



2022 – 2024

UCSF Benioff Children's Hospital (BCH) Oakland Community Health Needs Assessment Implementation Strategy

Prepared by the UCSF Center for Community Engagement
Office of Community Government Relations in Partnership with BCH Oakland



Overview of UCSF Benioff Children's Hospital

The mission of UCSF Benioff Children's Hospital Oakland (referred to as BCH Oakland in this report) is to provide the highest-quality health care to all children in our communities, regardless of any identified status, including race, religion, or financial status, through caring, healing, teaching, and discovery. BCH Oakland offers a broad range of inpatient, outpatient, and community-based services, with experts in more than 30 distinct pediatric subspecialties.

BCH Oakland serves patients from across Northern California and beyond, but because of the hospital's location in the city of Oakland, a majority of patients comes from Alameda County, with a large number from Northern Alameda County. BCH Oakland is a pediatric safety-net hospital for both Alameda and neighboring Contra Costa County because neither has public hospital beds for children.

BCH Oakland offers multiple community programs and services. Its Federally Qualified Health Center is the largest pediatric primary care clinic in the Bay Area and includes two comprehensive school-based clinics and a clinic at the Juvenile Justice Center in San Leandro. UCSF Benioff Children's Hospital Oakland sees about 40,000 unique patients each year, from across northern California and the state, over 70% of whom receive government-sponsored healthcare.

The annual *U.S. News & World Report's* ranks children's hospitals nation-wide and for over a decade, UCSF Benioff Children's Hospitals have ranked highly as hospitals that excel in providing care children with the most challenging diagnoses and their families. UCSF Benioff Children's Hospitals are recognized among across 10 specialties, making it a top tier children's hospital in California and the region.

BCH Oakland is dedicated to translating clinical research into health benefits for children through its research grants and contracts, which include collaborations with private research organizations, corporations, universities, and government entities on local and national levels.

In January, 2014, Children's Hospital & Research Center at Oakland, (now doing business as UCSF Benioff Children's Hospital Oakland) entered into an agreement with UCSF to create a durable and permanent strategic affiliation to develop an integrated healthcare delivery system to improve the quality of healthcare in the San Francisco Bay Area. Children's Hospital & Research Center at Oakland d/b/a/ UCSF Benioff Children's Hospital Oakland is a California private, nonprofit, public benefit, acute care hospital. It is separately licensed and incorporated with a board of directors that are directly responsible for the hospital's operation and achievement of the hospital's mission. The University of California Board of Regents (UC), on behalf of UCSF, is the sole member of the corporation and UCSF has two representatives who serve on the hospital's board of directors. BCH Oakland retains its

separate Medical Staff; continues to own its property and assets; maintains its contractual relationships; employs its staff and is obligated for the payment of its debts.

Introduction

This Implementation Strategy describes how UCSF Benioff Children’s Hospital Oakland plans to address community health needs identified in the 2022 Community Health Needs Assessment (CHNA). For reference, and in accordance with the Affordable Care Act requirements, the CHNA is widely available and accessible here:
<https://www.ucsfbenioffchildrens.org/about/ccch>

The 2022 CHNA and this accompanying Implementation Strategy were undertaken as required by federal law. The Patient Protection and Affordable Care Act and IRS Section 501(r)(3) direct tax-exempt hospitals to conduct a CHNA and develop an Implementation Strategy every three years. This Implementation Strategy identifies the significant community health needs from the CHNA that UCSF Benioff Children’s Hospital Oakland plans to address over the next 3 years. UCSF Benioff Children’s Hospital Oakland may amend this Implementation Strategy, if needed, due to changes in the community landscape. For example, some needs may become more pronounced and require alternative strategies.

2022-2024 Community Health Needs Assessment Summary

Background

The UCSF Benioff Children’s Hospital Oakland community health needs assessment (CHNA) process is driven by a commitment to improve health equity and is intended to be transparent, rigorous, and collaborative. It identifies and prioritizes needs unique to our service area, based on community-level secondary data and input from key informants and community residents representing the broad interests of the community. The overall goal of the CHNA is to inform and engage local decision-makers, key stakeholders, and the community-at-large in efforts to improve the health and well-being for all UCSF Benioff Children’s Hospital Oakland service area residents. From data collection and analysis to the identification of prioritized needs, the development of the 2022 CHNA is a comprehensive process with input from diverse community stakeholders and residents.

Data Collection

The 2022 CHNA was a collaborative effort of nonprofit hospitals serving Alameda and Contra Costa Counties. In addition, the Alameda County Public Health Department was an essential partner in collecting primary and secondary data and prioritizing health needs. The CHNA process applied a social determinants of health framework and examined social, environmental, and economic conditions that impact health in addition to exploring factors related to diseases, clinical care, and physical health. Analysis of this broad range of contributing factors resulted in identification of the priority health needs for UCSF Benioff

Children’s Hospital Oakland’s service area. This CHNA report placed particular emphasis on the health issues and contributing factors that impact underserved populations that disproportionately have adverse health outcomes across multiple health needs. These analyses will inform intervention strategies to promote health equity. Primary data (community input) were obtained during the summer and fall of 2021 through:

- Key informant interviews with local health experts, community leaders, and community organizations
- Focus groups with community residents

Secondary data were obtained from a variety of sources. Data were collected for Alameda County as a whole, as well as for UCSF Benioff Children’s Hospital Oakland’s service area focus – North Alameda County. Because the hospital and the two school-based health centers it operates are located in Oakland, a large number of patients live in Alameda County, and specifically Northern Alameda County.

Through a comprehensive process combining findings from primary and secondary data, health needs were scored to identify a list of the top eight health needs for the service area. In December 2021, UCSF Benioff Children’s Hospital Oakland participated in a meeting with key leaders in Alameda County where participants individually ranked the health needs according to a set of criteria and rankings were then averaged across all participants to obtain a final rank order for the health needs. The results of the prioritization are listed below. For more details and description of the top health priority needs, please refer to the full CHNA report.

Top Priority Health Need Identified:

1. Behavioral Health
2. Housing and Homelessness
3. Healthcare Access and Delivery
4. Community and Family Safety
5. Economic Security
6. Structural Racism
7. Food Security
8. Transportation

2022-2024 BCH Oakland Implementation Strategy

There are too many programs, initiatives, and efforts to list for this report that BCH Oakland is working on to address the identified priorities. What we have highlighted here are the work that best align with the needs articulated by the community in the CHNA. Each strategy collaborates with numerous partners. The collaborators listed are not exhaustive and is meant to illustrate the types of partnerships. We also reorganized the priorities by naming

structural racism as an overarching framework and consolidating housing, food security, transportation, and income/employment under the broad topic of “economic security”.

Structural Racism as Overarching Framework

Structural racism refers to social, economic, and political systems and institutions that have resulted in health inequities through policies, practices and norms

The **BCH Oakland Diversity Equity Inclusion/Anti-Racism (DEI/AR) Council** and senior leadership developed a mission statement to, to build an institution that is rooted in justice and equity to nurture an inclusive culture and to cultivate and implement effective strategies for the just and equitable provision of education, discovery, and patient care.

The 2023 DEI/AR action plan will focus on 5 areas: education, patient experience, quality & safety, workforce equity and create DEI/AR synergy across enterprise

Mental and Behavioral Health

Behavioral health refers to both mental health and substance use. Anxiety, depression, and suicidal ideation are on the rise particularly among Black/African American and Latinx community members.

Strategy	Community Collaborators
<p>BCH Oakland has developed a Behavioral/Mental Health Strategic Plan in the following key areas of work: 1) acute and sub-acute, 2) outpatient, 3) integrated care, 4) school and community and 5) condition-specific needs.</p> <p>Specific activities include:</p> <ul style="list-style-type: none"> • Expand Teleconsultation and other school-based health services to School Districts • Increase availability to short-term therapy availability at the Primary Care/TEEN Clinic ▪ Increase availability of mental health therapy/assessment for people who are homeless or in transitional housing at the Encore Medical Clinic in Claremont Primary Care. 	<p>Center for the Vulnerable Child, Oakland Unified School District and selected schools, Claremont Primary Care Clinic, Oakland Thrives, homeless shelters and housing service organizations, to name a few of the key collaborators.</p>

Access to Care

Access to comprehensive, quality healthcare, including insurance coverage, number of primary and specialty care providers, timeliness of care, quality of care and cultural humility. Populations highly impacted include LGBTQIA+, people with disabilities, non-English speakers, and undocumented residents.

Strategy	Collaborators
FQHC to provide a medical home and access to health care for 80-100 Newcomer children entering the Oakland Unified School District	Oakland Unified School District, UCSF Benioff Center for Child and Community Health, language translation services
FQHC to implement a mobile medical and mental health unit equipped with 2 exam rooms and laboratory facilities to take to homeless shelters, schools, and neighborhoods in need	Collaborators including homeless shelters, schools, community-based organizations will be identified.
Collaborate with relevant stakeholders to increase enrollment and accessibility of MyChart , to enhance self-scheduling functionality and increase enrollment of MyChart across all race, ethnicity and language groups to ensure equitable and timely access to care.	BCH Oakland Diversity Equity Inclusion/Anti-Racism Council, Patient & Family Advisory Groups, and referral resources.

Community Safety

Safe communities promote community cohesion, economic development, and opportunities to be active while reducing untimely deaths and serious injuries. The CHNA identified two key measures of community and family safety that were higher in our communities: violent crime and injury deaths.

Strategy	Collaborators
Trauma Service/ED: Provide specialized treatment quickly for children who have acute physical trauma	As the largest ACS certified Pediatric Level 1 Trauma center in Northern California, the ED has referral partners from Oakland, Alameda County and across the Bay Area.
Center for Child Protection: Safety net for children impacted by abuse and violence. Provide specialized medical and behavioral care for child victims of abuse and exploitation.	This is the only program in Alameda County with capacity to provide state-mandated services for child sexual abuse victims, the Center gets referrals from education institutions, clinics and other health systems.
Pediatric ACEs and Related Life Events Screener (PEARLS): A tool adopted by the California Legislature to screen children for	Center for Child and Community Health, community clinics, and community referral sources.

trauma, starting with provider education and training on the PEARLS tool.	
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Economic Security

People with steady employment are less likely to have an income below poverty level and more likely to be healthy. The CHNA reported residents struggle to find living wage jobs given the county’s extremely high cost of living. Latinx and Black/African American residents in Oakland face significant income and employment disparities.

This section includes additional priority health needs that are related to the social determinants of health: income & employment, housing, food security and transportation

Strategy	Collaborators
<p>Income & Employment: BCH Oakland Anchor Institution Assessment & Strategic Planning</p>	<p>Over 20 stakeholders representing community clinics, workforce development agencies, community development institutions, public sector and community-based organizations were appointed to serve on the Steering Committee to guide the assessment and planning. The 6 month assessment will result in a plan for BCH Oakland leadership to consider and implement.</p>
<p>Housing:</p> <ul style="list-style-type: none"> • Holistic screening & referral at FQHC including housing • FINDConnect, an online platform to address the social and environmental factors that impact health, connects patients to community resources based on their needs 	<p>Oakland Housing Authority, rental assistance and referrals to affordable housing, public housing and Section 8 housing vouchers, and Community Homeless Services to name a few.</p>
<p>Food Security:</p> <ul style="list-style-type: none"> • Patients in need of food assistance are referred to the Alameda County Food Bank • Rooftop Garden partnership with Whole Foods 	<p>Alameda County Food Bank and its various locations, Whole Foods</p>

<p>Transportation:</p> <ul style="list-style-type: none">• Continue transportation support services across BCH Oakland at no-cost to patients including bus and train tickets to patients and families to attend medical appointments.	<p>Various transportation services, including AC Transit, Taxi Services, BART, etc.</p>
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