

Community Health Needs Assessment Implementation Plan 2025-2027

Adopted November 2025



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 governed by its own board of directors. It retains ownership of its assets, employs its own staff, 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

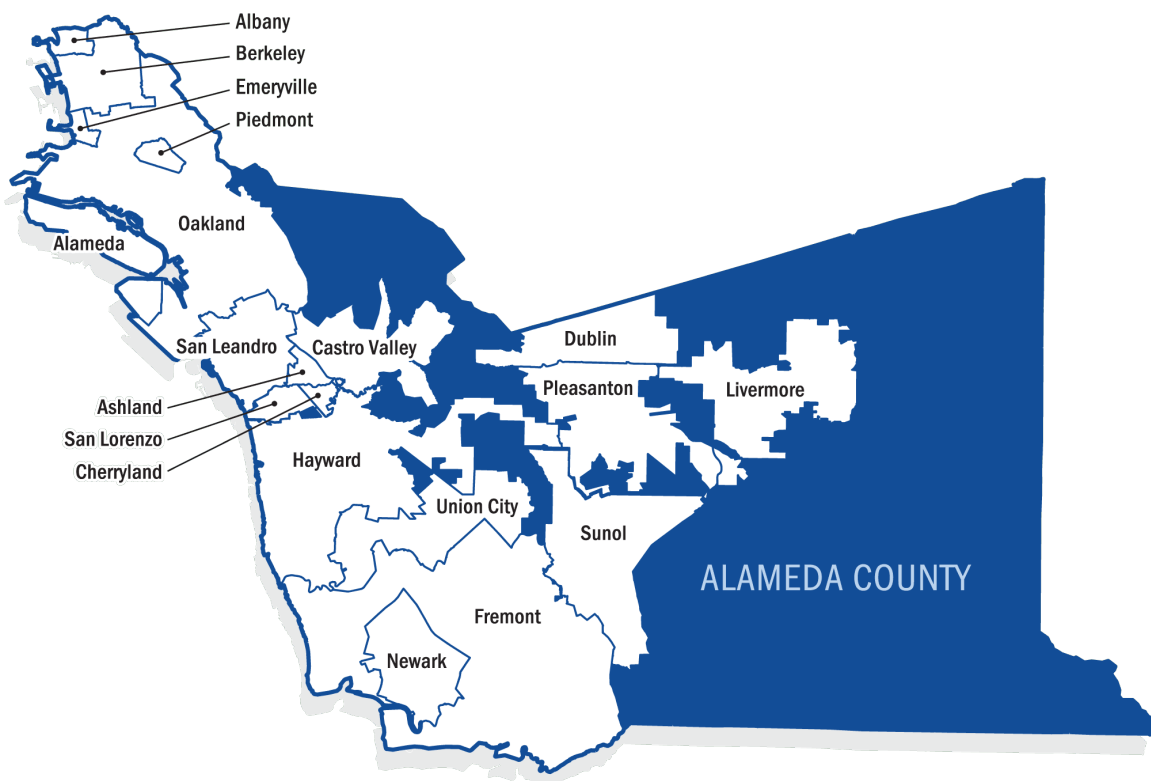
families, especially communities with limited access providing high-quality, compassionate care that addresses not just medical needs but the broader conditions that shape health and well-being.

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

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

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.

Full report available soon.

