

2025 Community Benefit Report



UCSF Benioff Children's Hospital
Oakland

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Letter from the President



Dear Community Members,

We are pleased to share the 2025 Community Benefit Report for UCSF Benioff Children's Hospital Oakland, a report that reflects both continuity of purpose and a year of significant change. Across the health care landscape, 2025 was marked by financial strain, workforce shortages, policy uncertainty, and growing complexity in how care is delivered and financed. For our hospital, it was also a pivotal year of deeper integration within UCSF Health, bringing new opportunities alongside real operational and cultural shifts.

During this period of transition, our commitment to children, families, and communities across Alameda County did not waver. Instead, it required clarity, discipline, and partnership. As a pediatric safety-net hospital, with approximately 70% of patients covered by government-sponsored insurance, we continued to navigate reimbursement shortfalls and rising costs while safeguarding access to essential services. These pressures underscore why community benefit is not ancillary to our mission; it is foundational to it.

In 2025, UCSF Benioff Children's Hospital Oakland adopted a new Community Health Needs Assessment (CHNA) and a 2025–2027 Implementation Plan. Grounded in community voice, data, and cross-sector collaboration, the plan identifies four priority areas: Access to Care, Behavioral Health, Community and Family Safety, and Economic Security. Together, these priorities reflect the intersecting challenges families face today and provide a shared framework to guide resources, partnerships, and accountability during a time of system transformation.

Integration with UCSF Health has accelerated alignment across clinical care, population health, research, and education, while also requiring thoughtful attention to local context and community trust-building. Oakland's history, needs, and strengths demand approaches that are community-embedded, culturally responsive, and equity-driven. From school-based health and mobile care to violence prevention, behavioral health response, housing stability, food security, and workforce development, our community benefit efforts continue to be shaped by listening, learning, and adapting.

This report highlights selected programs and initiatives from the past year that illustrate early progress under our new strategy, even amid uncertainty and constraint. They represent both resilience and resolve; evidence that advancing inclusive access to health is possible when institutions remain accountable to the communities they serve.

We are deeply grateful to our patients, families, staff, and community partners who place their trust in us every day. We invite you to explore this report and to continue working alongside us as we navigate change, strengthen partnership, and ensure that every child, adolescent and young adult have the opportunity to grow, heal, and thrive.

With gratitude,

Nicholas Holmes, MD, MBA
President, UCSF Benioff Children's Hospitals

UCSF BCH Oakland



VISION

To be the best provider of health care services, the best place to work, and the best environment for teaching and research.

MISSION

Through Caring, Healing, Teaching and Discovering, we strive to provide the highest-quality health care to all children in our communities, regardless of any identified status, including race, religion or financial status.

SERVICE AREA AND SCOPE OF SERVICES

UCSF Benioff Children's Hospital Oakland is a leading healthcare provider offering a wide range of inpatient and outpatient services, serving patients from Alameda County and beyond. It features the largest pediatric primary care clinic in the Bay Area, along with two school-based clinics.

GOVERNANCE

UCSF Benioff Children's Hospital Oakland is a private, nonprofit 501(c)(3) organization that affiliated with Children's Hospital Oakland in 2014, combining two esteemed healthcare entities focused on pediatric care with over a century of experience.

By the Numbers

Every day, we are fueled by our shared mission of Caring, Healing, Teaching, and Discovering to uplift the health and wellness of children.

CARING



277K

Outpatient
Visits
*including FQHC visits

4

Federally-Qualified
Health Center
Sites

7,485

Inpatient
Visits

798

Nurses

925

Physicians



1,200+

Training Rotations at BCH
Oakland for FY25
*includes medical students,
fellows and residents



EQUITY



**Overcoming barriers to care
and social vulnerabilities**

through our Novel Interventions in
Children's Healthcare (NICH) Program



**Increasing access to mental
health care services**

through the UCSF Child & Adolescent
Psychiatry Portal (CAPP)

QUALITY



**Ranked among the
nation's best**
in all 11 specialties



Level 1 pediatric trauma center

UCSF Benioff Children's Hospital
Oakland is Northern California's
highest volume ACS-verified Level 1
pediatric trauma center

Community Benefit Overview

Community benefit activities at UCSF Benioff Children's Hospital Oakland are planned, managed, and evaluated efforts designed to respond to identified community health needs and improve access to care, health outcomes, and quality of life, particularly for populations experiencing barriers to care or adverse social and economic conditions. These activities often operate at a financial loss and would be unlikely to continue if evaluated solely on revenue.

Oversight of the 2025 Community Benefit Report was provided through collaboration among hospital leadership, program leads, UCSF Health finance and accounting teams, and Anchor Institution Mission team within the UCSF Community and Government Relations (CGR) Office. This report aligns with federal Affordable Care Act requirements, California Senate Bill 697, and IRS Section 501(r)(3) guidance.

In 2025, community benefit planning and reporting were intentionally aligned with the newly adopted 2025–2027 Community Health Needs Assessment Implementation Plan, ensuring that hospital investments, partnerships, and programs are coordinated around shared community priorities and strategic objectives.

COMMUNITY BENEFIT CRITERIA

A community benefit is a planned, managed, organized, and measured approach to meet documentable community needs intended to improve access to care, health status, and quality of life. A community benefit should meet one or more of these criteria:

- Responds to public health needs or the needs of a vulnerable or at-risk population
- Generates no (or negative) profit margin
- Would likely be discontinued if the decision were made on a solely financial basis
- Is not considered standard of care for a children's hospital.

More information can be found [here](#).

If you have questions or would like additional information, please email anchor@ucsf.edu.

REPORT PREPARATION

Oversight for this report was provided in collaboration with BCH Oakland leadership, program leads, UCSF Health Accounting/Finance teams, and led by BCH Oakland's Anchor Institution Mission (AIM) within CGR. The 2025 report is publicly accessible to both hospital staff and the broader community through the hospital's website. To ensure public awareness of its community benefit program, BCH Oakland leverages multiple communication channels, including its website, social media platforms, traditional media, and other publications.



Community Benefit Impact

UCSF Benioff Children's Hospital Oakland's methodology for determining the economic value of the benefit to the community incorporates reporting requirements for the IRS and the California Hospital Association's community benefit valuation standards. The community benefit valuation is the total net cost of charity care, undercompensated government-sponsored medical care, professional education, and subsidized community programs, services, and research above and beyond reimbursement, philanthropic support, grants, and supplemental funding.

ECONOMIC VALUE	FY 2025
Charity Care Free care to uninsured and underinsured people	\$ 5,292,988
Government-Sponsored Health Care Unpaid cost of public coverage programs, net of all government funding	\$ 174,007,913
Health Professions Education Graduate medical education, Fellows, Nurses	\$ 12,892,559
Subsidized Health Programs Clinical services provided despite a financial loss to the organization	\$ 5,996,503
Community Health Services Activities or programs, subsidized by the hospital, carried out and supported for the express purpose of improving community health	\$ 38,669,726
Research (includes research costs not covered by external sponsors)	- \$ 5,814,498 <small>Final closeout of all CHORI grants was completed, with remaining activity transitioned to UCSF as of June 30, 2025.</small>
Advocacy for Children's Health Issues	<i>Included in operations</i>
Subtotal	\$ 231,045,200
Supplemental Revenue Less DSH/Supplemental Funding (SB855/SB1255), including Measure A Less Net Hospital Provider Fee Other: Cash & In-Kind Contributions for Community Benefits	\$ 108,878,830 \$ 51,882,882 \$ 3,314,977
Total Charity Care and Community Benefit	\$ 73,598,465

Note: The HCAI filing date of 1/26/2026 is before the finalization of the FY2025 IRS filing, and the University of California Office of the President's (UCOP) Community Benefit FY25 reports. The amounts noted for the HCAI report may change to the extent the IRS filing and/or the UCOP reports require changes.

CHNA Priority Areas

CHNA PROCESS

In 2025, UCSF Benioff Children's Hospital Oakland adopted a new Community Health Needs Assessment and Implementation Plan to guide community benefit efforts through 2027. Drawing on secondary data analysis and input from over 200 community members, stakeholders, and partners, the CHNA identified four interconnected priority areas:

- Access to Care
- Behavioral Health
- Community and Family Safety
- Economic Security

Other critical issues identified through the CHNA such as housing instability, food insecurity, education, basic needs, and chronic disease are addressed within and across these four priorities through an integrated, systems-based approach grounded in an inclusive access vision of health. This vision affirms that every child, adolescent, and young adult has the opportunity to achieve optimal health and development. Together, these priorities provide the organizing framework for BCH Oakland's community health initiatives.

<https://www.ucsfbenioffchildrens.org>

PRIORITIES

1

Access to Care

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

2

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

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

4

Economic Security

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



Undercompensated and Charity Care

GOVERNMENT-SPONSORED HEALTH CARE

UCSF Benioff Children's Hospital (BCH) Oakland incurs a significant shortfall between the cost of providing medically necessary pediatric care and reimbursement received from government sponsored health insurance programs, including Medi Cal. In 2025, around 70 percent of patient visits were covered by government funded insurance, reflecting the hospital's essential role as a safety net provider for children and families. Despite ongoing financial pressures and a challenging healthcare policy environment, the hospital remains committed to ensuring access to high quality care for all patients regardless of payer source or ability to pay.

CHARITY CARE

BCH Oakland provides charity care to patients who are uninsured or otherwise ineligible for government funded health insurance and who meet established income eligibility criteria, in accordance with California Hospital Fair Pricing and Charity Care policies and the California Department of Health Care Access and Information (HCAI) reporting requirements. Eligible patients may apply by submitting a financial assistance application and required household income documentation. In 2025, the hospital continued efforts to inform uninsured and self pay patients about the availability of charity care by distributing information in the Emergency Department and including financial assistance notices on billing statements. These activities support access to medically necessary care and reduce financial barriers for vulnerable patients and families.



Community Health Programs

INCLUSIVE ACCESS TO HEALTH IN ACTION



Community Health Needs Assessment Implementation Plan 2025-2027

Adopted November 2025



To access the CHNA Implementation Plan, visit
<https://www.ucsfbenioffchildrens.org/about/ccch>

The programs and initiatives highlighted in this report offer a snapshot of the broad range of community benefit work underway at BCH Oakland. While not exhaustive, the examples included reflect longstanding, evolving, and current efforts that illustrate how the BCH Oakland is responding to the community health priorities identified through the 2025 Community Health Needs Assessment (CHNA).

Together, these initiatives demonstrate the hospital's commitment to an inclusive access to health vision by addressing the clinical, social, and structural barriers that shape families' ability to access, navigate, and benefit from care.

The highlighted programs are intentionally aligned with the **2025–2027 CHNA Implementation Plan (IP)**, reinforcing continuity between community-identified needs, strategic priorities, and on-the-ground action. Collectively, they aim to advance systemwide integration, strengthen connections between clinical care and community resources, build capacity for inclusive and thriving communities, and support innovation grounded in community voice and measurable outcomes.

This alignment reflects BCH Oakland's ongoing commitment to responsive, community-informed approaches that promote equity, access, and long-term well-being for children and families across the East Bay.

1 Access to Care

Access to timely, coordinated, and patient- and family-centered care is foundational to pediatric health and development. In Alameda County, many children and families continue to face barriers related to poverty, housing instability, language access, transportation, immigration status, and complex medical or social needs. These barriers can delay care, disrupt continuity, and exacerbate health inequities, particularly for children served by the pediatric safety net.

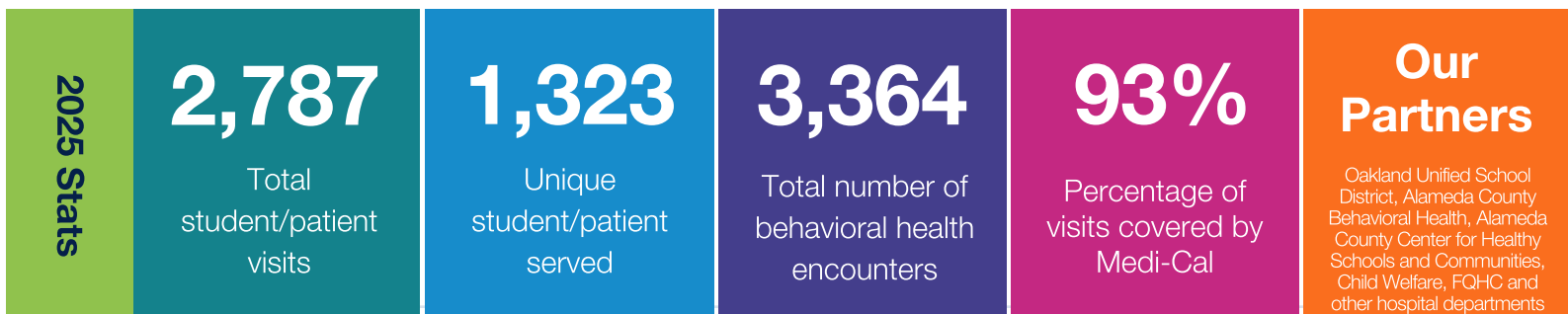
UCSF Benioff Children's Hospital Oakland advances access to care through a comprehensive, community-embedded approach that extends beyond traditional clinical settings. In 2025, BCH Oakland focused on strengthening coordinated care pathways across hospital, outpatient, school-based, mobile, and home-based services while improving navigation, scheduling, and digital access. These efforts reflect a commitment to meeting families where they are and ensuring that care is inclusive, responsive, and easy to navigate.

SPOTLIGHT: SCHOOL-BASED HEALTH CENTERS

CHNA Alignment: Bridging care and community

UCSF Benioff Children's Hospital Oakland operates school-based health centers at **Castlemont and McClymonds High Schools**, delivering primary care, behavioral health services, reproductive health care, and youth-centered support directly on campus. These clinics are designed to reduce common barriers to care including transportation challenges, missed school time, stigma, and cost by providing services in trusted, familiar environments.

In 2025, the school-based health centers continued to emphasize patient- and family-centered, trauma-informed care, with a particular focus on serving students impacted by housing instability, community violence, and unmet behavioral health needs. During the year, grant-funded initiatives also supported two particularly vulnerable populations: youth at risk of human trafficking, through targeted anti-trafficking prevention and response efforts, and LGBTQ+ youth, through developing youth designed and led drop-in centers that provide affirming, low-barrier access to health education, youth development and mental health services. Youth voice remains central to program design, with student advisory boards helping shape services and outreach strategies. By embedding care where young people already are, BCH Oakland strengthens continuity of care, improves early intervention, and supports whole-child health outcomes aligned with the hospital's inclusive access to health strategy.



1 Access to Care

SPOTLIGHT: MOBILE HEALTH CLINIC

CHNA Alignment: Bridging care and community; Innovation and impact

In Summer 2025, UCSF Benioff Children's Hospital Oakland advanced implementation of its Mobile Health Clinic to expand access to primary and preventive care in under-resourced East Bay neighborhoods. Designed as a flexible and inclusive entry point into the healthcare system, the mobile clinic delivers health screenings, preventive services, health education, and referrals to ongoing care for children, youth, and families who face barriers to care in traditional clinic-based services.

Operating in partnership with BCH Oakland's federally qualified health center and community-based organizations, the **Mobile Health Clinic officially launched services in December 2025**. The program prioritizes outreach to families experiencing housing instability, transportation challenges, and language access barriers. The mobile clinic aims to model a care delivery system that is fully integrated with social and behavioral health supports, fostering long-term continuity and addressing the root social drivers of health to reduce fragmentation for every family we serve.

The Mobile Health Clinic exemplifies BCH Oakland's commitment to meeting families where they are and addressing access gaps identified through the 2025 Community Health Needs Assessment, while strengthening community-embedded pathways into long-term, comprehensive care.



2025 Stats

15

Visits through 2025

2

Mobile clinic days in community

1

Site/s served
*3 additional sites by January 2026

2

Languages supported on-site (English, Spanish)

30%

Percentage of patients experiencing housing instability

1 Access to Care

SPOTLIGHT: FAMILY RESOURCE CENTER

CHNA Alignment: Bridging care and community; Systems integration

The Family Resource Center (FRC) at BCH Oakland opened doors in the Main Hospital in October 1998 as a caregiver space for education and resource. As part of the Oakland Modernization, the Patient Experience Team relocated to the new location in the Outpatient Center. The Patient Experience team continues to improve access to care by reducing informational, logistical, and economic barriers that can prevent caregivers from fully engaging in their child's treatment during hospitalization. The center provides a welcoming, non-clinical space where caregivers can obtain information, complete essential tasks, remain close to their child throughout their hospital stay, and enjoy respite space.

In 2025, bilingual staff and trained volunteers supported families in navigating hospital services, accessing free meal programs, transportation resources, and community supports, and connecting to peer and wellness services. Notably, 37% of Family Resource Center interactions involved caregivers with limited English proficiency, underscoring the program's role in addressing language access barriers and promoting equitable engagement in care. By offering workspace, communication tools, and basic comfort items at no cost, the Family Resource Center helps ease financial strain and enables caregivers particularly those facing language barriers or extended hospitalizations to stay present, informed, and engaged in their child's care.



2025 Stats	2,846	700	4,462	1,534	299	1,268
	Total visitors served	In-hospital resource support encounters <small>*parking assistance, referrals, wayfinding, care coordination</small>	Nourishment & comfort amenities provided <small>*meals, refreshments, toiletries, snacks, reading materials</small>	Respite and family support services provided <small>*massage chair, peer/family support, caregiver/family care support</small>	Business center support provided <small>*computer use, printing/scanning/fax, request for chargers</small>	In-patient/ED rounds <small>*welcome and emergency department boarding</small>

1 Access to Care

SPOTLIGHT: RONALD MCDONALD HOUSE CHARITIES & BCH OAKLAND

CHNA Alignment: Bridging care and community; Building capacity for inclusive and thriving communities

BCH Oakland advances equitable access to pediatric care by addressing non-medical barriers that can interfere with families' ability to remain present during hospitalization. In partnership with Ronald McDonald House Charities Bay Area, BCH Oakland integrates housing, meals, and family-centered supports into the care continuum. The Ronald McDonald House Oakland provides no-cost overnight lodging and day-use services that enable caregivers to remain close to their child during prolonged or complex treatment. The Feed the Love program further supports caregiver presence by providing free, nutritious meals on campus, reducing food insecurity and out-of-pocket costs during hospitalization. These services are complemented by Happy Wheels, a volunteer-led mobile program that brings comfort items, games, and activities directly to patient care area supporting emotional well-being and family-centered care during challenging hospital stays.

Together with BCH Oakland's Family Resource Center, these coordinated supports strengthen continuity of care, promote family well-being, and address social determinants of health that impact pediatric outcomes.



2

Behavioral Health

Behavioral health, including mental health and substance use, is foundational to lifelong health and well-being. As documented in the 2025 Community Health Needs Assessment (CHNA), children and youth across Alameda County are experiencing rising rates of anxiety, depression, trauma exposure, and behavioral health crises. These challenges are especially prevalent among youth facing economic hardship, housing instability, family stress, and limited access to timely care.

In response, UCSF Benioff Children's Hospital Oakland prioritizes early intervention, evidence-based care, and stronger coordination across pediatric behavioral health services. In 2025, BCH Oakland deepened integration among emergency, outpatient, school-based, and community-based supports to improve access, reduce pressure on acute care settings, and promote recovery across the full continuum of care.

These efforts align with the hospital's broader strategy to expand access to mental health services while building sustainable, community-based capacity within the pediatric behavioral health system.

SPOTLIGHT: EMERGENCY DEPARTMENT-BEHAVIORAL HEALTH-TRAUMA COLLABORATION

CHNA Alignment: Systems integration; Bridging care and community; Innovation and impact

BCH Oakland advances cross-departmental collaboration among Emergency Department, Behavioral Health, and Trauma Services to improve early identification and intervention for youth exposed to trauma. Using validated screening tools, clinical teams identify children at elevated risk for post-traumatic stress and connect them to timely behavioral health evaluation and brief, evidence-based interventions.

In 2025, this initiative strengthened trauma-focused care pathways, expanded staff training, and enhanced coordination across inpatient, outpatient, and community-based settings. By integrating preventive behavioral health response into acute care workflows, this collaboration addresses priority needs identified in the CHNA while supporting recovery and reducing downstream mental health complications among patients served by the pediatric safety net.

2025 Stats

46

Patients screened for trauma risk
*PsySTART screenings

331

CRAFFT screenings
*Adolescent behavioral health screening tool for substance use

424

Acute stress screenings

21

Number of individuals enrolled in Trauma-Focused Cognitive Behavioral Therapy training (Trauma, ED, SBHCs)
*11 completed training + consultation

2

Behavioral Health

SPOTLIGHT: BEHAVIORAL HEALTH OUTPATIENT CRISIS RESPONSE AND BRIDGE CLINIC (CRBC)

CHNA Alignment: Early intervention; Systems integration

To address growing demand for immediate, high-quality behavioral health care, BCH Oakland continues to operate the Behavioral Health Crisis Response and Bridge Clinic. This program provides rapid, coordinated outpatient support for children and youth experiencing acute behavioral health crises, helping stabilize patients and connect them to longer-term services. In 2025, the clinic emphasized timely intervention, family-centered care, and collaboration with schools and community providers. Services include short-term therapy, psychiatric evaluation, care coordination, and follow-up support designed to reduce unnecessary emergency department visits and inpatient admissions. By strengthening outpatient crisis response capacity, BCH Oakland helps alleviate strain on emergency systems while improving access to compassionate, trauma-informed behavioral health care. The objectives of the CRBC are to:



- **Provide Immediate Support:** Offer swift and effective intervention for individuals in behavioral health crises, reducing the need for emergency room visits and hospital admissions.
- **Enhance Community Mental Health:** Support community mental health by delivering crisis intervention and follow-up care in an outpatient setting. This includes individual and family therapy, in office and in the community (in home, at school etc.), individualized education program (IEP) support and consultation. Immediate access to psychiatry with medication evaluation and management.
- **Promote Recovery and Stability:** Facilitate stabilization and recovery through tailored treatment plans and community-based support services.
- **Reduce System Strain:** Alleviate pressure on emergency departments and inpatient facilities by addressing crises in an outpatient setting.

2025 Stats

170

Crisis Response and Bridge Clinic (CRBC) unique patients served

1,528

CRBC short-term therapy sessions delivered

0-21

Ages served

4

Number of clinicians providing short-term or long-term therapy to patients

*Licensed Clinical Social Worker, Associate Marriage and Family Therapist, Licensed Marriage and Family Therapist

Community and Family Safety

Safe and supportive environments are critical for children to grow, heal, and thrive. Community and family safety challenges including unintentional injury, community violence, firearm exposure, and trauma continue to affect families across Alameda County, with disproportionate impacts on communities experiencing economic hardship and historical disinvestment. UCSF Benioff Children's Hospital Oakland addresses community and family safety through prevention, education, trauma-informed intervention, and cross-sector collaboration. In 2025, BCH Oakland advanced initiatives focused on injury prevention, violence interruption, and recovery support for children and families impacted by trauma. By partnering with community organizations, schools, and public agencies, the hospital works to prevent harm, promote healing, and support safer environments for children both inside and beyond hospital walls.

SPOTLIGHT: CHILDHOOD INJURY PREVENTION PROGRAM (CIPP)

CHNA Alignment: Prevention; Community-centered solutions

The Childhood Injury Prevention Program (CIPP) at BCH Oakland advances child and family safety through education, prevention, and resource distribution. In 2025, CIPP engaged families through monthly child passenger safety check-up events and community partnerships, distributing car seats to improve safe travel for children. Through participation in the American College of Surgeons' Stop the Bleed campaign, the program trained students, childcare providers, community members, and hospital staff in lifesaving hemorrhage-control techniques.

CIPP also expanded safe sleep efforts through a new partnership with Cribs for Kids, providing cribs and sleep sacks to families at highest risk for sudden unexpected infant death in close coordination with the NICU and BLOOM clinic. Additionally, the program launched Project ChildSafe, distributing gun locks to community members as a proactive measure to prevent unintentional firearm injuries among children.



3

Community and Family Safety

SPOTLIGHT: YOUTH VIOLENCE INTERVENTION PROGRAM (YVIP)

CHNA Alignment: Trauma-informed healing; Bridging care and community

The Youth Violence Intervention Program (YVIP) at BCH Oakland provides trauma-informed support to youth who experience violent injury and receive care at the hospital. The program engages patients and families at the bedside and during the critical period following hospitalization, offering connection to community-based resources that promote safety, healing, and long-term stability.

In 2025, YVIP continued to focus on early intervention, trusted relationship-building, and coordinated referrals to services addressing mental health support, education, housing stability, and victim advocacy. By working closely with clinical teams and community partners, the program supports continuity of care beyond discharge and helps reduce the risk of re-injury.

YVIP reflects BCH Oakland's commitment to addressing violence as a public health issue and advancing community and family safety through prevention, recovery, and partnership.



2025 Stats

Our CIPP Partners

Cal-Nev-Ha Children's Fund, Kiwanis Int'l, YMCA of the East Bay, Mujeres Unidas y Activas, Cribs for Kids, NICU, BLOOM Clinic, and more

334

Number of car seats distributed

Our YVIP Partners

Youth ALIVE!, RYSE Youth Center, Beyond Violence, CURYJ, and Native American Health Center

22

YVIP youth served following a violence-related injury

18

Community violence referrals to Youth ALIVE!

4

Economic Security

Economic stability plays a critical role in shaping child health outcomes. Families facing food insecurity, housing instability, limited access to education, and employment challenges are more likely to experience poor health outcomes and barriers to care. In Alameda County, these challenges continue to affect many households with children, particularly those with limited financial resources or unstable living conditions.

UCSF Benioff Children's Hospital Oakland advances economic security by addressing social drivers of health alongside clinical care. In 2025, BCH Oakland focused on food access, basic needs navigation, workforce development pathways, and anchor institution strategies that promote household stability and economic opportunity. These efforts reflect a commitment to improving the conditions that allow children and families to achieve better health and long-term stability. By strengthening access to essential resources and connecting families to trusted community partners, BCH Oakland helps reduce barriers that interfere with medical care, recovery, and healthy development. These programs support families' ability to meet basic needs, remain engaged in care, and build resilience over time.

SPOTLIGHT: FOOD FARMACY

CHNA Alignment: Bridging care and community

Many families served by the hospital face food insecurity and limited access to affordable, nutritious foods, conditions that directly affect children's growth and well-being. To address this need, the hospital partners with Alameda County Community Food Bank and Phat Beet Farms to host two Food Farmacies each month. Referred patients and families receive free, fresh groceries including fruits, vegetables, whole grains, eggs, and protein along with CalFresh enrollment assistance, nutrition education, cooking demonstrations, and access to discounted CSA food boxes. This prevention-focused program helps families meet basic needs while supporting long-term health and stability.



2025 Stats

125,221

Total lbs of food (produce and non-produce provided)

310

Average number of households served/month

859

Average number of children served/month

824

Average number of adults served/month

Our Partners

UC Agriculture and Natural Resources, CalFresh Health Living, Alameda County Community Food Bank, Deep Medicine Circle, BCH Oakland Medical Residency Program

4

Economic Security

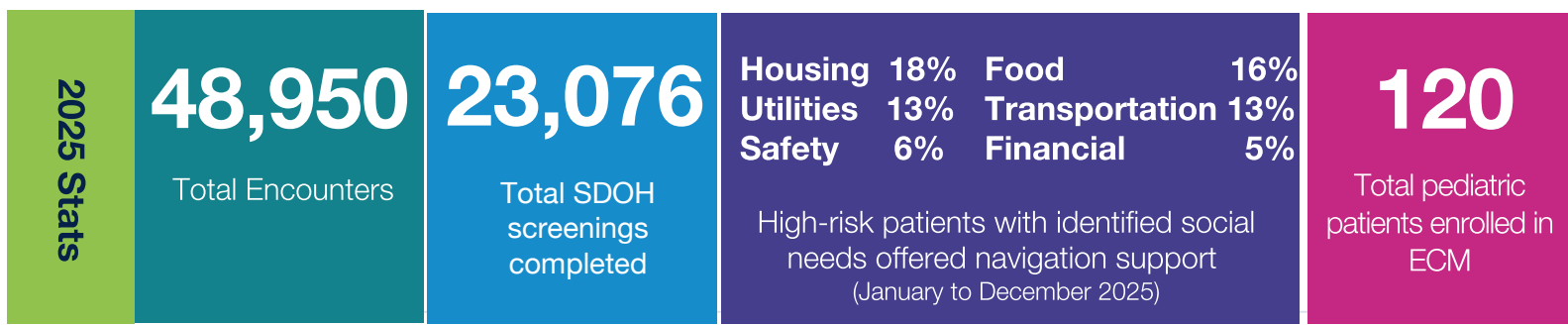
SPOTLIGHT: ENHANCED CARE MANAGEMENT

CHNA Alignment: Bridging care and community; Systems integration

Enhanced Care Management (ECM), **implemented at BCH Oakland in 2025** in partnership with UCSF Office of Population Health's Pediatric Complex Care Management Team, is designed to provide whole-person, coordinated support for pediatric patients and families with complex medical, behavioral, and social needs.

ECM prioritizes California Advancing and Innovating Medi-Cal's (CalAIM) Populations of Focus, including children and youth with complex medical conditions at risk for avoidable hospital or emergency department utilization, with serious mental health needs, enrolled in California Children's Services (CCS) with additional needs beyond their CCS condition, experiencing housing instability, and who are pregnant or post-partum. ECM integrates clinical care, care coordination, and social drivers of health (SDOH) interventions to address factors that influence health outcomes and long-term stability. A core component of this approach is the use of organization-wide, standardized SDOH screening tools across outpatient sites to consistently identify unmet social needs, stratify risk, and align patients with the appropriate level of support.

By working in close partnership with existing programs such as the Neonatal Follow-Up Unit, the BLOOM (Black Love Opportunity and Outcome Improvement in Medicine) Clinic, the Center of Excellence for Immigrant Child Health and Wellbeing Clinic, and the Family Information & Navigation Desk (FIND), ECM expands the reach and impact of existing navigation services provided for current clinic patients who fall under CalAIM's populations of focus. ECM provides additional coordination, follow-up, and continuity for families with ongoing or complex needs, while navigation programs like FIND offer timely, short-term support and serve as pathways into ECM when more intensive assistance is needed. Together, these integrated efforts improve access to community resources, reduce barriers to care, and support healthier, more stable outcomes for the families BCH Oakland serves.



4

Economic Security

SPOTLIGHT: FAMILY INFORMATION AND NAVIGATION DESK (FIND) PROGRAM

CHNA Alignment: Bridging care and community

BCH Oakland addresses the social and care coordination needs of families through a comprehensive strategy that integrates FindHelp, the FIND Program, and Enhanced Care Management (ECM). This report will focus on the FIND program, with plans to highlight additional ECM initiatives in future reports.

The Family Information & Navigation Desk (FIND) program is a cornerstone of BCH Oakland's approach to addressing families' basic needs as part of comprehensive pediatric care. FIND connects patients and caregivers to community-based resources that support food security, housing stability, income supports, legal assistance, transportation, and other essential services that influence health and well-being. Embedded within BCH Oakland's outpatient clinics and federally qualified health center sites, FIND navigators work directly with families to identify unmet social needs through standardized screening and referral workflows. Navigators provide individualized support, helping families understand available resources, complete applications, and connect with trusted community partners. Services are offered in multiple languages and are designed to be culturally responsive and accessible to families regardless of immigration or insurance status. In 2025, FIND continued to strengthen integration with clinical care teams, enabling timely referrals and warm handoffs between medical providers and navigation staff. By addressing social drivers of health alongside medical treatment, FIND supports household stability, improves families' ability to engage in ongoing care, and advances BCH Oakland's commitment to inclusive access to health.

For more information on FIND Program: <https://www.ucsfbenioffchildrens.org/about/ccch/programs/find>
 FIND community resources portal: <https://access.community>



2025 Stats

1,617

Number of families screened for basic needs

510

Number of families receiving navigation services

1,814

Total community referrals made

Food 28% Utilities 17%
 Housing 28% Legal 15%

Most common needs addressed

4

Economic Security

SPOTLIGHT: MINDSET SUMMER BEHAVIORAL HEALTH INTERNSHIP PILOT

CHNA Alignment: Building capacity for inclusive and thriving communities; Innovation and impact

In 2025, UCSF Benioff Children's Hospital Oakland advanced a six-week summer mental and behavioral health internship that introduced Oakland high school youth to career pathways in fields with growing workforce demand and long-term opportunity. The Mental Health Internship for New Discoveries (MINDset) Pilot provided paid, mentored exposure to mental and behavioral health, expanding community-based pathways into health careers while strengthening future system capacity.

Interns participated in approximately 20 hours of structured activities each week, combining classroom-based lesson plans, experiential learning through weekly field trips, and supervised field-based shadowing with behavioral health professionals. Structured programming included instructional sessions focused on mental and behavioral health topics, complemented by field supervision averaging two hours per week that paired interns with mentors in clinical and community settings. Interns also received Mental Health First Aid certification and were introduced to core peer support competencies, including digital literacy and mental health, trauma-informed care, and cultural humility.

The pilot was developed in collaboration with BCH Oakland's Division of Behavioral Health, UCSF's Center for Science, Education, and Outreach (CSEO), Dr. Barbara Staggers Community Health and Adolescent Mentoring Program for Success (CHAMPS), UCSF Anchor Institution Mission, and community partners, with foundational support from Kaiser Permanente. As BCH Oakland navigates an evolving workforce and funding landscape, elements of the pilot are being assessed for potential scaling and longer-term integration.



2025 Stats

5

Number of interns participating

6 weeks

Program duration

20 hrs

Total hours per intern by activity (programming, field supervision, field trips)

10

Field supervisors hosting interns (LMFTs, LCSWs, NPs, Psychiatrists, Psychologists)

Our Partners

Native American Health Center, REACH Ashland Youth Center, Asian Health Services, UCSF Mission Bay Campus, UCSF AIM



We thank you for your
continued support in
our programs.


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