oakland) is a not-for-profit, acute care pediatric hospital committed to providing the highest-quality healthcare to all children, regardless of race, religion, immigration status, or ability to pay. Guided by a mission of caring, healing, teaching, and discovery, BCH Oakland delivers a comprehensive range of inpatient, outpatient, and community-based services, with more than 30 pediatric subspecialties.

Located in the city of Oakland, BCH Oakland serves as a pediatric safety-net hospital for both Alameda and Contra Costa Counties, which do not have public hospital beds designated for children. BCH Oakland serves approximately 86,000 unique patients annually from across the Bay Area and Northern California. Over 70% of BCH Oakland patients are covered by government-sponsored insurance, reinforcing its critical role as part of the safety net system and its commitment to serving all of the children from the region.

The hospital operates the largest pediatric Federally Qualified Health Center (FQHC) in the Bay Area, which includes comprehensive school-based health centers and a clinic at the Alameda County Juvenile Justice Center. BCH Oakland also collaborates with public schools and shelters to provide mobile medical and behavioral health services to children and families with limited access to care.

BCH Oakland's robust research enterprise reflects its commitment to innovation and discovery. Through grants and contracts with private research institutions, government agencies, and universities, BCH Oakland is dedicated to translating scientific findings into tangible health benefits for children.

In 2014, BCH Oakland formally affiliated with UCSF, creating a durable strategic partnership to build an integrated healthcare system and improve pediatric care throughout the Bay Area. Though aligned with UCSF, it remains a separately licensed and incorporated nonprofit entity. It retains ownership of its assets and maintains an independent medical staff.

Mission

BCH Oakland is part of UCSF Health, a leading academic medical center that integrates world-class care with public service and innovation. While the hospital aligns with the broader UCSF Health mission and vision, it also holds a distinct identity grounded in its legacy of community commitment, equity, and pediatric excellence. Our mission is rooted in a deep and enduring commitment to health equity, pediatric excellence, and community partnership. For over a century, BCH Oakland has stood with children and

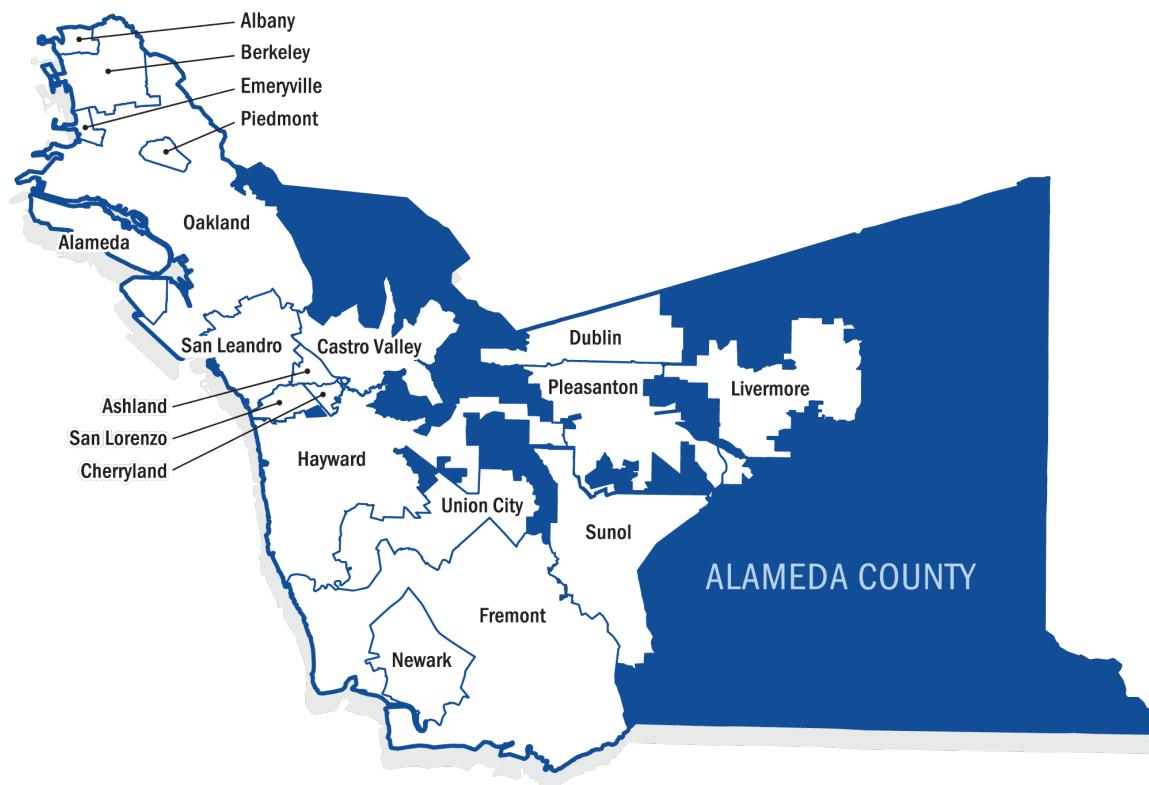
families, especially communities with limited access providing high-quality, compassionate care that addresses not just medical needs but the broader conditions that shape health and well-being.

As a safety-net pediatric hospital serving the diverse communities of the East Bay and beyond, BCH Oakland provides inclusive, patient- and family-centered care tailored to each child's unique experiences, circumstances, and strengths. Its mission is carried out through clinical innovation, patient and family-centered care, education and training of future health leaders, bold advocacy, and partnerships that uplift communities.

BCH Oakland believes that every child, regardless of race, income, immigration status, or zip code, deserves the opportunity to grow up healthy, supported, and safe. That belief drives us to reimagine what is possible in pediatric care and to lead with purpose in advancing equity across systems of care.

Description of Community Served

The IRS defines the “community served” by a hospital as those individuals residing within its hospital service area. A hospital service area includes all residents in a defined geographic area and does not exclude low-income populations. BCH Oakland’s primary service area is Alameda County. In 2023, the estimated population of the county was approximately 1.65 million.¹



¹ U.S Census Bureau, American Community Survey, 5-year estimates, 2019-2023

COMMUNITY ASSESSMENT AND SIGNIFICANT NEEDS

Introduction

The **2025 Community Health Needs Assessment (CHNA)** represents UCSF Benioff Children's Hospital Oakland's ongoing commitment to understanding and addressing the most pressing health needs of the communities it serves. Conducted in compliance with federal (IRS Section 501(r)(3)) and state (California Senate Bill 697) requirements, the CHNA identifies significant pediatric and community health challenges and informs strategies that promote equity, healing, and well-being across Alameda County.

This CHNA is grounded in a broad definition of community health that extends beyond clinical care to include social drivers of health such as housing, education, employment, food security, and societal barriers. The 2025 CHNA builds on the insights of prior assessments, incorporating updated data and elevating community voice as central to shaping the path forward.

CHNA Partners

BCH Oakland collaborated with a regional group of hospitals and organizations to produce the 2025 CHNA. Core partners included:

- **John Muir Health**
- **St. Rose Hospital**
- **Stanford Health Care Tri-Valley**
- **Washington Health**

In addition to this core collaboration, BCH Oakland partnered informally with other entities such as the **Alameda County Public Health Department**, **Sutter Health**, and **Kaiser Permanente** to share qualitative data and reduce the burden of data collection on community members.

The consulting firm **Actionable Insights, LLC**, a Bay Area-based evaluation and research firm, was engaged to lead the design, data collection, analysis, and synthesis of findings. Their expertise ensured methodological rigor and community-centered inquiry across all phases of the assessment.

Data Collection and Methodology

The 2025 CHNA employed a mixed-methods approach combining secondary statistical data, community input, and cross-sector stakeholder engagement over a nine-month period in 2024.

- **Secondary Data:** More than 350 indicators were analyzed from public sources such as County Health Rankings, KidsData.org, and the California Department of Public Health to identify disparities and trends related to health status, healthcare access, and social determinants.
- **Qualitative Data:** Over 200 individuals participated in 45 key informant interviews and 13 focus groups with diverse populations, including LGBTQ+ youth, unhoused individuals, immigrants, parents from different communities, and people with disabilities. Focus areas included behavioral health, substance use, housing, safety, and access to care.

The methodology emphasized systemic inclusion and was designed to identify both statistical disparities and lived experiences. Participants were asked to identify the most pressing issues in their communities and reflect on how these issues have changed over time, who they affect most, and what systemic changes are needed.

Health Needs Selection

To be recognized as a significant health need in the CHNA, issues had to meet strict criteria, including:

1. Multiple sources of data confirming the need
2. Statistical disparities by geography or race/ethnicity
3. A lack of sufficient resources to address the issue
4. Strong prioritization by at least one-third of community respondents.

Based on these criteria, **eight community health needs** were identified and prioritized using community input. These were ranked as follows:

1. **Economic Security** (including education, food security, and employment)
2. **Behavioral Health** (mental health and substance use)
3. **Housing and Homelessness**
4. **Structural Racism and Discrimination**
5. **Healthcare Access and Delivery**
6. **Community and Family Safety**
7. **Climate and Natural Environment**
8. **Health Issues** (including cancer, heart disease, maternal/infant health, sexual health, and unintended injury)

For more information about the assessment process and detailed findings, please refer to the full Community Health Needs Assessment (CHNA) report, available on the hospital's [website](#) or by request at anchor@ucsf.edu.

Significant Health Needs

These priorities reflect the most pressing and interrelated challenges facing children and families in Alameda County. They are not ranked, but rather represent the foundational pillars guiding UCSF Benioff Children's Hospital Oakland's community impact efforts:

PRIORITIES

1 Access to Care

Access to Care – Expanding timely, affordable, patient and family-centered care that meets each child's unique needs and circumstances.

2 Behavioral Health

Behavioral Health – Supporting mental wellness through trauma-informed, inclusive, patient and family-centered care tailored to each child's unique needs.

3 Community and Family Safety

Community and Family Safety – Creating safe, healing environments by addressing violence, trauma, and injury prevention at home and in the community.

4 Economic Security

Income & Employment, Housing, Food Insecurity, Education, Basic Needs

Economic Security – Reducing poverty-related barriers to health by increasing access to housing, food, education, employment, and basic needs.

Other health needs identified in the 2025 CHNA, such as housing and homelessness, societal barriers, sexual health, climate impacts, and chronic conditions, have been consolidated under these four overarching themes to support more integrated, systems-based strategies.

BCH Oakland is committed to advancing all four of these priorities through a range of targeted programs, strategic partnerships, and investments that elevate community voice and promote fairness in health outcomes. These four pillars serve as the organizing framework for BCH Oakland's 2025–2027 Implementation Strategy, reinforcing a long-term commitment to inclusive access to health for all children and families.

2025-2027 IMPLEMENTATION PLAN

Creating the Implementation Plan

This Implementation Plan outlines how UCSF Benioff Children's Hospital Oakland will address the community health needs identified in the 2025 Community Health Needs Assessment (CHNA). In alignment with the Patient Protection and Affordable Care Act and IRS Section 501(r)(3), BCH Oakland conducts a CHNA and develops an Implementation Strategy every three years to guide community benefit efforts.

The 2025 CHNA and this accompanying Implementation Plan reflect a continued commitment **to advancing health equity** for children and families across the East Bay, with particular attention to communities disproportionately affected by a higher social determinant of health burden. This document, including the most recent CHNA and Community Benefit Report, is publicly available at the hospital's website:
<https://www.ucsfbenioffchildrens.org/about/ccch>

Overall, the plan identifies the priority health needs BCH Oakland will address from 2025 through 2027 and describes the key strategies, programs, and partnerships that will be used to support improved health outcomes. It may be amended in response to significant shifts in community needs, emerging issues, or policy changes that affect implementation feasibility or relevance.

Strategic Objectives: Advancing Inclusive Access to Health and Community Impact

UCSF Benioff Children's Hospital Oakland is deeply committed to advancing community health in ways that reflect the needs of children and families. This work is grounded in a strategic approach that leverages institutional resources, cross-sector partnerships, and community engagement, both within and beyond the clinical setting. To guide these efforts, BCH Oakland has **established core strategic objectives** gleaned from the CHNA process that promote inclusive access to health and drive lasting community impact. These four objectives ensure that hospital initiatives respond to locally identified priorities while also strengthening the systems that promote patient- and family-centered pediatric care, healthy development, and overall well-being.

Systemwide Integration for Impact



Coordinate community health priorities across BCH Oakland's clinical, operational, and institutional systems to strengthen impact, reduce duplication, and embed inclusive access to health throughout.

Bridging Care and Community



Strengthen trusted partnerships between hospital-based care and community-based services to support whole-child and whole-family health.



Building Capacity for Inclusive and Thriving Communities

Invest in people, pathways/pipelines, and organizations to grow patient and family-centered care, community engagement, and long-term resilience.



Innovation and Impact

Design, pilot, and scale community-informed solutions that address root causes of health disparities and improve outcomes through measurable, lasting improvements.

The strategies and programs outlined in the **following pages offer a snapshot, not a comprehensive list**, of the initiatives advancing inclusive access to health and community well-being at BCH Oakland. Each has been selected for its strong alignment with CHNA priorities, measurable community impact, and potential for continued growth and collaboration.

Listed collaborators are illustrative of the broad, cross-sector partnerships essential to sustaining this work.

Collectively, these programs reflect **BCH Oakland's core vision**: that every child deserves the opportunity to achieve their optimal health and development.



STRATEGIES AND PROGRAM ACTIVITIES BY HEALTH NEED

<h3>Health Need: Access to Care</h3>					
		<p>BCH Oakland provides hundreds of thousands of care encounters through the main hospital, multiple outpatient locations, community-embedded services, school-based health centers, mobile healthcare, home-based healthcare and digital solutions. Guided by its vision that every child should have the opportunity to achieve their optimal health and development, BCH Oakland works with patients, families and communities to address and support social drivers of health like economic insecurity, housing insecurity, language access, and transportation.</p>			
Anticipated Impact (Goal)		Expand patient and family-centered access to coordinated, inclusive and timely care, with a focus on children, youth, and families facing systemic barriers such as poverty, language, documentation, and complex health or social needs.			
Strategy or Program		Summary Description		Strategic Objectives	
Community-Embedded Programming: School-Based Health Centers (SBHCs)	<p>BCH Oakland operates youth-centered SBHCs at Castlemont and McClymonds High Schools, delivering primary care, mental health services, reproductive care, and drop-in support directly on campus. These centers are designed to reduce access barriers by providing care in trusted, familiar settings. Services are responsive to the diverse needs of students including welcoming, safe care for youth and support whole-child wellbeing through community-rooted care models.</p>	 Systemwide Integration for Impact	 Bridging Care and Community	 Building Capacity for Inclusive and Thriving Communities	 Innovation and Impact
		<input checked="" type="checkbox"/>			

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Strategy or Program	Summary Description	 Systemwide Integration for Impact	 Bridging Care and Community	 Building Capacity for Inclusive and Thriving Communities	 Innovation and Impact
Enhanced Care Management (ECM) and Chronic & Complex Care Programs	BCH Oakland, through the transformative Cal-AIM initiative, delivers comprehensive, patient-centered care coordination to pediatric patients with medical and social needs. Leveraging programs such as Neonatal Follow-Up/Special Start and Pediatric Complex Care Coordination, BCH Oakland provides longitudinal care that integrates services including home visits, virtual/video consultations, appointment facilitation, and seamless connections to critical community resources such as behavioral health, developmental support, and social services. Enhanced Care Management (ECM) further empowers families by addressing chronic health conditions, feeding challenges, and postpartum care, while simultaneously addressing the social determinants of health. With a steadfast commitment to equity and inclusivity, ECM meets families where they are, fostering trust, accessibility, and continuity of care, all while advancing a shared vision of uplifting and empowering the communities the hospital serves.				

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Strategy or Program	Summary Description	Strategic Objectives									
Flexible Scheduling Options	To reduce barriers to timely and coordinated care for all families, BCH Oakland has expanded scheduling options through a centralized phone line and multiple self-service tools within the patient portal. These improvements are part of a systemwide effort to meet families where they are enhancing enrollment, communication, and access to care across diverse communities, with a focus on communities with limited access. By streamlining appointment coordination and digital engagement pathways, BCH Oakland is advancing inclusive access to health that is responsive, equitable, and easy to navigate for everyone.			 Systemwide Integration for Impact		 Bridging Care and Community		 Building Capacity for Inclusive and Thriving Communities		 Innovation and Impact	

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Strategy or Program	Summary Description	 Systemwide Integration for Impact	 Bridging Care and Community	 Building Capacity for Inclusive and Thriving Communities	 Innovation and Impact
Medical Social Services	BCH Oakland's Social Services provides individualized, responsive support to families navigating complex barriers to care. With philanthropy-funded and Medi-Cal services such as transportation, lodging, and food assistance, social workers enable access to critical medical services especially for low-income, housing-insecure, and geographically distant families. Through partnerships with programs like FINDconnect and Family House, the department strengthens our safety net and ensures continuity of care for our most vulnerable pediatric patients.		<input checked="" type="checkbox"/>		

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Strategy or Program	Summary Description	 Systemwide Integration for Impact	 Bridging Care and Community	 Building Capacity for Inclusive and Thriving Communities	 Innovation and Impact
Mobile Health Clinic	<p>The Mobile Health Clinic brings primary and preventive care directly to under-resourced East Bay neighborhoods, focusing on areas with limited access to school-based or neighborhood health centers. Designed as a flexible, inclusive, and family-centered entry point, the clinic provides screenings, health education, and connections to the BCH care system for all community members.</p>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>
Population Health Clinics	<p>BCH Oakland expands inclusive access to health through pediatric population health clinics that offer trauma-informed, patient and family tailored services and address social and environmental factors impacting child health and development. These clinics fill critical gaps beyond traditional primary care.</p>	<input checked="" type="checkbox"/>			

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	<ul style="list-style-type: none">• Encore Medical Clinic offers a medical home for homeless children and families, providing primary care, case management, and support with housing, insurance, and social services. The clinic conducts outreach at shelters and aims to ensure consistent care during periods of transition.				
Planned Resources	BCH Oakland's Access to Care programs draw on clinical expertise, digital tools, and cross-sector partnerships to improve care coordination and reach. Key resources include multidisciplinary teams, Cal-AIM-supported care management, community navigation tools via FINDconnect and FINDHelp, mobile and telehealth services, and training pipelines that build capacity for responsive, community-connected care.				
Planned Collaborators	Through strong community partnerships, BCH Oakland connects patients and families to tailored resources both near the hospital and in their neighborhoods. Collaborators include UCSF departments, public agencies, managed care plans, and CBOs. Programs are co-designed with families and frontline staff, with sustainability supported by grants, philanthropy, and reinvestment strategies.				

STRATEGIES AND PROGRAM ACTIVITIES BY HEALTH NEED

<h3>Health Need: Behavioral Health</h3>							
		<p>Behavioral health—including mental health and substance use—is essential to lifelong health and development. BCH Oakland is committed to improving the emotional wellbeing of children, youth, and families through early intervention, trauma-informed care, and community-rooted partnerships. The work spans school-based services, youth development, individualized therapy, and cross-sector collaborations with public agencies and community organizations. In alignment with its vision for inclusive access to health, BCH Oakland focuses on reducing barriers and strengthening systems of care for those most impacted by chronic stress, structural barriers, and unmet behavioral health needs.</p>					
Anticipated Impact (Goal)		<p>Improve the mental and emotional wellbeing of children, youth, and families, with a focus on inclusion, trauma, and early intervention.</p>					
Strategy or Program		Summary Description		Strategic Objectives			
Mental and Behavioral Health Service Line		<p>The Mental and Behavioral Health Service Line at BCH Oakland is dedicated to delivering equitable care and strengths-based across the developmental continuum. Its mission is to support children, adolescents, and young adults with complex mental health, behavioral health, and substance use needs.</p> <p>BCH Oakland has developed a comprehensive Mental and Behavioral Health Strategic Plan, organized around six priority areas:</p> <p>1) Acute and Hospital-Based Services</p>		 Systemwide Integration for Impact	 Bridging Care and Community	 Building Capacity for Inclusive and Thriving Communities	 Innovation and Impact

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	<p>2) Early Childhood Mental Health</p> <p>3) Child, Adolescent, and Young Adult Services</p> <p>4) Integrated Behavioral Health</p> <p>5) Neurodevelopmental Assessment and Treatment Services</p> <p>6) Clinical Training and Workforce Development</p> <p>Specific activities Include:</p> <ul style="list-style-type: none">• Expanding access to specialty mental health care, including crisis intervention, case management, and transitional “bridge” services• Increasing availability of evidence-based trauma treatment• Growing the pipeline of providers that can meet the needs of this population through expanded workforce development and training programs.				
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Anticipated Impact (Goal)	Improve the mental and emotional wellbeing of children, youth, and families, with a focus on inclusion, trauma, and early intervention.	Strategic Objectives			
Strategy or Program	Summary Description	Systemwide Integration for Impact	Bridging Care and Community	Building Capacity for Inclusive and Thriving Communities	Innovation and Impact
Emergency Department, Behavioral Health, and Trauma Services Collaboration	<p>In a cross-departmental partnership, the Emergency Department, Behavioral Health, and Trauma Services teams are implementing a trauma-responsive care model using the validated PsySTART triage tool. This tool helps identify children in the ED who are at high risk for post-traumatic stress disorder (PTSD) based on their exposure to traumatic events. High-risk patients are referred for a Behavioral Health telehealth evaluation, where they may receive brief trauma-focused interventions, including a 6–8 session module of Trauma-Focused Cognitive Behavioral Therapy (TF-CBT). Goals of the program include:</p> <ul style="list-style-type: none"> • Providing timely, early intervention for trauma-exposed youth • Reducing strain on overburdened community mental health systems 	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>

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	<ul style="list-style-type: none">• Expanding equitable access to evidence-based, high-quality trauma care				
Planned Resources	To strengthen trauma-informed care and early intervention for pediatric patients, BCH Oakland is investing in a cross-departmental model that integrates emergency care, behavioral health, and trauma services. Through staff training and new screening tools like the PsySTART triage system, clinical teams including ED staff, social workers, and trauma providers are equipped to identify children at high risk for post-traumatic stress. High-risk patients are connected to the Behavioral Health Department for timely evaluation and brief trauma-focused interventions, including trauma-focused cognitive behavioral therapy (TF-CBT). These efforts are launching as a pilot focused on trauma activations in the Emergency Department and are designed to build long-term capacity for equitable, evidence-based behavioral health response across the continuum of care.				
Planned Collaborators	These efforts are supported by a diverse network of collaborators across clinical, educational, and community-based settings. Key partners include BCH Oakland's primary care clinics (Claremont, Chappelle Hayes, and Castlemont), Oakland Unified School District, CHAMPS and UCSF's Center for Science, Education and Outreach (CSEO), Lincoln Families, Alameda County Behavioral Health, and UCSF-affiliated trauma and mental health programs. Implementation also involves close coordination with the Emergency Department, Trauma Services, school-based health centers, and community training organizations and universities to ensure staff across settings are equipped to deliver responsive, trauma-informed, and healing-centered care.				

STRATEGIES AND PROGRAM ACTIVITIES BY HEALTH NEED

<h3>Health Need: Community and Family Safety</h3>					
	<p>Every child deserves to grow up in a safe and supportive environment. BCH Oakland recognizes that community and family safety is foundational to health and healing. The hospital's efforts respond to longstanding and emerging challenges including gun violence, trauma, environmental hazards, and a lack of safe spaces that disproportionately affect low-income communities across Alameda County. Grounded in its vision for inclusive access to health, BCH Oakland partners with trusted community organizations, schools, and public agencies to prevent injury and violence, promote trauma-informed healing, and advocate for safer neighborhoods. From hospital-based violence intervention and trauma response to youth engagement, family support, and cross-sector coalitions, its work reflects a deep commitment to community-centered solutions.</p>				
Anticipated Impact (Goal)	Promote safety and healing through trauma-informed support and community-centered prevention.				
Strategy or Program	Summary Description			Strategic Objectives	
				 Systemwide Integration for Impact	 Bridging Care and Community
Childhood Injury Prevention Program	<p>Supported by multiple funding sources, including a three-year \$600,000 grant from Toyota focused on brain injury prevention and a one-year Buckle Up for Life grant that supports car seat, helmet, and safety gear distribution. This initiative aims to continue being a regional leader in education, outreach, and clinical integration of keeping kids safe from injury. The program focuses on reducing falls, pediatric traumatic brain injuries and motor vehicle crash injuries through evidence-based interventions.</p>		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

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Anticipated Impact (Goal)	Promote safety and healing through trauma-informed support and community-centered prevention.				
Strategy or Program	Summary Description	Strategic Objectives			
		 Systemwide Integration for Impact	 Bridging Care and Community	 Building Capacity for Inclusive and Thriving Communities	 Innovation and Impact
Childhood Injury Prevention Program (CIPP) - Childhood Injury Prevention Network	Under Trauma Services at BCH Oakland, works to reduce unintentional child injuries and fatalities through safety equipment distribution, community education, and advocacy. To expand its impact, CIPP continues to engage with the Childhood Injury Prevention Network – Bay Area, a regional coalition designed to strengthen child safety efforts through policy change, agency collaboration, and public awareness. The network will advocate for stronger child safety laws, meet regularly with local partners to align strategies, and engage government relations to promote safe environments for all children.	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>

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Youth Violence Intervention Program (YVIP)	YVIP addresses violence through trauma-informed, hospital-based interventions and community engagement that promotes healing and prevention. Central to the approach is the YVIP which connects youth and their families to various resources to support recovery and break cycles of violence beyond hospitalization. The program is designed to promote healing and interrupt cycles of violence by engaging youth early and supporting their recovery journey beyond hospitalization.		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>
Planned Resources	To advance community and family safety, BCH Oakland will leverage philanthropic grants (e.g., Toyota, Buckle Up for Life) and cross-sector coordination to expand trauma-informed care, safety education, and injury prevention. Investments include hiring key staff (e.g., TBI coordinator, community liaison), strengthening data systems like FINDconnect, and engaging in outreach, advocacy, and professional development to enhance regional impact.				
Planned Collaborators	BCH Oakland's community and family safety efforts are strengthened by cross-sector partnerships spanning clinical teams (e.g., Trauma Services, Youth Alive), regional coalitions (e.g., Childhood Injury Prevention Network – Bay Area), community organizations (e.g., YMCA, Boys & Girls Clubs, CHOP, Safe Kids), public agencies (e.g., Alameda EMS, Head Start), and national partners like Toyota. Together, they advance trauma-informed care, safety education, and systems advocacy to create safe, healing environments for youth and families.				

STRATEGIES AND PROGRAM ACTIVITIES BY HEALTH NEED

Health Need: Economic Security					
Anticipated Impact (Goal)	Reduce poverty-related barriers to health by increasing household stability, access to basic needs, and food security especially among families living in under-resourced communities disproportionately affected by societal barriers, disinvestment, and high cost of living.				
Strategy or Program	Summary Description	Strategic Objectives			
		 Systemwide Integration for Impact	 Bridging Care and Community	 Building Capacity for Inclusive and Thriving Communities	 Innovation and Impact
Anchor Institution Mission: Workforce Development Pipelines and Community Investment	<p>UCSF Benioff Children's Hospital Oakland embraces its role as an <i>anchor institution</i> by investing in the long-term health and economic vitality of the communities it serves. Beyond clinical care, BCH Oakland works to expand opportunity through local hiring, workforce development, and inclusive infrastructure planning. Key initiatives include:</p> <ul style="list-style-type: none"> • Youth Workforce Pipeline: BCH Oakland supports a youth workforce pipeline that promotes diversity in health careers through paid internships, mentorship, and hands-on learning. Programs like Community Health and Adolescent Mentoring Program for Success 			<input checked="" type="checkbox"/>	

Health Need: Economic Security



Economic stability is essential to child and family health. Many families served by BCH Oakland face barriers like housing instability, food insecurity, and limited access to jobs and education—challenges highlighted in our CHNA. In response, BCH Oakland supports a range of programs and partnerships that address these root causes, from school-based health centers and *food pharmacies* to basic needs navigation and workforce development. While not exhaustive, the initiatives featured here reflect its commitment to improving conditions that shape lifelong health.

	<p>(CHAMPS) and the MINDset Mental Health Pilot Internship connect Oakland youth from backgrounds not well-represented in the health professions. In partnership with OUSD and UCSF's Center for Science, Education and Outreach (CSEO), efforts also include teacher training, STEM curriculum, and behavioral health pathways, advancing community-rooted workforce development and economic opportunity.</p> <ul style="list-style-type: none">• Community Construction Outreach Program (CCOP): In partnership with UCSF Real Estate and community stakeholders, CCOP ensures that local residents and small, minority-owned businesses benefit from campus construction projects through targeted hiring, training, and contracting.• Place-Based Community Investment: Campus modernization efforts prioritize community input, equity-centered design, and alignment with broader community development goals.			
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Anticipated Impact (Goal)	Reduce poverty-related barriers to health by increasing household stability, access to basic needs, and food security especially among families living in under-resourced communities disproportionately affected by societal barriers, disinvestment, and high cost of living.	Strategic Objectives			
Strategy or Program	Summary Description				
	Federally Qualified Health Centers* : Primary Care Clinic (Claremont), School-Based Health Centers (McClymonds and Castlemont), and Teen Clinic <i>*Connected to Access to Care</i> BCH Oakland operates one of the only pediatric-only FQHCs in California, explicitly focused on youth and families experiencing housing insecurity. This unique model reflects BCH Oakland's long-standing commitment to health equity and responds to priorities identified in past CHNAs and Community Benefit Reports, which highlight housing instability as a major barrier to child health. Embedded in under-resourced communities, the FQHC delivers comprehensive care, integrating primary care, behavioral health, and social support, to meet the complex needs of this population through patient and family centered trauma-informed services. The FQHC delivers wraparound primary care and integrates a	 Systemwide Integration for Impact	 Bridging Care and Community	 Building Capacity for Inclusive and Thriving Communities	 Innovation and Impact

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	<p>wide array of supportive programs, including:</p> <ul style="list-style-type: none">• School-Based Health Centers across Oakland Unified School District• A pediatric Food Farmacy addressing food insecurity• Integrated behavioral health within the medical home• A newly launched Mobile Health Clinic that brings care directly to families in non-traditional settings.• The Family Information & Navigation Desk (FIND) Program addresses both economic security and access to care by addressing social drivers of health. Operating in pediatric and FQHC clinics, FINDconnect links families to non-medical resources like housing, food, and legal aid. Embedded navigators and Epic integration support whole-child, whole-family care coordination and help reduce poverty-related barriers to health.				
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Strategy or Program	Summary Description	Systemwide Integration for Impact	Bridging Care and Community	Building Capacity for Inclusive and Thriving Communities	Innovation and Impact
Oakland Housing Authority (OHA) Pilot for NICU/PICU Families* <small>* Status: In development (MOU pending)</small>	<p>BCH Oakland is preparing to launch Building Bridges, a three-year pilot with the OHA to support up to 50 Neonatal Intensive Care Unit and Pediatric Intensive Care Unit families experiencing or at-risk of homelessness. Pending final MOU, the program will offer subsidized housing monthly stipends, and wraparound support including case management, coaching, and integrated discharge planning. By aligning with OHA's Family Self-Sufficiency program, Building Bridges promotes both economic stability and ongoing access to care for children with complex health and social needs.</p>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>

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Planned Resources	UCSF Benioff Children's Hospital Oakland leverages a diverse mix of institutional, philanthropic, and in-kind resources to reduce poverty-related barriers to health. These include philanthropic funding for programs like youth internships, and basic needs support; state and federal funding tied to FQHC operations and Medi-Cal reimbursement; and capital funds allocated for inclusive, equity-centered construction projects. Dedicated staff time across Social Work, Nutrition, Community Relations, CSEO, CHAMPS, Population Health, and research teams supports implementation. In-kind contributions such as financial coaching, STEM curriculum, mentorship, and donated food and supplies, further strengthen community-rooted efforts. Housing stability efforts also draw on public housing subsidies and case management infrastructure in partnership with the Oakland Housing Authority.
Planned Collaborators	Efforts to advance economic security at BCH Oakland are supported by a broad coalition of internal teams, community-based organizations, public agencies, and philanthropic partners. Key collaborators include BCH clinical providers, Social Work, Nutrition, and research teams; local CBOs specializing in family navigation, early childhood, food security, and youth development; public partners such as the Oakland Housing Authority, Alameda County agencies, and the City of Oakland; education institutions like OUSD; and funders including the Benioff Foundation. Together, these partners address poverty-related barriers by promoting household stability, food access, and community-rooted workforce development.

ONGOING COMMITMENT

UCSF Benioff Children's Hospital Oakland is committed to partnering with its community to advance child, youth, and family health, addressing the priority needs identified in the 2025 Community Health Needs Assessment. Through collaboration with local partners, ongoing evaluation, and the dedication of its hospital teams and community stakeholders, BCH Oakland strives to make measurable, lasting improvements in the health and well-being of the children and families it serves.

Written comments on this report may be submitted to: anchor@ucsf.edu