



UCSF Benioff Children's Hospital
Oakland

2020 Community Benefit Report

SUBMITTED TO THE STATE OF CALIFORNIA MAY 28, 2021

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I. Welcome



At UCSF Benioff Children's Hospitals, we are proud to partner with local organizations to advocate for the health of children and families in our community. You feel that passion the moment you walk through our doors. Through our community benefit program, we invest in activities that extend far beyond the walls of our hospital and clinics. I am proud to share this year's Community Benefit Report for the Oakland campus. In this report, you will find an overview of the ways we engage in community-centered work.

In 2020, two pandemics gripped our nation — COVID-19 and ongoing racial injustice. Faced with unprecedented challenges, I am inspired by the large numbers of providers, staff and volunteers who came together with local nonprofits to meet this moment with compassion and resilience. In our most recent fiscal year, UCSF Benioff Oakland invested over \$81 million in activities to improve community health through free and low-cost care, food distribution, safety programs, expanded mental health services and educational outreach. Compared with the prior year, our investment in community benefit activities increased more than 20 percent.

In partnership with our local communities, we were able to:

- Provide over 7,000 free COVID tests to pediatric patients and their caregivers at our drive-through site;
- Distribute 70,000 reusable cloth masks and public health information to vulnerable communities;
- Equip 10,000 local teachers, students and families with information to ensure school safety; and
- Expand access to mental health care for 250,000 pediatric patients through telehealth psychiatry consultation for primary care providers.

The efforts described in this report speak to our commitment to community collaboration. I look forward to partnering with you to sustain this important work.

A handwritten signature in black ink that reads "Matthew R. Cook". The signature is fluid and cursive, with a long horizontal line extending from the end.

Matthew Cook

President, UCSF Benioff Children's Hospitals

II. UCSF Benioff Children's Hospital Oakland

Our 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.

Our Vision

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

Service Area and Scope of Services

UCSF Benioff Children's Hospital Oakland offers a broad range of inpatient and outpatient services as well as community programs. Although we serve patients

throughout northern California and other states and counties, the majority of our patients reside in Alameda County. Our Federally Qualified Health Center is the largest pediatric primary care clinic in the Bay Area and includes two comprehensive school-based clinics and one clinic at the Juvenile Justice Center in San Leandro.

Governance

UCSF Benioff Children's Hospital Oakland is a private, not-for-profit 501(c)(3) organization. In 2014, UCSF affiliated with Children's Hospital Oakland, bringing together two respected health care organizations with a common mission and over a century of excellence in pediatric care.



III. Community Benefit Overview

The Affordable Care Act requires nonprofit hospitals to submit an annual Community Benefit Report. Beyond core hospital functions, this reporting requirement is intended to document how the hospital supports community health needs. Our annual Community Benefit Report describes activities over the previous fiscal year. Although the State of California (via SB 697) provides some general guidance, there is no official definition of “community benefit.” UCSF Benioff Children’s Hospital Oakland employs the definition provided below.

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 purely financial basis
- Is not considered standard of care for a children’s hospital

The following are not considered community benefits:

- Activities designed for marketing or fundraising
- Services that are considered “the cost of doing business”
- Education for hospital staff
- Volunteering by employees on their own time
- Capital improvements

Community Benefit Report Preparation

Members of the leadership team for the UCSF Center for Child and Community Health (CCCH) provided oversight for this report. The report was compiled by Baylee DeCastro, Adam Davis and Jasleen Kaur. Financial data was provided by Chris Culhane and Charlotte Canari.

The 2020 report was submitted to UCSF Benioff Children’s Hospital Oakland’s Board of Directors and is made available to hospital staff and the general public through the website. Further distribution is carried out by CCCH. UCSF Benioff Children’s Hospital Oakland maintains public awareness of its community benefit program through social media, traditional media, its website, and other publications.

IV. Community Health Needs Assessment

Nonprofit hospitals are required by federal and state laws to conduct a community health needs assessment (CHNA) every three years and use the results to develop a community health implementation plan.

The objectives of the CHNA are to identify:

- The greatest health needs and risk factors in the hospital's primary catchment area
- Specific populations and regions experiencing health disparities
- Barriers against and opportunities to address health disparities

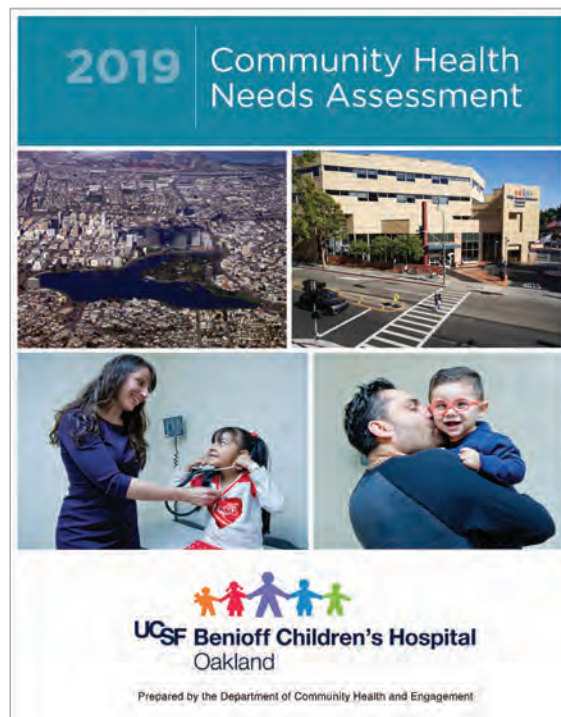
UCSF Benioff Children's Hospital Oakland published its most recent CHNA in 2019. The effort utilized a community based participatory research approach and included primary and secondary data. Primary data collection derived input from more than 160 members of the hospital service area, expert interviews with 31 key informants, and 23 focus groups with 290 community members. Secondary data analysis included over 500 epidemiological, socio-demographic and environmental variables.

Through this analysis and additional input from hospital stakeholders, we identified four priorities for the 2019-2022 community benefit cycle:

- Mental Health
- Economic Security and Housing
- Healthcare Access and Delivery
- Diet, Nutrition, and Food Access

The full Community Health Needs Assessment and Community Implementation Plan 2019-2022 can be found on the hospital's website at:

www.ucsfbenioffchildrens.org/about/ccch



V. Undercompensated and Charity Care

UNDERCOMPENSATED GOVERNMENT-SPONSORED HEALTH CARE

The cost of providing care may exceed what children's hospitals receive to provide it. This is frequently true for children with government-sponsored health insurance such as Medicaid and other means-tested programs. Nearly 70 percent of visits to UCSF Benioff Children's Hospital Oakland in 2020 were by patients enrolled in government-sponsored health insurance. In each case, the hospital covers any unpaid costs of providing care.

CHARITY CARE

As a part of our commitment to serve the community regardless of ability to pay or insurance status, UCSF Benioff Children's Hospital Oakland provides free or discounted care, also known as charity care, to families who do not qualify for government-sponsored health insurance and meet certain eligibility requirements. The charity care program requires that patients complete an application and provide supporting documentation to verify income level. Self-pay patients who come to the Emergency Department are provided a brochure describing the charity care program. Patients who may be eligible for financial assistance are also notified by a statement on their bill.



VI. COVID-19 Initiatives

While COVID-19 impacted many health care settings, hospitals experienced a disproportionate burden. At the onset of the pandemic, UCSF Benioff Children's Hospital Oakland canceled many nonessential procedures, increased capacity to accommodate an influx of patients, opened testing sites and incurred the additional costs of optimizing personal protective equipment and telehealth investments. UCSF Benioff Oakland also deployed entry screening, scaled up the telecommute program, deployed social distancing training, distributed posters and signage on social distancing and masking, and optimized our electronic medical record to facilitate appointment screening and infection prevention communications. Like many community hospitals, UCSF Benioff Oakland experienced significant financial losses, while continuing to invest in the COVID-related needs of our local community. The initiatives described below provide a snapshot of our COVID-19 response.

SCHOOL SAFETY

UCSF Pediatric Advisory Task Force—Convened by the UCSF Center for Child and Community Health (CCCH), the Pediatric Advisory Task Force partners with Alameda County school districts and nonprofits to provide guidance from UCSF experts to district leaders, educators, students, parents and caregivers that strengthens school safety. Through community information sessions tailored to the specific needs of each district and in-depth consultation for district leadership, the Task Force played an important role in safe school reopening. In 2020, the Task Force engaged over 10,000 families, early care providers, school administrators, teachers, and staff. For more information, see page 11.

MUTUAL AID

Dr. Barbara Stagers Community Health & Adolescent Mentoring Program for Success (CHAMPS)—

The Community Health and Adolescent Mentoring Program for Success (CHAMPS) provides multi-year, immersive healthcare experiences and individualized support to students from underrepresented backgrounds who wish to learn about health careers. During the coronavirus pandemic, CHAMPS staff identified over 20 students and families in need of additional support. In response, staff developed relief packages for families that each contained each contained a \$100 to \$200 grocery gift card, masks, spray hand sanitizers, school supplies, and health and social services information handouts. For more information, see page 34.

Oakland Mutual Aid Collective—The Oakland Mutual Aid Collective (OMAC) is a partnership between Oakland City Councilmember Sheng Thao, 30 community organizations, the UCSF Black Women's Health & Livelihood Initiative, the National Center of Excellence in Women's Health and the UCSF Center for Child and Community Health. Launched shortly after the release of the Alameda County Masking Order in April 2020, OMAC initially formed with the goal of distributing 30,000 reusable cloth face masks to Oakland communities most impacted by COVID-19. By the end of fiscal year 2020, OMAC distributed over 70,000 masks in adult and child sizes, 1,000 face shields, 7,000 units of hand sanitizer, 20,000 sets of gloves and 26,000 leaflets with essential health information and community resources. For more information, see page 10.



COMMUNITY TESTING

Pediatric Drive-Through Site—In the spring of 2020, nasal swab tests for COVID-19 became available. Almost immediately, UCSF Benioff Oakland providers recognized the need for pediatric testing. The importance of avoiding unnecessary exposures in the hospital, clinics, and emergency room led to a designated drive-through and walk-up testing site. Located next to one of our clinic buildings, the site provides testing for UCSF Benioff Oakland patients as well as children in the general community. The site is overseen by the ambulatory clinic team, staffed with nurses and open weekdays from 8 a.m. to 4:30 p.m. Patients are scheduled in advance by a team of office associates and on referral by their community pediatricians. Testing of parents and caregivers is also allowed if they were scheduled at the same time as the child. In a typical day, the site tested up to 60 patients. Overall, the test positivity rate was 5.5 percent with a range 1.3 to 16 percent.



EMOTIONAL HEALTH & WELL-BEING

Ready! Resilient! Rising!—Beyond getting sick, the coronavirus pandemic impacted young children's social, emotional, and mental well-being. The sudden loss of usual caregivers due to the need to physically distance can be traumatic for a young child. Job losses left some children without access to food, transportation, and housing. School closures, social distancing and more time spent at home

increases the risk of exposure to violence and abuse. Trauma experienced at this developmental stage can affect a young child across the lifespan. The impact of COVID on young children and families underscores the importance of the multi-year Ready! Resilient! Rising! project. In 2020, the project generated an effective clinical model for the prevention, identification and treatment of trauma and toxic stress among low-income children ages zero to three who receive primary care in pediatric safety net settings. In the most recent fiscal year, a total of 564 children ages zero to three were screened for Adverse Childhood Experiences (ACEs) and social needs. Among those screened, 70 percent of children with one or more social needs were linked to supportive services. For more information, see page 10.

UCSF Benioff Children's Hospitals Child and Adolescent Psychiatry Portal—The Child and Adolescent Psychiatry Portal (CAPP) provides real-time, peer-to-peer child psychiatry consultative guidance to primary care providers (PCPs) serving youth with mental and behavioral health concerns. CAPP is designed to meet the ever-increasing needs of pediatric primary care practices to address mental health. CAPP increases access to mental health care by improving PCP's knowledge, skills and confidence to manage mild-moderate and commonly occurring behavioral health conditions. CAPP supports providers through screening tools, diagnostic guidance, and community resources. Through written materials as well as online and video resources, CAPP also provides information for families. In fiscal year 2020, CAPP expanded access to mental health care to cover a total of 250,000 pediatric lives.

EDUCATIONAL OUTREACH

During the first 10 months of the pandemic, UCSF Benioff Children's Hospital Oakland staff, researchers and providers were called upon to deliver lectures and educational outreach at a wide variety of community events. Partners in these efforts spanned youth development organizations, public health officials, city social service agencies, civil rights groups, professional associations, and philanthropic foundations. UCSF Benioff Oakland experts also provided grand rounds lectures in multiple departments for community physicians and responded to a high volume of requests for COVID-related information.

VII. UCSF Center for Child and Community Health

The mission of the Center for Child and Community Health (CCCH) is to be a positive force for all children to live a full, vibrant and healthy life. The Center promotes child health equity through clinical transformation, research, and systems leadership. The Center's areas of primary focus include the social determinants of children's health, trauma and resilience, and school readiness. CCCH was established in 2018 by health equity experts and champions at UCSF Benioff Children's Hospital Oakland, the Department of Pediatrics, and the School of Medicine. Below are some of the activities led by CCCH in fiscal year 2020 that benefit communities in the East Bay.

DIRECT SERVICES TO PATIENTS & FAMILIES

Brilliant Baby—Brilliant Baby supports children's early healthy development and school readiness by setting up college savings accounts for babies and offering financial coaching to families. The program is part of Oakland Promise, a citywide initiative to disrupt college affordability challenges. Brilliant Baby sets an expectation for a college-bound future from birth, providing each family in the program with a free \$500 College Savings Account. CCCH co-leads Brilliant Baby's program evaluation, which examines the impact of the program on a variety of social, economic, and health-related outcomes. In fiscal year 2020, 500 families were enrolled in the program. Assessment of the program's impact on parental stress, child development, self-confidence and self-efficacy is ongoing.

Center of Excellence for Immigrant Child Health and Wellbeing—Half of children in Alameda County are immigrants or have at least one parent who is an immigrant. The social, political, and economic challenges faced by many immigrants have serious and lasting impacts on their mental and physical health. Families may avoid care out of fear of deportation. The mission of the Center of Excellence is to provide leadership and guidance to promote the health and well-being of immigrant children.

The Center's work rests on three pillars: (1) evidence-based clinical services, including no-cost forensic exams for asylum seekers; (2) training to increase health care workforce capacity to address the health, financial, linguistic, and cultural needs of immigrant families; and (3) collective action to build an inclusive safety net that provides safe and accessible care.



Family Care Network (FCN)—The Family Care Network (FCN) is a collaboration of seven organizations that coordinate clinical services, linkage to care, peer advocacy, and legal and mental health services for women and children living with or affected by HIV/AIDS in Alameda and Contra Costa Counties. In 2020, the FCN served more than 1,000 individuals.

FINDconnect—FINDconnect is an innovative digital platform that empowers patients, care teams and community organizations to collaboratively address the social determinants of health. Patient navigators work alongside providers to refer patients and families to community-based resources. To date, FINDconnect has enrolled 4,065 families and made almost 10,000 referrals. In fiscal year 2020, 1,000 families were enrolled and over 1,600 referrals were made. The top needs that families identified include activities, food, and housing. For more information about FINDconnect, see page 28.

FINDconnect Navigation Hub—To help expand FINDconnect into the broader community, CCCH partnered with a network of UCSF and community clinics. Staff trained clinics to screen their young patients for trauma and basic needs. When a family screens positive, the clinic refers the family to a CCCH-based navigator. The navigator, a specially trained health educator, works closely with the family to: (a) identify their priority needs; (b) use FINDconnect to identify useful resources; (c) develop an action plan; and (d) follow-up with the family over six months to help resolve their needs. In fiscal year 2020, the project enrolled more than 300 families and made a total of 922 referrals. Referrals to the FINDconnect Navigation Hub were received from eight community-based clinics. Virtual navigators made linkages to community-based resources for 100 percent of the referrals received.

Oakland Mutual Aid Collective—The Oakland Mutual Aid Collective (OMAC) is a partnership between Oakland City Councilmember Sheng Thao, 30 local organizations, the UCSF Black Women's Health & Livelihood Initiative, the National Center of Excellence in Women's Health and the UCSF Center for Child and Community Health. Launched shortly after the release of the Alameda County Masking Order in April 2020, OMAC rapidly distributed reusable cloth face masks, other safety supplies, public health information and community resources to Oakland communities disproportionately impacted by COVID-19. Thanks to a generous outpouring of support, by the end of fiscal year 2020 OMAC had distributed a total of 70,000 masks, 1,000 face shields, 7,000 units of hand sanitizer, 20,000 sets of gloves and 26,000 leaflets with essential health and community resources.

Ready! Resilient! Rising!—The UCSF Center for Child and Community Health partners with safety net providers, payers, community groups, public health leaders, families and social service agencies to improve the lives of low-income children ages zero to three by addressing the impact of trauma on health. In 2020, Ready! Resilient! Rising! generated a clinical model for pediatric safety net providers to prevent the toxic stress response. The model was tested at the Federally Qualified Health Centers (FQHCs) located at UCSF Benioff Oakland as well as Zuckerberg San Francisco General Hospital. In fiscal year 2020, the Oakland project site screened 564 children ages zero to three for Adverse Childhood Experiences (ACEs) and social needs. Among those screened, 70 percent of children with one or more social need were linked to supportive services. Patients who screen positive for ACEs may also be referred to the project's Resiliency Clinic, a novel group-based intervention for parents and children that provides a safe and supportive

environment to address stressors, learn about the biology of stress, develop tools for emotional regulation, and receive peer support. In the most recent fiscal year, 100 percent of Resiliency Clinic visits were billed for reimbursement, indicating the strong potential for sustainability in safety net clinic settings.

Food Farmacies—Food insecurity is a persistent and growing problem for low-income Bay Area families. With a focus on prevention, UCSF Benioff Children's Hospital Oakland made the connection between food insecurity and children's health and well-being. Partnering with the Alameda County Community Food Bank and Phat Beet Farms, we host two Food Farmacies per month for patients and their families. At the Food Farmacies, families are offered whole grains, fruits, vegetables, eggs and protein – all free of charge. Additionally, staff are available to enroll families in CalFresh, provide health education, and offer deeply discounted Community Supported Agriculture (CSA) food box enrollment. In fiscal year 2020, the Food Farmacies served over 2,700 families.



FAMILY & PROFESSIONAL EDUCATION

Dr. Barbara Staggers Community Health & Adolescent Mentoring Program for Success (CHAMPS)—CHAMPS provides multi-year, immersive healthcare experiences and individualized support to students from underrepresented backgrounds who wish to learn about health careers. For more information, see page 34.

PEARLS State Rollout—The California legislature appointed a working group to identify appropriate tools for screening children for trauma. The working group recommended PEARLS, a screening tool developed through a research study co-led by CCCH (see PEARLS on page 11). The state also set aside funding to reimburse providers for using PEARLS starting in 2020. CCCH worked with California's Office of the Surgeon General to deliver provider education and training about the PEARLS tool.

Early Success Clinic Collaborative (ESCC)—The Early Success Clinic Collaborative (ESCC) unites Bay Area early childhood educators, health care and service providers, community-based organizations, funders, and families to optimize children's health care to promote kindergarten readiness. ESCC is focused on transformation that can take place in pediatric primary care to address disparities in school readiness upon entry to kindergarten as well as cross-county collaboration across San Francisco, Alameda, and Santa Clara Counties. In 2020, ESCC partnered with school districts and early care and education providers in San Francisco and Alameda Counties to support safe, developmentally appropriate, and trauma-informed practices in light of COVID-19. In the most recent fiscal year, these efforts engaged 2,500 young families and early care providers.

Transforming Research as Usual for Equity (TRUE)—Transforming Research as Usual for Equity (TRUE) is a partnership between CCCH, the UCSF Clinical Translational Sciences Institute Community Engagement and Health Policy Program, Support for Families of Children with Disabilities, American Heart Association, YMCA and Coleman Advocates for Children and Youth. TRUE aims to increase youth and family engagement in child health research. In 2020, TRUE implemented the Youth Health Equity Council (YHEC) and the Youth Research Training program. Through the YHEC, 20 high school sophomores and juniors from medically underserved communities in San Francisco and Oakland learn about the social determinants of health, participate in service learning in their communities, receive mentorship and conduct original research that directly informs the development of a policy project. YHEC members receive in-depth training to equip them with the skills to conduct research and disseminate their findings to key decision makers.

Youth Empowerment Sex Education Program—Launched in early 2020, the Youth Empowerment Sex Education Program utilizes an evidence-based comprehensive sexual education curriculum with adolescents ages 14 to 24 at UCSF Benioff Children's Hospital Oakland's three sites focused on adolescents and young adults: Chappell Hayes Health Center at McClymonds High School, Youth Uprising Castlemont Health Center, and the Teen Clinic at Claremont. Our Health Education Coordinators and AmeriCorps Health Education Volunteers provide adolescents with the knowledge and skills to make informed decisions about their sexual health and wellness and connect them to youth-friendly confidential sexual health services. The program is informed by input from youth leaders that serve on our Youth Wellness Advisory Boards at McClymonds and Castlemont.

UCSF Pediatric Advisory Task Force—In partnership with Berkeley and Oakland Unified School Districts as well as a coalition of community partners, CCCH convened the Pediatric Advisory Task Force to support safe school reopening in light of COVID. The Task Force provides scientifically sound and equity promoting information to families, educators, and students tailored to the unique needs of each district community. Virtual information sessions provide culturally resonant, linguistically accessible, up-to-date scientific information and practical strategies for risk reduction in alignment with state and county guidelines. Community presentations address COVID disparities, mental health impacts, the science of transmission and multiple layers of defense against virus spread including masking, social distancing, ventilation, hand washing, and vaccination. Simultaneous translation is provided in multiple languages. Events are co-led by local organizations that serve as community co-hosts and trusted messengers. The Task Force also provides consultation to school district leaders on reopening plans and safety protocols to ensure they are grounded in evidence and promote equity. In 2020, the Task Force engaged over 10,000 families, early care providers, school administrators, teachers, and staff.

HEALTH EQUITY RESEARCH

Oral Bacteria Extract (ORBEX) Asthma Prevention Study—ORBEX is a randomized, placebo-controlled, multicenter study to assess the efficacy, safety, and tolerability of bacterial extract for the prevention of wheezing and lowering respiratory tract illness in infants and toddlers who are at risk for developing asthma. Scientists suggest that in modern societies, the lack of exposure to infections leads to autoimmune diseases, such as asthma and allergies. Conversely, early exposure to certain types of microbes may help prevent such diseases. If the study proves successful, it could lead to the first commercial product proven to prevent asthma. In 2020, the study, led by CCCH, continued recruiting patients from the Claremont Clinic and will follow families for three years.

Pediatric ACEs and Related Life Events Study (PEARLS)—Developing brains are particularly susceptible to the effects of adversity. If not mitigated, adverse childhood experiences (ACEs) may lead to negative biological and behavioral changes known as toxic stress. Using a novel technical approach, the PEARLS study seeks to identify biomarkers that correlate with exposure to ACEs. By the end of fiscal year 2020, the study team completed all study visits for 555 children from the UCSF Benioff Oakland Claremont Clinic.

VIII. Access to Primary Care

Primary Care for Teens and Young Adults

The Primary Care Department operates four teen and young adult clinics for patients 11 to 21 years old. These clinics provide an array of services above and beyond the standard of care to address the complex economic and societal challenges that young patients may face.

DIRECT SERVICES TO PATIENTS & FAMILIES

UCSF Benioff Children's Hospital Oakland's four community-based teen and young adult clinic sites account for approximately 5,000 visits each year. Most of the young people seen in these clinics live in neighborhoods impacted by poverty, gun violence, substandard housing, food deserts, and other conditions that affect their health and well-being.

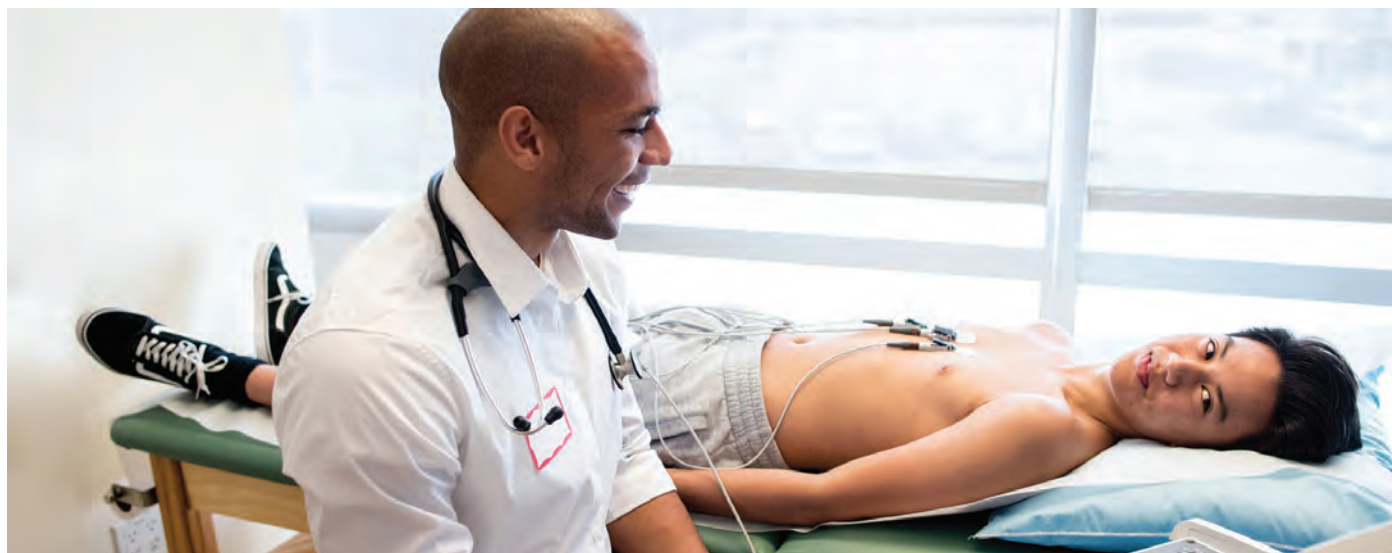
Located three blocks from the main hospital, the **Teen Clinic** is the largest of the three adolescent health sites. The Clinic provides integrated primary and behavioral health care for over 1,000 patients ages 11 to 24.

The two school-based clinics are the **Chappell-Hayes Health Center** in West Oakland at the site of McClymonds High School and the **Youth Uprising/Castlemont Health Center** in East Oakland located next to Castlemont High School. The sites operate in conjunction with Oakland Unified School District and the Center for Healthy Schools and Communities at the Alameda County Health Care Services Agency. These clinics serve as national models for full-service, school-based, primary care centers that integrate behavioral health services to promote adolescent development and wellness.



At the Alameda County Juvenile Justice Center (JJC) Medical Clinic, UCSF Benioff Children's Hospital Oakland provides full medical and dental health services. In 2020, the clinic provided care for over 600 young people in detention. This clinic is a collaboration between UCSF Benioff Oakland, Alameda County Health Care Services Agency, Behavioral Health Care Services, the Alameda County Probation Department, and the Alameda County Public Health Department.

This year, UCSF Benioff Oakland designed and implemented the Medical Unit's COVID-19 infection prevention and control plan, which includes screening protocols for entry and intake as well as testing for all youth in detention.



Claremont Primary Care Clinic

DIRECT SERVICES TO PATIENTS & FAMILIES

The UCSF Benioff Children's Hospital Oakland Claremont Primary Care Clinic provides a medical home to more than 9,000 children every year. The clinic uses a team-based care model that includes care coordination for medically and socially complex patients. Through a combination of direct patient care, family navigation, behavioral health integration, early literacy support, and other adjunct services, the clinic provides holistic health care to children speaking more than 30 different languages. Along with general primary care, the following integrated clinics serve special populations:

- **Asthma Clinic** provides health care and case management to children with complex asthma.
- **Behavioral Health Integration Clinic** provides mental health evaluation and short-term psychotherapy services for children with behavioral concerns.
- **Charlie's Clinic** provides primary care, care coordination, case management and parent support for children with Down Syndrome.



- **Chasing Health Outcomes Clinic** provides health care for children at risk for diabetes mellitus related to obesity.
- **Developmental Consult Clinic** provides consultation with a pediatric developmental specialist for families that have concerns regarding their child's development.
- **Encore Clinic** provides health care and case management to homeless children and families in collaboration with the Center for the Vulnerable Child
- **Foster Care Clinic** provides health care and case management to children in foster care, in collaboration with the Center for the Vulnerable Child.

- **Integrative Medicine Clinic** provides non-pharmacological services for children with chronic pain.
- **International Clinic** provides health care to non-English-speaking patients and their families as well as travel medicine consultation and civil surgeon exams for the immigration process.
- **Medication Consult Clinic** provides consultation with a psychiatrist for families with behavioral and mental health concerns regarding their children.
- **Resiliency Clinic** provides mindfulness and trauma-informed therapist led groups for parents and children to build resilience and promote healthy growth and development.

FAMILY EDUCATION

Reach out and Read—As a Reach Out and Read affiliate, the Claremont Clinic provides families with the tools to make reading aloud a daily routine. During well-child visits, we talk with parents about the benefits of reading aloud with their young children beginning at birth. We teach them how to hold books to best engage their children, and how to interact with the text and images to help them follow along. At the beginning of the visit, we give each child a new, developmentally appropriate book to take home offered in 28 different languages. In fiscal year 2020, over 3000 new books were distributed to children under 5 to help close the word gap and promote kindergarten readiness.

Injury Prevention Program—In conjunction with UCSF Benioff Oakland's Trauma Center and the Alameda County Public Health Department, home safety equipment, bicycle helmets, and car seats are provided to caregivers of children to help protect them against injury and accidents in the home and on the road. Additionally, a car seat installation program operates once a month on Saturdays and ensures that car seats are properly installed in families' vehicles.

Smoking Cessation—The Clinical Effort Against Secondhand Smoke Exposure (CEASE) encourages parents who expose their children to tobacco smoke to stop smoking. CEASE provides brief on-site counseling and makes referrals to the California Smoker's Hotline, where parents receive more intensive counseling and access to nicotine replacement therapy.

FAMILY SUPPORT SERVICES

Family Information and Navigation Desk (FIND)—The FIND Desk provides navigation assistance and referrals for families who have basic unmet needs related to social circumstances that may be impacting a child's health. For more information, see page 28.



Staying Healthy in Nature Everyday (SHINE)—In collaboration with the East Bay Regional Parks District, families experiencing stress or lacking routine access to natural settings have an opportunity to participate in SHINE, a once-a-month outing to various East Bay Regional Parks featuring guided walks and other activities. Exposure to nature is now known to have both physical and psychological benefits. SHINE “nature clinics” reduce stress, loneliness, and physical inactivity. In addition, the program provides unique educational experiences for youth. In March of 2020, SHINE successfully pivoted to virtual visits with Park Rangers. SHINE will return to in-person outings in 2021.

Medical-Legal Partnership—The Claremont Primary Care Clinic has partnered with the East Bay Community Law Center since 2006 to provide patients with pro bono legal services on cases related to their health issues. The medical legal partnership provides pro bono legal care around immigration, housing, education, disability, poverty and homelessness.

HEALTH EQUITY RESEARCH

The Primary Care Clinic partners with the Center for Child and Community Health and the larger community to generate original research. These research studies have local public health importance and focus on asthma, reduction of toxic stress, and social inequities in health care. Studies during 2020 include:

- **Oral Bacteria Extract (ORBEX) Asthma Prevention Study**—A randomized, placebo-controlled, multicenter study to assess the efficacy, safety, and tolerability of bacterial extract for the prevention of wheezing in children ages 5 through 17 months who are at risk for developing asthma.
- **Pediatric Adverse Child Event Screening and Resiliency Study (PEARLS)**—A study looking at how to screen for and mitigate adverse events in young children's lives, and to identify biomarkers of toxic stress in children.
- **Brilliant Baby**—An evaluation study of a range of outcomes resulting from providing babies born into poverty in Oakland with preloaded college savings accounts and financial coaching for their families.

IX. Care for Special Populations

Camps

UCSF Benioff Children's Hospital Oakland staff, trainees and providers participate in the planning and implementation of a variety of camps for patients with special needs and their families. These camps provide children with support, enrichment, fun and education. COVID-19 impacted many aspects of camp programs. In some cases, camps were cancelled and others created online virtual experiences.

CAMP SUPERSTAR (SICKLE CELL DISEASE)

UCSF Benioff Oakland's Hemoglobinopathy Program helps to sponsor and provide on-site medical support for Camp Super Star, a traditional "sleep away" experience for children with sickle cell disease. Held over a summer weekend in a hillside setting near Livermore, Camp Super Star offers horseback riding, rock climbing, swimming, a DJ, and a variety of sports. In 2020, the camp was cancelled due to COVID. In a typical year, around 80 children ages 7 to 16 attend camp along with 25 volunteers from UCSF Benioff Oakland's Hemoglobinopathy Program.

CAMP HEMOTION (BLEEDING DISORDERS)

Each summer, Camp Hemotion, run by the Hemophilia Foundation of Northern California, holds a week-long residential program at Camp Oakhurst for youth and their siblings ages 7 to 20 who have, or are carriers of, bleeding disorders. Members of the UCSF Benioff Oakland medical team help to staff the camp infirmary and provide routine and emergency care for campers while they participate in various activities. Campers also learn how to better manage their conditions. Due to COVID, the Hemophilia Foundation conducted a virtual event.

FAMILY CAMP AND B-LEADERS YOUTH RETREAT (HEMOPHILIA)

In collaboration with the Hemophilia Foundation of Northern California, members of the Hemophilia Treatment Center help plan and staff multiple bleeding disorder camps. B-Leaders Teen Retreat is a weekend-long empowerment and leadership program for youth ages 14 to 18 diagnosed with bleeding disorders. In 2020, the program was held online due to COVID. The virtual program provided opportunities for participants to

connect with their peers and reflect on their experiences during the stay-at-home order. Held in-person in January 2020, Family Camp is a weekend-long program that brings together over 30 families with children who have bleeding disorders for fun, support and relationship building.

DIABETES CAMPS

Diabetes Youth and Families Camps—UCSF Benioff Children's Hospital Oakland and the Diabetes Youth Families (DYF) organization share a longstanding partnership. Each year, the hospital's staff and trainees collaborate with DYF to provide resident camps, clinics and recreation programs for children and teens living with diabetes. DYF serves more than 1,500 children and families annually.

- **Bearskin Meadow Camp (BMC)** is one of the oldest wilderness camps for youth living with diabetes in the country.
- **Campamento** is designed for children with type 1 diabetes and their monolingual Spanish-speaking families.
- **Camp de los Niños** is a week-long program for children and teens. In the most recent fiscal year, 72 percent of DYF program participants received an income based scholarship or subsidized rate.

Due to COVID, all DYF camps and educational programs met remotely in 2020 in order to ensure the safety of staff and campers. Through DYF's virtual program, UCSF Benioff Oakland diabetes experts provided community education. Pediatric endocrinologists participated in discussions with newly diagnosed teens as well as parents and caregivers on a variety of topics including the legal and procedural aspects of 504 plans; re-entry in the era of COVID; children's rights at school; and management of type 1 diabetes during the pandemic.

Diabetes Program

The diabetes program provides direct care and supports various activities for children with diabetes while also promoting education and awareness of diabetes in the community.

CAMPS

UCSF Benioff Children's Hospital Oakland employees provide medical care at several diabetes camps throughout northern and central California. More details on these camps can be found on page 15.

OUTREACH & COMMUNITY ENGAGEMENT

In fiscal year 2020, the diabetes team provided a variety of talks and webinars through Diabetes Youth Families (DYF) as well as JDRF (formerly Juvenile Diabetes Research Foundation).

JDRF Talks—The UCSF Benioff Oakland diabetes program sends staff to speak at JDRF on various topics to show support to community partners working alongside us to improve the health of our patients and community.

JDRF Medical Providers Council—UCSF Benioff Oakland providers sit on the JDRF Medical Providers Council which has multiple goals including community outreach, improving diabetes education, identifying disparities in the patient population, and seeking solutions to provide standardized care.

Life Academy High School Career Day—Last year, a doctor and certified diabetes instructor attended Career Day at Life Academy High School to give students an opportunity to learn about these professions.

DYF Healthcare Provider Advisory Board—UCSF Benioff Children's Hospital Oakland faculty serve on the medical advisory board for DYF.

Depression Screening Taskforce—This year, the Depression Screening Taskforce was created to increase PHQ-9 depression screenings in patients with type 1 and type 2 diabetes between the ages of 13 and 17 so that support services can be offered.

PROFESSIONAL & ACADEMIC DEVELOPMENT

The Diabetes program provides numerous education and training sessions throughout the year aimed at improving the quality of care for children with diabetes all over the state. These include:

- **Assessment Center of Alameda County**—The UCSF Benioff Oakland diabetes team provides four trainings on diabetes protocol per year to staff at the Alameda County Assessment Center and as needed to foster parents to ensure that children with diabetes receive appropriate care while awaiting placement, and after being placed in a foster home.
- **Diabetes School Nurse Conference**—The UCSF Benioff Oakland diabetes team hosts a conference every other year featuring an endocrinologist, five diabetes educators (nurses and dietitians), a Social Worker, and a Nurse Practitioner.
- **Private School Trainings**—Certified Diabetes Educators from the diabetes program completed three training sessions for nurses and other school personnel.
- **Advice Nurse Training**—The diabetes program provided two diabetes trainings to UCSF Benioff Children's Hospitals Physicians (UBCP) advice nurses over the past year.
- **Internships**—Through the Children's Hospital Oakland Research Institute (CHORI), we provide high school and undergraduate students mentoring and research experience in various diabetes studies.

Center for Child Protection

While all hospitals interface with victims of abuse, UCSF Benioff Children's Hospital Oakland is the only hospital in northern California with a medical sub-specialty department dedicated to child abuse. Ranked as a Center of Excellence by the Children's Hospital Association, the Center for Child Protection (CCP) cares for nearly 500 children annually that are impacted by child abuse and violence exposure.

Established in 1984, CCP's interdisciplinary team of trained physicians, nurse practitioners and clinical social workers provide comprehensive medical and mental health services and collaborate with other departments at UCSF Benioff Children's Hospital Oakland, government agencies, community-based pediatric health providers and service organizations. In collaboration with these key stakeholders, CCP creates and fosters a trauma-informed system that promotes the safety, health, and well-being of vulnerable children through:

- excellence and leadership in diagnosis and medical management of child abuse
- evidenced-based mental health services to promote crisis stabilization and healing
- advocacy, education, and resource linkages

DIRECT SERVICES TO PATIENT & FAMILIES

Forensic Medical Services—Child Abuse Pediatrics is a pediatric subspecialty that unites the medical and forensic systems. Led by one of only three board-certified, practicing pediatricians in northern California, CCP provides:

- diagnosis and medical management for hospitalized children
- outpatient forensic medical examinations
- outpatient medical consultation
- expert witness testimony

In accordance with the Alameda County Child Abuse Protocol Multidisciplinary Response, CCP is the designated site for forensic medical evaluations. The Sexual Abuse Forensic Examiners (SAFE) team is a group of specially trained pediatricians and nurse practitioners who are available around the clock to conduct acute forensic examinations for all Alameda County children under 14.

Crisis Response and Clinical Case Management—All services for crisis response and clinical case management are provided by the CCP Clinical Social Worker who conducts crisis assessment and intervention in the UCSF Benioff Oakland Emergency Department. The Clinical Social Worker serves as the first responder to all cases with a concern for child maltreatment and/or violence exposure. The Clinical Social Worker consults with the medical team, law enforcement, and child welfare to ensure the health and safety of the children. Crisis case consultation and resources related to medical and mandated reporting procedures are provided to UCSF Benioff Oakland and community providers. The Clinical Social Worker coordinates care, appointment scheduling and pre-appointment orientation as well as advocacy and resource linkage in the immediate aftermath of disclosure.

Brief Early Intervention—Utilizing the Child and Family Traumatic Stress Intervention (CFTSI) model, early intervention serves children and youth ages 3 to 17 recently exposed to a potentially traumatic event or having disclosed abuse. CFTSI fills a gap between acute responses/crisis intervention and evidenced-based, longer-term treatments to address established traumatic stress symptoms and disorders. The goal of this family-strengthening model is to improve the caregiver's ability to respond to and support a child who has endorsed at least one post-traumatic symptom. By raising awareness of the child's symptoms, increasing communication, and providing skills to master trauma reactions, CFTSI reduces symptoms and prevents onset of post-traumatic stress. In addition, CFTSI offers an opportunity to assess which children and families need longer-term treatment.

Trauma Treatment—Children and youth ages 3 to 18 who have experienced child abuse trauma and/or violence exposure can access evidence-based services through the Trauma Treatment program. The program utilizes Trauma-Focused Cognitive Behavioral Therapy (TF-CBT), Eye Movement Desensitization and Reprocessing (EMDR), and Grief and Trauma Intervention (GTI). Trauma Treatment provides client-level interventions to help children and youth process one or more traumas they have experienced while learning strategies to cope with feelings associated with the experience such as fear, stress, anxiety and depression.

Additional mental health services include:

- **Domestic Violence Education and Screening (DOVES)** is a program that addresses the co-occurrence of domestic violence and child abuse. Based at the Alameda County Family Justice Center, this service provides individual and family psychotherapy to children, youth, and their non-offending caregivers who have experienced domestic violence. DOVES facilitates the Parenting After Trauma Group, a trauma-informed group therapy program that provides psychoeducation and support for caregivers following child abuse and violence discovery and/or disclosure.
- **Camp CCP** is an innovative summer day camp that engages children impacted by child abuse, trauma, and/or violence exposure. The camp was last hosted in June 2019 due to COVID with plans to resume next fiscal year.
- **Feeling Good and Getting Along Skills Group** is a dialectical behavior therapy group for children and caregivers that helps them learn social and emotional regulation skills following child abuse and violence exposure. The group was last held in February 2020. Due to COVID, the group was temporarily suspended with plans to resume when it is safe to do so.
- **Formations** is a trauma-informed group therapy program for pre-adolescent and adolescent girls that promotes sexual health, healthy communication, and healthy relationships. The group was last held in February 2020. Due to COVID, the group was temporarily suspended with plans to resume when it is safe to do so.



Center for the Vulnerable Child

The Center for the Vulnerable Child (CVC) provides medical care, psychotherapy, and social services to children and young adults living in situations that put them at risk for educational, physical, mental, or social health problems. Patients include foster or homeless youth and those with a history of abuse, neglect, or exposure to drugs. To reduce barriers to delivery, services often occur in the caregiver's home or in another location within the community. The CVC is responsible for running the Federally Qualified Health Center (FQHC) Consumer Advisory Board (CAB), which is composed largely of parents of children who have used FQHC services. The CAB provides feedback to ensure the best possible patient care.

DIRECT SERVICES TO PATIENT & FAMILIES

Behavioral Health Integration (BHI) and Pediatric Psychology Program (Triple P)—The BHI program and Triple P increase access to mental health support for children and youth seen in UCSF Benioff Oakland's Primary Care and Adolescent Medical Clinics. The clinicians evaluate patients' mental health needs, and help medical staff address the psychological, psychosocial, and cultural factors that may be barriers to getting treatment. Services range from brief treatment in the clinic to longer-term mental health intervention using a home-based community service model.

Child and Adolescent Therapeutic Services (CATS)—The CATS program provides comprehensive mental health services to youth living with their legal guardians, whose special medical needs and concurrent mental health issues threaten to overwhelm family resources and place them at risk of involvement from the Department of Children and Family Services. Most services are provided in the family's home or at school.

Family Outreach and Support Clinic—This clinic provides primary care for children up to age 18 who are currently in or have been in foster care. The Case Managers offer psychosocial support, medical case management, and assistance with securing entitlements that families are eligible for, but may not have accessed.

Help Me Grow (HMG)—HMG serves young children from birth to age six in the Family Reunification program of Alameda County's Department of Children and Family Services. With expertise in the impact of trauma on young children, HMG provides initial developmental assessments and consults with child welfare workers and caregivers to identify the mental health, developmental, and relational needs of children.

Encore Medical Clinic—This clinic provides a medical home for 3,000 children annually. The clinic serves children 18 and younger who experience housing instability and homelessness ranging from sleeping in cars, hotel rooms, and shelters to staying with other people due to an inability to afford a place of their own. Children who are homeless are at higher risk for poorer health outcomes, worse control of chronic health problems such as asthma and seizure disorders, worse nutrition, increased rates of developmental delay and academic failures. Children who are homeless also have increased rates of mental health issues including depression, anxiety and PTSD. Many families experiencing homelessness are fleeing domestic violence. Encore Medical Clinic connects children with medical providers, specialty mental health care, and dental care. Medical case managers assess for social service needs and support families in connecting with community resources. Encore is the only child-focused clinic of its kind in the East Bay.

School Based Clinics: Behavioral Health Program—The school-based clinics at McClymonds and Castlemont High Schools integrate medical and behavioral health care to support the health and wellness of adolescents and young adults attending the schools or living in the area. The CVC provides behavioral health services including crisis intervention and individual, family, and group psychotherapy. In addition, each site's behavioral health team participates in coordination of services with Oakland Unified School District staff. Program staff also offer mental health consultations for educators and parents on nutrition, self-care, healthy lifestyles, conflict resolution, reproductive health, and substance abuse prevention. Due to COVID, the school-based clinics had to reduce hours at Youth Uprising/ Castlemont and close McClymonds. Patients were diverted to the Teen Clinic or Castlemont for the duration in order to prevent interruption or delay in access to care.

Services to Enhance Early Development (SEED)—SEED is a long-standing collaboration among the CVC, Alameda County’s Department of Child and Family Services (DCFS), and the Alameda County Public Health Department to provide services to children ages 0 to 3 who are dependents of the court. The SEED team consists of infant/early childhood mental health practitioners, developmental specialists, family partners, child welfare workers, and parent advocates working together to provide developmentally sensitive services to these vulnerable children.



Successful Preschool Adjustment and Readiness for Kindergarten (SPARK)—SPARK promotes successful adjustment to preschool and readiness for kindergarten aged children in transitional living situations. SPARK works, both individually and in groups, with children who are identified by preschool teachers as having behaviors interfering with school participation and peer relationships. SPARK provides assessments of child behavior, parent-teacher consultation, and one-on-one individualized child intervention to improve social skills. Family therapy is also provided when indicated.

PATIENT & FAMILY EDUCATION

Foster Parent Support and Education—This weekly program is open to all foster parents in the community seeking education and support as they navigate the foster care system and raise children who may be affected by complex trauma.

PROFESSIONAL & ACADEMIC DEVELOPMENT

Practicum Training Programs—The CVC offers training for graduate students in the fields of counseling, infant development, social work, and psychology. Students receive weekly supervision and attend case conferences, team meetings, seminars, and didactic training.

Services to Enhance Early Development (SEED) Consultation Project—Child welfare workers, police, and public defenders learn about infant mental health and the needs of young children in the welfare system through interactive consultation.

Training and Workshops—The CVC offers training and workshops to community providers serving children and families involved in the foster care system. In 2019, the CVC offered a wide range of trainings including “Calling in Culture,” “DBT Training,” and “Law and Ethics in Psychotherapy.” Continuing education credits are available.

Early Intervention Services

Early Intervention Services (EIS) provides therapeutic and developmental intervention, case management, child development consultation, and family support services for infants and young children ages 0 to 6 with developmental, medical, and social-emotional difficulties, as well as exposure to toxic stress and trauma. These services are family-driven, relationship-based, and trauma-informed. A multidisciplinary staff delivers these services at homes, school sites, community-based locations, and a clinic in Jack London Square. Each year, more than 500 families utilize these services, and many more children are reached with training and consultation activities.

DIRECT SERVICES TO PATIENTS & FAMILIES

Neonatal Follow-Up Programs

- **High-Risk Infant Follow Clinic (HRIF):** The HRIF program provides developmental assessments and health services for California Children's Services (CCS)-eligible children who are at high risk for neurodevelopmental delay or disability. A multidisciplinary team, over the course of three or more visits, provides neurodevelopmental assessments and case management services for infants and children up to three years of age whose care was provided in a CCS approved NICU. The clinic serves approximately 200 children annually.
- **Special Start Home-Visiting Program:** Special Start offers developmental, medical, and psychosocial case management to approximately 225 children per year who are graduates of a Neonatal Intensive Care Unit (NICU), residing in Alameda County, and have complex medical conditions and/or social risk factors. Participants ages 0 to 3 receive weekly to monthly home visits by a coordinated team of nurses, developmental specialists, and mental health specialists. This program also includes two parent-support groups for Spanish-speaking families of children with disabilities.

Parent-Infant Program (PIP)

- **Local Early Access Program (LEAP):** Serving 27 children and families, LEAP is designed for infants up to age three who have developmental disabilities and are clients of the Regional Center. Program components, offered in English and Spanish, include a parent-child play-based intervention group, home visits focused on developmental intervention, and parent support.
- **Early Periodic Screening Diagnosis and Treatment (EPSDT) Mental Health Programs:** EPSDT mental health programs are designed for children up to age six with behavioral, emotional or relational difficulties due to trauma, family disruption, or complex medical and developmental histories. Services include comprehensive assessments, home-based dyadic intervention, and therapeutic parent-child groups. All mental health services are relationship-based, developmentally informed, and inclusive of caregivers. The specific EPSDT programs are:
 - **CARE Early Childhood Mental Health Program** which provides home-based therapy for children with severe trauma or other complexities, and their families.
 - **FIRST Perinatal Drug Treatment Support Program** which provides therapy for families where drug use and/or incarceration has disrupted the parent-child relationship.
 - **Fussy Baby Program** which provides help for young infants with problems of regulation including crying, feeding and sleeping difficulties.

PROFESSIONAL DEVELOPMENT

Irving B. Harris Early Childhood Mental Health Training Program—EIS administers an infant and early childhood mental health training program in Alameda County and consults around workforce development locally and regionally. Our learning collaboratives emphasize the Diversity-Informed Tenets for Working with Infants, Children and Families, and the centrality of relationships. This training program is meant to expand the knowledge and skills of providers, particularly family support professionals, who address the social and emotional development needs of young children. Within the Irving B. Harris Program, the Reflective Facilitators in Training Program supports a culturally and ethnically diverse group of professionals in increasing their capacity for leadership within their respective agencies. Through a learning community model, the Irving B. Harris program develops cross disciplinary cohorts of service providers, and trains 20 to 40 individuals a year. Over 250 professionals have completed the program since its inception.

Advanced Practice Issues in Early Childhood Mental Health Training Series—Funded by a Title IV-E grant, EIS offers an annual training series, free of charge, for Alameda County providers serving babies and young children at risk for entering the child welfare system. Recent topics have emphasized the impact of toxic stress, trauma, and immigration trauma on young children and their families.

EIS Consultation and Training Team—EIS provides technical assistance and consultation services to numerous community and public county agencies as well as Early Head Start/Head Start programs each year. In addition to offering embedded site case consultation for agency staff and supervisors, EIS mental health and developmental consultants offer content and process training. EIS aims to provide consultation support across the care continuum to all systems of care that serve young children and their families.

Infancy and Early Childhood Mental Health Consortium—Supported by SAMHSA, EIS in collaboration with the Infant Parent Program and the Child Trauma Research Program at the UCSF Department of Psychiatry is helping lead an early childhood mental health workforce development project targeting ten counties in northern California. Training and telehealth methods will increase promotion, prevention and treatment services for young children in these more rural communities. This past year, over 1,000 providers, family support specialists, and parents were trained in principles and practices of early childhood mental health and understanding trauma. The Consortium worked closely with those counties that have been impacted by recent fires in California to think about both trauma and protective factors to strengthen families and communities under these difficult conditions.

HEALTH EQUITY RESEARCH

Early Intervention Services maintains an evaluation and research program supporting positive outcomes for young children with medical, developmental, and social-emotional delays. Studies include:

- **Evaluation of the California State University East Bay's Infant and Early Childhood Mental Health Postgraduate Certificate Program**, a post-master's project aimed at developing a more diverse workforce specialized in early childhood mental health to better match the community being served.
- **The Home-Visiting Neonatal Follow-Up Study**, an evaluation of the effectiveness of a program for severely medically fragile infants at high social risk.

Hemoglobinopathy Center

Sickle cell disease and thalassemia are inherited conditions affecting hemoglobin, the protein within red blood cells required for transporting oxygen. These diseases disproportionately affect people of African and Asian descent. The UCSF Benioff Children's Hospital Oakland Comprehensive Center for Hemoglobinopathies, one of the largest in the world, treats over 800 children and adults with hemoglobinopathies. Primary care, case management, and education are delivered within the specialized and complex hematology care environment necessary for optimal outcomes in chronic diseases.

DIRECT SERVICES TO PATIENTS & FAMILIES

Blood and Marrow Transplantation House—Some children with hemoglobinopathies have access to therapies with curative potential, such as bone marrow transplant (BMT) and gene therapy, whereby they receive healthy bone marrow from a healthy donor or their own gene-therapy modified stem cell. After the new or modified cells are given, that produces normal red blood cells and can eliminate the hemoglobinopathy disorders. Multiple options for stem cell transplant are also available to patients, including unrelated and sibling cord blood stem cells. UCSF Benioff Children's Hospital Oakland is one of the few institutions in the United States that offers gene therapy clinical trials to patients with sickle cell or thalassemia. For medical reasons, children who receive a transplant must live within a 20-mile radius of the hospital for 100 days after transplantation. Families living further may stay at the Blood and Marrow Transplantation House which can accommodate two families at a time just one block from the hospital.

The Braddock Emotional Support Team (BEST)—

UCSF Benioff Children's Hospital Oakland established BEST to offer psychological services and achieve improved mental health outcomes for children and their families living with sickle cell disease, as well as cancer. Based on a multidisciplinary team approach, psychologists, patient navigators, and mental health interns join staff physicians, advanced practice providers, nurses, social workers, and administrative support staff to provide truly comprehensive care. In 2020, BEST served 75 children with sickle cell disease and their families at no cost in both inpatient and outpatient settings. Services provided include:

- Emotional support upon admission to the hospital
- Support groups for families
- Resources to help children and teens develop coping mechanisms
- School-based services for patients and their siblings

For more information on BEST see page 26

FAMILY EDUCATION AND SUPPORT

Sickle Cell and Thalassemia Holiday Parties—Sickle Cell and Thalassemia outreach teams plan annual holiday parties for individuals with sickle cell disease or thalassemia and families each December. Hundreds of patients, families, and guests attend these events which include food, games, and music in order to foster community support for affected individuals.

Sickle Cell Support—UCSF Benioff Children's Hospital Oakland offers a support group for individuals with sickle cell disease and families, and a holiday party for the pediatric program. UCSF Benioff Oakland also partners with the State of California and Centers for Disease Control and Prevention to increase awareness and advocacy.



Normal
Red Blood Cell

Sickle Shaped
Red Blood Cell

Thalassemia Outreach Program—The Thalassemia Outreach Program engages in patient and community outreach through newsletters, educational handouts in multiple languages, booklets, videos, presentations, and a website (thalassemia.com).

Thalassemia Support—Thalassemia social workers regularly meet with patients and families individually and in groups to discuss adherence, morbidity, diet, exercise, and the impact of the disease on their mental health and personal relationships.

PROVIDER EDUCATION AND ADVOCACY

California Sickle Cell State Action Planning Initiative—More than 50 individuals with sickle cell disease, family members, experts, community organizations, and other partners met to create the first-ever California Sickle Cell State Action Plan. The goal of the plan is to create a roadmap to transform health care delivery, access to care, and cost-effective care for Californians with sickle cell disease. This year the UCSF Benioff Oakland-led initiative was passed by the State Legislature, and provides \$15,000,000 of funding over three years to increase access to care for adults with sickle cell disease throughout California.

Health Education and Liaison Program for Sickle Cell Disease “HELP-SC”—In 2018 the Center began a pilot project, Health Education and Liaison Program for Sickle Cell (HELP-SC) to train health providers from high-risk areas in the management of sickle cell disease. This year, the Center held numerous “boot camps” - intensive training sessions - for physicians, advanced practice providers, and nurses caring for individuals with sickle cell disease, and hopes to hold three per year moving forward.

HRSA Pacific Sickle Cell Collaborative—In 2019 UCSF Benioff Children’s Hospital Oakland and the Center for Inherited Blood Disorders (CIBD) hosted physicians and nurses from the grant’s collaborative sites in the Western states for its fifth annual two-day workshop discussing standards of care, project goals, and timelines. The Pacific Sickle Cell Regional Collaborative has representation from 13 Western states and has the mission to improve the health and quality of life of individuals with sickle cell disease, no matter where they live or seek care in the region.

Thalassemia Western Consortium—The HRSA and CDC funded Consortium met in 2019 at UCSF Benioff Children’s Hospital Oakland for its fifth Annual Meeting. Physicians, nurses, and social workers from the 11 grant sites in the Western states along with federal partners from CDC, met to discuss standards of care guidelines, project goals, and timelines which will become available on the CDC website. The Thalassemia Center has received continuous support from HRSA and CDC to improve access to care for transfusion dependent thalassemia patients in the western region. The Center collects data on implementation of expert-recommended management guidelines in the region and the increase in number of patients receiving care through the specialty centers.



HIV Program

The UCSF Benioff Children's Hospital Oakland Pediatric HIV program, established in 1986, offers comprehensive care to infants, children, youth, and their families who are living with or exposed to HIV. Since HIV attacks the immune system, it is critical for infected individuals to begin early medical treatments with combinations of specific medications to improve their quality of life and survival. For most individuals, HIV is a chronic condition that can be managed for decades with proper treatment and consistent adherence to medication regimens.

DIRECT SERVICES TO PATIENTS & FAMILIES

HIV Clinic—UCSF Benioff Children's Hospital Oakland emphasizes retention in care and adherence to medications to suppress patients' HIV to undetectable levels. In 2020, 40 patients were followed in the Clinic. Currently, 97 percent of these patients have undetectable blood-HIV levels. The Clinic assists patients in transitioning from pediatric to adult care. Since 2001, 82 of the HIV Clinic's patients have successfully transitioned to programs for older youth or adults.

Advances in the prevention of mother-to-child transmission of HIV have dramatically decreased the infant infection rate in the United States. However, other countries impacted by HIV/AIDS still struggle with this pandemic. The Pediatric HIV Program continues to provide care for families who immigrated to the United States, for whom HIV may be a new diagnosis. International adoption accounts for over half of our program's current population of children living with HIV and the Pediatric HIV Program offers pre- and post-adoption education and services for affected families.

HIV Opt-Out Testing—UCSF Benioff Children's Hospital Oakland offers universal, opt-out HIV testing as part of routine care for all patients 13 years of age and older to comply with recommendations from the Centers for Disease Control & Prevention. Since 2014, UCSF Benioff Children's Hospital Oakland has identified eleven previously undiagnosed but HIV-infected youth. A high proportion of these youth had acute HIV infection, which means the infection was newly acquired and they were at high risk of spreading HIV to partners.

Hope Clinic—Through collaboration among programs in the Family Care Network (FCN), it is possible to identify pregnant women living with HIV, provide them with care during their pregnancies, and ensure their babies get proper treatment. Infants born to mothers with HIV are monitored for the disease over the first four to six months of life by Hope Clinic staff until the possibility of HIV infection has been eliminated. Since 1996, approximately 750 infants have been cared for in the Hope Clinic, none of whom have been infected with HIV. In Alameda County, there have been no new infants born with HIV since 2007.

Sexual Assault and Needle Stick Exposures—The team provides preventive services, support services, and education for children at risk of acquiring HIV due to sexual assault or needle sticks. Approximately 10 to 20 children are treated by our clinicians every year. Since 1997, the HIV Program has cared for 225 patients exposed to HIV. None of these patients acquired the virus.

PROFESSIONAL & ACADEMIC DEVELOPMENT

Program staff work to educate community providers in northern California, foster parents, teachers and schools about pediatric HIV/AIDS issues through presentations and seminars. A mini-residency program is offered to educate physicians, nurses, and social workers interested in increasing their clinical and psychosocial knowledge about HIV/AIDS. In addition, clinical expertise is shared with medical delegations from countries severely affected by the AIDS epidemic. Medical teams including doctors, nurses, social workers, and public health/government representatives from Côte d'Ivoire, Thailand, Nigeria, Tanzania have participated in the program.

The Braddock Emotional Support Team (BEST)

The hematology and oncology programs at UCSF Benioff Children's Hospital Oakland treat hundreds of children and young adults each year suffering from diseases like leukemia, lymphoma, brain tumors, and sickle cell disease who undergo treatments for years or even a lifetime. Many children with these conditions as well as their families experience mental health challenges. Due to medical advancements, most children with cancer and sickle cell disease survive until adulthood. Despite these advancements, they may continue to suffer cognitively and emotionally. UCSF Benioff Children's Hospital Oakland's Braddock Emotional Support Team (BEST) provides specialized care to address the unique social and emotional needs of hematology and oncology patients and their families.

DIRECT SERVICES TO PATIENTS & FAMILIES

The only program of its kind in the Bay Area, BEST offers psychological services that address the unique needs of children living with cancer, as well as sickle cell disease, and their families. In 2020, BEST served 175 children with cancer and sickle cell disease at no cost in both inpatient and outpatient settings. Services provided include:

- Emotional support upon admission to the hospital
- Outpatient psychotherapy for patients and family members
- Support groups for families
- Resources to help children and teens develop coping mechanisms
- School-based services for patients and their siblings
- Bereavement and palliative support for patients and families



Cancer Survivorship Program—A multidisciplinary team of professionals provides individual psychotherapy, play therapy, stress management, and behavioral modification techniques in order to give emotional support and hope to children with cancer along with their siblings and parents. The Survivors of Childhood Cancer program, which is implemented in coordination with various specialists, provides psychological services to pediatric cancer survivors who completed treatment two or more years prior. Program participants receive information, guidance, and referrals regarding their medical, economic, and psychosocial needs as they progress into survivorship and adulthood. This year, 125 children, both current cancer patients and survivors in remission, received psychotherapy through the program.

PATIENT EDUCATION AND OUTREACH

School and Social Reintegration—Not only are pediatric cancer patients' school attendance and social interaction affected by their condition and treatment, their cognitive development may also be impaired. The Psychology Oncology team provides neuropsychological assessments, school presentations, and individualized advocacy for children who have been absent from school or who have cognitive challenges due to cancer treatments.

Teen and Young Adult Cancer Support Group—The Teen and Young Adult Cancer Support Group is a safe place where teens and young adults ages 13 to 21 can connect to find support, resources, and hope while dealing with a cancer diagnosis and the long-term accompaniments of survivorship.

X. Family Services and Education

Child Life And Creative Arts Therapy

Child Life and Creative Arts Therapy creates opportunities for infants, children, teens, and young adults to learn, play, and creatively express emotions during treatment or hospitalization. Patient experiences when undergoing surgery, going through diagnostic testing, or receiving a life-limiting diagnosis are often overwhelming. Child Life and Creative Arts Therapy ensures patients' emotional, social, cognitive, and developmental needs are cared for during clinical visits and hospital stays. Certified Child Life Specialists provide therapeutic care to prepare children for procedures, engage patients and families in diagnosis education, and introduce supportive coping skills and comfort measures for hospitalization, illness, and injury. These interventions minimize stress and support patients as they face challenging life events.

DIRECT SERVICES TO PATIENTS & FAMILIES

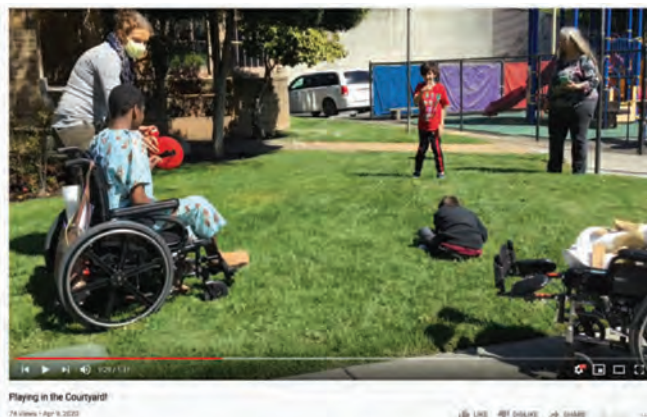
Music Therapy Program—Established in 2008, the Music Therapy program employs three board-certified music therapists who provide services throughout the hospital. Music therapy is a clinical and evidence-based modality proven to help alleviate pain, reduce trauma, promote physical rehabilitation, support patients' coping skills, alleviate stress, anxiety and depression, stabilize heart rate and blood pressure, and support cognitive and communication skills. The music therapy program is also a training site for graduate-level music therapy students.



Family Resource and Information Center (FRIC)—The Family Resource and Information Center (FRIC) offers supportive services for families and caregivers during hospital stays. FRIC's bilingual staff meet with newly admitted patients to guide families. FRIC serves as a safe space for parents and caregivers so they can better care for themselves and visiting family members. Due to COVID-19, physical access to the Center was suspended. However, staff continued to support families by bringing resources to the bedside and interacting through closed-circuit television broadcasting.

Hospital School Program—In partnership with UCSF Benioff Children's Hospital Oakland, the Oakland Unified School District Hospital School Program provides academic support for our inpatient population. Three general education teachers provide both bedside and classroom support for patients enrolled in grades K-12. In addition, one special education teacher provides instruction to students ages 3-22 who have Individual Education Plans. The program follows the district's school calendar and runs on all weekdays. Enrichment activities such as art sessions, dance, video-making, and science projects are also provided. Due to COVID-19, the Hospital School Program adopted a remote model of support and anticipates teachers will be on campus in-person next year.

The CHO Show—The CHO Show is a live, interactive TV program broadcast in patient rooms. On the CHO Show, patients and families participate in games and trivia, share advice and display art or original videos. Children who cannot leave their rooms can interact with the show through the hospital room TV. The CHO Show promotes positive socialization, enabling all patients to contribute their viewpoints and experiences. The show's playlist can be found on the hospital's YouTube channel.



Family Information and Navigation Desk (FIND) & FINDconnect®

Where we live, play, eat, sleep, and learn profoundly impacts health outcomes. According to research, health outcomes are determined 10 percent by quality of care, 10 percent by access to care and 80 percent by social determinants of health (SDoH). However social and environmental factors are not traditionally addressed in pediatric settings due to a lack of training, time, and incentives.

SOCIAL DETERMINANTS OF HEALTH

Poor health outcomes in children are driven more by social, economic, and environmental factors than by genes, behavior, or access to healthcare. The World Health Organization defines the social determinants of health as the circumstances in which people are born, develop, live, and age. Traditionally, however, addressing these social determinants of health has been outside the scope of medical practice.

Examples Include:

- Income
- Education
- Housing
- Food Security
- Employment
- Job Security
- Race/Ethnicity
- Legal Status
- Work Conditions
- Violence
- Outdoor Space
- Abuse/Neglect

The Family Information and Navigation Desk (FIND) was created by a UCSF Benioff Children's Hospital Oakland pediatrician to assist providers with addressing basic unmet needs for families and children. Through the FIND program, families are paired with Community Health Workers (CHWs) to navigate resource connections. CHWs use a technology tool called FINDconnect to partner with families and identify, prioritize, and address social needs. UCSF Benioff Children's Hospital Oakland's primary care clinic considers these SDoH to be vital signs. They are assessed at all visits along with blood pressure, heart rate, height, and weight.

FINDconnect is a digital tool that automates case management and enables providers to screen for, prioritize and address SDoH and then connect families to community resources. FINDconnect is available to any provider or trainee at UCSF Benioff Children's Hospital Oakland. To date, FINDconnect has enrolled 4,065 families and made almost 10,000 referrals. In 2018, the FINDconnect team began the process of scaling beyond UCSF Benioff Children's Hospital Oakland after becoming licensed at a clinic in New York. In the summer of 2019, the team engaged in a pilot with Children's First Medical Group, spreading FINDconnect to clinics within the provider network in Alameda County. This pilot has three cohorts and will be implemented over two years between 2019 and 2021. Through this pilot, the FINDconnect team will develop an evidenced-based model to be adopted by clinics and community agencies that currently lack the capacity to screen and refer.



Injury Prevention Program

The Injury Prevention Program (IPP), administered by UCSF Benioff Children's Hospital Oakland's Trauma Services, aims to reduce the number of unintentional injuries and fatalities in children through advocacy, education and by providing equipment to promote safety.

PATIENT EDUCATION

Child Passenger Safety—The IPP is involved in several efforts to increase child passenger safety including the:

- **Car seat evaluations** conducted upon request by the Social Services Department, Rehabilitation Department, Orthopedic Department or Neonatal Intensive Care Unit to evaluate them for a safe discharge home. When families lack resources, a suitable car seat, if available from grant funding, is given to them at no cost.
- **Car seat inspections** conducted in the community and at a monthly Car Seat Inspection Station operated by IPP.
- **Driving Home Parent Handbook** is a digital link provided to families when their child is admitted to the hospital to provide additional car seat safety information.
- **Keeping Children Safe from Injury Booklet** is distributed to over 15,000 families each year providing car seat safety guidelines and education on various types of injury prevention.
- **Car Seat and Vest Loaner Program** provides proper equipment for children discharged in body casts.

Home Safety Improvement Program—The Home Safety Improvement Program promotes active supervision among parents to keep children safe from unintentional injury. Social workers and Neonatal Follow-Up Program case managers provide patient families with a wide array of safety devices including window guards, bathtub thermometers, cabinet latches, outlet protectors, and furniture corner cushions.

Text OUCH to 30644—OUCH is a text campaign that provides safety tips to caregivers of young children. Subscribers receive health and safety text messages each month in English or Spanish. The campaign is recognized as a "Best Practice" tool by the National Association of Pediatric Nurse Practitioners and the Contra Costa County Board of Supervisors.

Helmet Program—Helmets, along with the appropriate education, are distributed in the hospital to children who don't own a helmet or whose helmet has been damaged in a bike crash. Helmets are also distributed at community health and safety events.

The Prevention of Abusive Head Trauma Program (PURPLE)

—PURPLE is a program used in the NICU through an agreement with the National Center on Shaken Baby Syndrome. It educates parents and caregivers about normal infant crying and the dangers of shaking an infant. Parents receive either a DVD or a special code to download a phone application along with informational handouts.

Safe Infant Sleep Environment Program—All parents or caregivers with an infant in the hospital less than one year of age are educated on how to create a safe sleep environment for their infant to prevent Sudden Unexpected Infant Death (SUID). Every baby discharged from the NICU receives a sleep sack and cribs are provided to families based on financial need.

PROFESSIONAL EDUCATION

Stop the Bleed—This national training initiative supported by the American College of Surgeons went on hiatus due to the coronavirus pandemic. Plans are in place to resume classes in 2021 utilizing a hybrid model that incorporates web training with in-person sign off and return demonstration.

ADVOCACY

Gun Safety Initiative—After a very intensive planning process, fiscal year 2020 marked the launch of widespread distribution of gun locks. The Gun Safety Initiative, in collaboration with the Childhood Injury Prevention Network-Bay Area (CIPN-BA), is also supported by strategy media and public information campaigns prior to gun lock distribution.

The Childhood Injury Prevention Network-Bay Area (CIPN-BA)—Founded and chaired by the IPP coordinator, CIPN-BA is a multidisciplinary group of individuals, agencies and hospitals spanning several Counties who share a passion for a safer world. CIPN-BA is committed to a leadership role in improving the lives of children through building awareness of children's injuries as a public health priority, and through influencing legislation.

Medical Social Services

Over 70 percent of patients at UCSF Benioff Children's Hospital Oakland receive Medicaid and many families have complex needs that impact their medical care. Medical social workers assess and address the social, economic, and psychological barriers that patients and their families experience, many of whom are adjusting to new diagnoses, requirements of chronic conditions, or catastrophic injuries. Social workers consult with physicians, clinicians, community agencies, patients, and their families in both inpatient and outpatient settings.

DIRECT SERVICES TO PATIENTS & FAMILIES

Medical Social Work Services—Social workers at UCSF Benioff Children's Hospital Oakland provide clinical services 24 hours a day, seven days per week. Specific services include:

- Supportive counseling
- Crisis assessment and intervention
- Referral for concrete services, including lodging, transportation, and meals
- Referral to community resources
- Financial support via allocation of philanthropic donations
- Case management and advocacy
- Brief individual therapy, family therapy, and group treatment

Spiritual Care—The hospital chaplains provide spiritual care and emotional support to patients, their families, and staff, especially as they experience the uncertainty of illness, facing loss, or dealing with trauma. The chaplains provide support to people of all faith perspectives and traditions, including those who identify as spiritual but not religious and those who do not have a faith or spiritual practice. Spiritual care services include:

- Direct care to patients and families dealing with illness, trauma, and loss
- Contact with a patient's or a family's faith leader and/or faith community as needed
- Collaboration with the interdisciplinary medical team
- Advocacy in helping to articulate a patient's or family's needs
- Faith-based rituals

Interpreter Services—UCSF Benioff Oakland offers qualified medical interpreters 24/7, in 62 languages, free of charge to patients and their caregivers with limited English proficiency or who are deaf or hard of hearing.

Food Farmacy Program—Every year Medical Social Services staff host a monthly grocery give-away for patients and families in order to help address food insecurity as a barrier to children's health and wellbeing. Annually 60 bags of fresh meat, produce, dairy and non-perishable items are provided in collaboration with Alameda County Community Food Bank every month. Due to COVID-19, Medical Social Services paused this program with plans to resume in 2021.

Holiday Donation Program—During the winter holidays, medical social workers identify families with limited resources and connect them with community agencies and private donors who provide them with financial assistance, food, and holiday gifts. This year, due to the pandemic, families were supported with gift card donations instead of wrapped gifts. This program provided over \$30,000 in gift cards to nearly 120 patient families to help them with basic needs like food and clothing, as well as special items for the holidays.

PROFESSIONAL & ACADEMIC DEVELOPMENT

Internships—The Medical Social Services department has a long history of affiliations with six graduate schools of social work. From August to June, the department hosts approximately 10 graduate students in the final year of their Master of Social Work program and provides the interns with an opportunity to integrate what they're learning in school with their clinical practice. Internships were cut short for 2020 due to COVID. Plans are in place to resume internships in the next school year.

Fellowships—The Medical Social Services department offers advanced clinical training and supervision for postgraduates with a Masters of Social Work degree in a year-long Medical Social Work Fellowship program. The fellows are integral members of the multidisciplinary outpatient medical team, providing family-focused services to children, adolescents, and young adults diagnosed with both acute and chronic medical conditions.

Complex Pain and Palliative Care Program

Established in 2011, the Complex Pain and Palliative Care program (also known as the PACT Team), aims to improve the quality of life of children and their families by focusing on pain management as well as other physical, emotional, social, and spiritual needs. Working in collaboration with the child's primary health care providers, palliative care ideally begins at the time of the diagnosis of a serious condition and supports the family's goals for the future.

DIRECT SERVICES TO PATIENTS & FAMILIES

The PACT team is available for consultations on an inpatient and outpatient basis, and can help with advance care planning, decision-making, care coordination, pain and symptom management, memory/legacy making activities, anticipatory and post-death grief support, and staff support. The PACT team currently includes two physicians, a child life specialist, and a social worker and bereavement coordinator. We continue to work in close collaboration with our physician colleagues, Spiritual Care, Child Life Services, Music Therapy, Nursing, the BEST team and Social Work to provide comprehensive care for our patients and families.

In 2020, the PACT team saw 145 children in various stages of their disease process. Unfortunately, due to family relocation, we were unable to continue providing pet therapy. However, our new Child Life Specialist has been approved to become a therapy dog handler. We are hoping that, once the restrictions attendant to the COVID-19 pandemic subside, the process will move forward to completion.

PACT team members have become increasingly involved with the Fetal Treatment Center/UBCP-MFM Program. We have been meeting with families directly, as well as providing consultation for colleagues. This has proven a very dynamic element of our team's work, and has increased opportunities for collaboration, integration and continuity of care.

The Complex Pain Consult Service includes one physician. In 2020, over 5,000 inpatient consultations were performed at UCSF Benioff Children's Hospital Oakland. The average number of monthly consults was 449. The consults spanned all units and services, including Sickle Cell, Oncology, Surgery, Trauma, Medicine, Intensive Care, and Neonatology.

In the Fall of 2020, the Integrative Medicine program launched at UCSF Benioff Children's Hospital Oakland. The small, but mighty, service consists of an integrative physician, a licensed acupuncturist nurse, as well as a massage therapist. Pre-existing services of massage and acupuncturist continued for our Hematology-Oncology patients, as well as newly expanded access for children admitted to hospital General Medical services and those under the care of the Rehabilitation team. Services provided include mind-body modalities, acupuncturist, as well as manual therapies. This growing service has been providing relief from pain, nausea and anxiety, as well as complex symptom relief and management.

PROFESSIONAL & ACADEMIC DEVELOPMENT

The PACT team provides ongoing education about pediatric palliative care locally, nationally, and internationally. The PACT team provides rotations and other learning opportunities for providers from multiple disciplines and continues to present at meetings and conferences throughout the year.

FAMILY SUPPORT SERVICES

Reflection Room— This suite of private rooms dedicated to the care of both imminently dying children or those who have died. The private space allows families and communities of support the gift of time in a non-medical setting. Families can fashion their time as they choose; say their more intimate good-byes, engage in spiritual/religious ritual, and engage in cultural and other relevant traditions. When a family spends time in the Reflection Room, the PACT team is often present to provide emotional support, engage in memory/legacy making, provide a presence for families to share their narrative and their child's narrative, assist with arrangements for burial, and other needs that arise. During the COVID-19 pandemic, we were able to offer the Reflection Room as a place where family members could gather in ways not available when in other parts of the hospital.

Bereavement Support—Most families are given a customized bereavement packet of materials, with information about loss and grief appropriate for all ages, resources local to the family’s community, online resources, and written materials. PACT offers referral to individual and group counseling. Although postponed due to COVID-19, preparations are underway to implement virtual support groups for adults and for siblings.



Bereavement Coordinator—Through granted funds PACT is preparing to hire for a new position dedicated to bereavement support and coordination. A primary focus for this individual will be providing direct counseling and support for all members of bereaved families and communities. This provider will also oversee other aspects of the bereavement program, including organizing bereavement activities, staff support and education, and administrative duties.

Day of Remembrance—Since 2012, the hospital has held an annual Day of Remembrance for our bereaved families. This is a day when families and hospital staff come together to remember and honor the children who have died over the years. With COVID-19, we were not able to offer this important gathering in 2020. The team is in the process of identifying ways to offer virtual memorialization events.

Artfelt Memories—Typically, we host the program, Artfelt Memories, on a quarterly basis. We work in partnership with the Art for Life Foundation in a workshop that allows families the opportunity to share memories, stories, thoughts and feelings with other bereaved families. Each member of the family creates a memory box to take home and cherish. This program was postponed in light of COVID-19, and we hope to resume these gatherings as soon as possible.

Sports Medicine Center for Young Athletes

The UCSF Benioff Children's Hospital Oakland Sports Medicine Center for Young Athletes is a program dedicated to providing multidisciplinary care, treatment, and education exclusively for young athletes and their families. From the field to the clinic, our team of physicians, physical therapists, athletic trainers, and sports-trained experts focus on the performance and safety of developing pediatric and adolescent athletes, whose care should be managed differently than older athletes. Our specialty programs, innovative technology, and cutting-edge facilities provide a unique resource for coordinated sports injury care, prevention, and education. Staff from the Sports Medicine Center for Young Athletes are very active in the community.

PATIENT EDUCATION

The **Athletic Training Program** provides sports medicine coverage at 16 local high schools and all 7 Oakland Athletic League football games and sports championship games. The Center is also a resource for the North Coast Section of the California Interscholastic Federation and provides onsite athletic trainers at all North Coast Section high school championship events. Athletic trainers work with young athletes to manage acute injuries and provide individual education and group seminars to prevent sports injuries. The Center also offers certification classes for CPR and first aid to the community including coaches.

PROFESSIONAL & ACADEMIC DEVELOPMENT

The Sports Medicine Center for Young Athletes facilitates community education and outreach to medical professionals and the general public through annual medical conferences, pro-bono monthly community lectures, and health and safety workshops specifically designed for young developing athletes. Each year, its specialists participate in more than 30 lectures and workshops across Alameda and Contra Costa Counties.



XI. Academic and Professional Development

Dr. Barbara Staggers CHAMPS Program

The Community Health and Adolescent Mentoring Program for Success (CHAMPS) offers educational interventions helping students of racial and ethnic minority populations explore health care professions, so that these professions can become more representative of California's diverse population. The long-term goal of CHAMPS is to improve health care access and reduce the health disparities present in today's society. CHAMPS partners with local high schools, health academies, universities, medical schools, and residency programs as part of a health professions pipeline.

HIGH SCHOOL STUDENTS

Clinical Internships and Health Careers Training Program—Each year, nearly 100 high school students from the Oakland and Berkeley public school systems participate in a three year healthcare research internship program. There are four core program components:

- **Clinical internships** which let student scholars rotate to different areas of the hospital and gain experience working in the healthcare field.
- **Academic enrichment** which provides students with SAT and college preparation and career planning.
- **Psychosocial services** which include case management and counseling for students.
- **Youth leadership development** which provides peer education and community service opportunities.

In 2020, CHAMPS graduated 25 scholars. Despite the challenges of transitioning to distance learning due to the COVID-19 pandemic, each of these scholars completed high school, and all plan to start college within the coming academic year. In 2020, CHAMPS graduates received numerous scholarship awards to attend schools such as UC Davis, San Francisco State, Humboldt State, UC Merced, and Hampton University.

In addition to their educational institutions' financial rewards, other notable scholarships received by CHAMPS graduates include Students Rising Above, the Oakland Promise, and the Steph & Ayesha Curry Foundation Scholarship. Students from the three-year Clinical Internships and Health Careers Training Program also receive training to become peer health leaders. They deliver health lessons to fellow students, focusing on public health issues more prevalent in under-resourced communities, such as nutrition, environmental health, and mental and behavioral health, and have an opportunity to practice their public speaking skills while developing original presentations to engage their peers.





COLLEGE STUDENTS AND ALUMNI

Career and Leadership Development Programs—In 2020, CHAMPS provided 33 pre-health alumni and local minority college students with career guidance and professional development through CHAMPS leadership and career development webinars. The webinar series provided critical support for alumni and local college students preparing to navigate their next steps towards health professions by focusing on developing professional and strategic planning skills. Students learned financial literacy, how to better utilize social media applications, and how best to communicate their skills on resumes, cover letters, and in personal pitches. The skills needed to meet requirements of today's job market and career development are often not taught in the classroom, but they are critical to continue on the pathway towards health professions. CHAMPS also partners with Health Careers Connection (HCC), a national program that helps college students gain summer internships in public health settings.

CONNECTING THE PIPELINE CHAMPS

Student-to-Student Network—CHAMPS partners with the Health and Medical Apprenticeship Program at UC Berkeley (UCB), and the Children's Hospital Oakland Research Institute Student Summer Research Program (CHORI SSRP) to bring together CHAMPS students with a wide variety of students in higher education who are studying different areas of health and health care. UCB students serve as mentors and role models and conduct academic and college preparatory advising, as well as lessons on a number of health topics. CHAMPS students are supported as candidates for the competitive CHORI SSRP, which provides participants with paid research internships working alongside scientists and their pre- and post-doctoral students. In addition, alumni of the program have also returned to support current students through virtual panel discussions and encourage them during college transitions. These partnerships provide opportunities to build direct connections between high school students and college students in the next step of their health careers.

CHORI Summer Student Research Program

For four decades, the CHORI Summer Student Research Program has placed talented high school and college students from under-represented backgrounds into Bay Area clinics and basic science labs to participate in active biomedical research projects. This summer program provides one-on-one mentorship with healthcare and research teams, along with access to tailored professional development workshops, scientific seminars, trainings, simulations, and networking opportunities. The program culminates in a formal research symposium in which each student presents their project findings to the scientific community, many of which continue on as future grants, publications, and advances in healthcare. The overall goal of the program is to foster an interest in health sciences for under-represented students, arming them with professional skills and confidence to improve their likelihood of success in STEM careers.

In 2020, for the first time in our program's history, we offered a completely virtual research training program due to the COVID-19. While many other training programs closed their doors, we remained determined to provide much needed opportunities for underserved students during a time of crisis. Thirty student interns were supported with financial stipends to participate in the 8-week distance learning curriculum: 67 percent were female, 70 percent were students of color, 67 percent were low income, first in their family to attend college or had a disability, and 37 percent were completely new to research training.



Pivoting to this new curricular environment took a huge effort from the program team and the support of our funders, hospital administration, mentors, and students. Although challenging, 97 percent of our students reported that the CHORI SSRP virtual program was much better relative to their experiences in other online programs they had participated in. Furthermore, 97 percent reported an interest in pursuing another research experience. Perhaps one of the most encouraging findings was that we observed improvements in 71 percent of competency skills in 2020 compared to only 52 percent in 2019.

Our program was recognized by the Dean's office as the Best Pipeline Career Training Program Pivoting to Online Learning. Our students also had glowing responses, "My participation in {SSRP} has been a defining moment in my education. It really helped me define what I wanted in terms of a career and path..." Another student said, "The warmth and support from the leadership team along with the diverse set of lectures was unbelievably well-put together". Though students had limited opportunities for research beyond the summer given COVID restrictions, seven students are continuing research with their mentors and an additional four students have already published their research in scientific journals this year. We are encouraged by our experience and our student's enthusiastic response. As we prepare for the unknowns of 2021, we continue to provide guidance to other US training programs considering an online curricular format for 2021 programming.



Graduate Medical Education

Education and training are a vital part of UCSF Benioff Children's Hospital Oakland's mission. UCSF Benioff Oakland prepares physicians, scientists, nurses, and technicians to be leaders in their chosen fields. Trainees and students are encouraged to remain and practice in the East Bay after they graduate.

MEDICAL STUDENTS

This year, UCSF Benioff Children's Hospital Oakland provided month-long training in 13 pediatric specialties for 100 medical students from across the country. Third year UCSF medical students rotate through the hospital as one of their core pediatric teaching sites, as do second-year UCSF medical students for their introduction to clinical medicine. We are also a site for fourth-year UCSF medical students for required sub-internship rotations.

RESIDENTS AND COMMUNITY-FOCUSED OUTPATIENT ROTATIONS

The UCSF Benioff Children's Hospital Oakland Residency Training program continues to be one of the premier training programs in the western United States, with 82 pediatric residents and four chief residents. As part of their required training, residents spend several months on outpatient rotations: Community/Advocacy/Primary Care (CAP); Developmental/Behavioral Pediatrics (DBP); and Adolescent Medicine. During these rotations future pediatricians learn how to advocate for the rights, safety, health, and education of children and their families. Residents visit more than 40 community sites to provide health care and education while gaining critical community knowledge and a more complete understanding of patients' needs such as accompanying public health nurses for patient home visits. They also participate in many Individual Educational Assessments in schools as representatives of the patient's medical home and to provide support for the family. With funding from the Health Resource and Service Administration, the Graduate Medical Education and Primary Care departments expanded and enhanced these outpatient rotations and the curriculum all residents receive.

VISITING RESIDENTS

An additional 400 residents and fellows, mostly non-pediatric, rotated through the hospital this year for pediatric experience in their specialties which included emergency medicine, general surgery, orthopedics, anesthesiology, neurosurgery, radiology, otolaryngology, family practice, dentistry, and urology. Others with pediatric specialties came from nearby programs.

NURSING STUDENTS

UCSF Benioff Children's Hospital Oakland provided pediatric nursing training to almost 650 nursing students from throughout the United States. Clinical placements are made in a variety of settings, including inpatient units, preceptorships with advanced-practice nurses, administrative nursing preceptorships, and preceptorships in specialty areas such as the Emergency Department, Surgical Services, Ambulatory Services, and the Juvenile Justice Center. In addition, UCSF Benioff Children's Hospital Oakland offers two nursing scholarships: The Ava Elliot Scholarship which provides nursing school tuition support and the Ava Elliot Excellence in Nursing Award which provides tuition support for continuing education for nursing staff.

RESIDENTS AND ADVOCACY, COMMUNITY WORK, AND THE UNDERSERVED

As part of our program, residents receive a broad curriculum including training on advocacy, trauma-informed care, cultural humility, health equity, immigrant health, public policy, and community resources. This exposure leads many to choose elective time to pursue advocacy projects, quality improvement work, research, and community service activities. Residents have applied for CATCH grants through the American Academy of Pediatrics to fund important projects at UCSF Benioff Children's Hospital Oakland. They have organized advocacy events and written pieces for the media. Residents have served as mentors to under-represented minority high school students through the CHAMPS program at UCSF Benioff Children's Hospital Oakland and pursued other mentorship activities in the community. Additionally, many residents also participate in legislative advocacy work in the local community. Residents at UCSF Benioff Children's Hospital Oakland are dedicated to serving populations of children with complex medical and psychosocial needs and a large percentage go on to practice in local, often underserved, communities. Up to 40 percent of residents go into fellowship training to become pediatric sub-specialists and many continue to work at or return to UCSF Benioff Children's Hospital Oakland after subspecialty training.

Volunteer Services

Volunteers have served at the heart of UCSF Benioff Children's Hospital Oakland since its founding over 100 years ago, however in 2020 our world changed. Due to the pandemic, we placed our volunteer program on hold. In 2020, UCSF Benioff Oakland Volunteer Services also merged with UCSF Health Volunteer Services. With more than 700 volunteers spread across our campuses including: UCSF Helen Diller Medical Center at Parnassus Heights, UCSF Medical Center at Mount Zion, UCSF Medical Center at Mission Bay (which includes Benioff Children's Hospital) and now UCSF Benioff Children's Hospital Oakland. Coming under one department and sharing one robust volunteer database, will support Volunteer to provide world class support to our patients, their families, and staff. Our volunteers will continue to reflect the diversity of the surrounding community and we look forward to welcoming them back soon.

FAMILY ADVISORY COUNCIL

The Family Advisory Council is a special group of volunteers made up of parents and family members whose children received care at UCSF Benioff Oakland. They work in partnership with hospital staff to promote family voice through dignity, respect, and information-sharing. The Council serves as an advisory resource to leadership and to hospital departments. The Council also provides input on issues that affect the care and well-being of hospital families.



XII. Economic 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 2020 |
|---|---------------------------------|
| Charity Care Free care to uninsured and underinsured patients | \$ 2,345,901 |
| Government-Sponsored Health Care Unpaid cost of public coverage programs, net of all government funding | \$ 220,887,027 |
| Health Professional Education Graduate medical education, Fellows, Nurses | \$ 15,252,579 |
| Subsidized Health Programs Clinical services provided despite a financial loss to the organization | \$ 6,402,874 |
| Community Health Services Activities or programs, subsidized by the hospital, carried out and supported for the express purpose of improving community health | \$ 19,100,179 |
| Research (Includes research costs not covered by external sponsors) | \$ 7,898,470 |
| Advocacy for Children's Health Issues | Included in operations |
| Subtotal | \$ 271,887,030 |
| Supplemental Revenue Less DSH/Supplemental Funding (SB855/SB1255), Including Measure A Less Net Hospital Provider Fee | \$ 118,756,008 \$ 71,673,439 |
| Total Charity Care and Community Benefit | \$ 81,457,583 |



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Made accessible 12/24

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