



Valley  
Children's  
HEALTHCARE



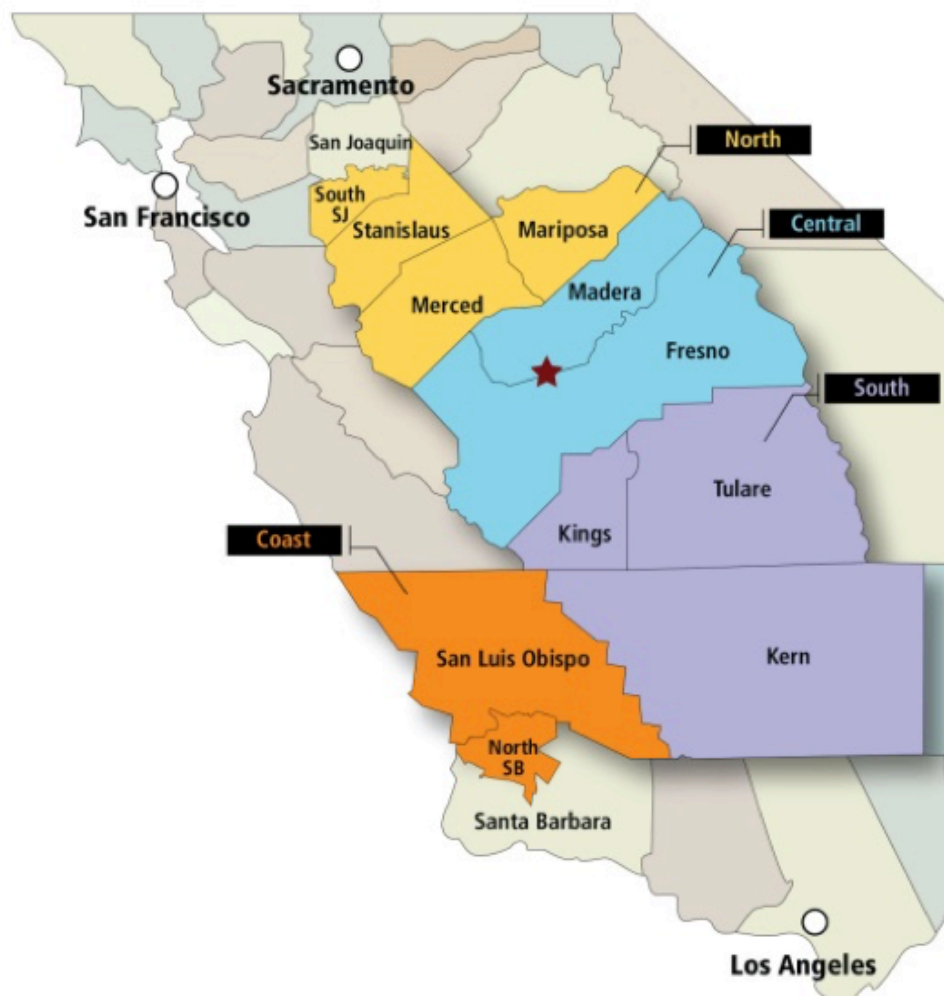
# IMPLEMENTATION STRATEGY 2020-2022

Approved by the Valley Children's Hospital Board of Trustees on September 19, 2019

## INTRODUCTION

With more than 640 physicians and 3,500 staff, Valley Children's Healthcare delivers high-quality, comprehensive care to more than 1.3 million children in a 12-county region. Valley Children's offers highly specialized medical and surgical services to care for children, anchored by Valley Children's Hospital, a 330-bed stand-alone children's hospital located in Madera, California, plus three neonatal units (28 beds in total) located across the Central Valley. In addition, the Valley Children's network includes pediatric specialty care centers, pediatric primary care practices, an urgent care center and women's health services.

In 2019, Valley Children's conducted a Community Health Needs Assessment (CHNA) to assess the significant health needs in its service area. The CHNA and the resulting Implementation Strategy identify and address significant community health needs. These documents help guide Valley Children's community health improvement programs and community benefit activities, as well as its collaborative efforts with organizations that share a mission to improve health. This Implementation Strategy explains how Valley Children's plans to address the significant health needs identified by the CHNA. See the map below for a list of counties in Valley's Children's service area.



For purposes of the 2019 CHNA, Valley Children's chose to define its service area to include the seven counties where a majority of its patients reside. Those counties include the following.

- **Fresno County**
- **Kern County**
- **Kings County**
- **Madera County**
- **Merced County**
- **Stanislaus County**
- **Tulare County**

Valley Children's collaborated with the following four hospital partnerships to complete the CHNA:

### **1. Fresno, Kings, Madera and Tulare Counties**

The Hospital Council of Northern and Central California facilitated a four-county CHNA process, working collaboratively with 15 hospitals across the Central Valley region including Valley Children's.

### **2. Kern County**

Valley Children's participated in the Kern County Community Benefit Collaborative. The Collaborative was comprised of Delano Regional Medical Center, Dignity Health (Mercy and Memorial Hospitals), Kern Medical, Adventist Health (Bakersfield and Tehachapi Valley), Valley Children's, and Kaiser Permanente.

### **3. Merced County**

For the Merced County CHNA, Valley Children's worked in partnership with Mercy Medical Center Merced and Memorial Hospital Los Banos.

### **4. Stanislaus County**

For the Stanislaus County CHNA, Valley Children's worked in partnership with the Stanislaus County Health Services Agency Public Health Department.

The CHNA process included collection and analysis of up-to-date data sources for the hospital service area. In addition, primary data were collected directly from stakeholders in the community. A variety of primary data collection methods were used to obtain community input including focus groups, interviews and surveys. The collected data were used to identify significant community needs.

The CHNA is posted on Valley Children's website at [valleychildrens.org/about-us/community-benefit](https://valleychildrens.org/about-us/community-benefit). Public comment on the CHNA is encouraged and comments are used to inform this work.

## 2019 CHNA PRIORITY HEALTH NEEDS

As noted above, health needs were identified based on secondary data sources, focus groups, community surveys, and stakeholder interviews. Through the data collection process, significant health needs were identified and prioritized with community input. The following table shows the community health needs, listed in priority order, by county:

### Significant Community Health Needs, by County, Listed in Priority Order

Rank	Fresno, Kings, Madera, Tulare Counties	Kern County	Merced County	Stanislaus County
1	Access to health care	Housing and homelessness	Nutrition, physical activity and weight	Housing and homelessness
2	Obesity/HEAL/diabetes	Mental health	Injury and violence	Education
3	Maternal and infant health	Access to health care	Infant and family planning	Chronic disease
4	Mental health	Economic insecurity	Substance use and misuse	Communicable disease
5	Economic security	Substance use and misuse	Mental health	Tobacco and substance use
6	Oral health	Chronic diseases	Diabetes	Mental health
7	Substance use/tobacco use	Environmental pollution	Access to health care	Access to care
8	Violence and injury prevention	Food insecurity	Heart disease and stroke	Asthma/air quality
9	Climate and health	Sexually transmitted infections	Tobacco use	Economic insecurity
10	Cardiovascular disease	Violence and injury	Respiratory diseases	Safety
11	Asthma	Preventive practices	Cancer	Transportation
12	HIV/AIDS/STIs	Dental care/oral health	Kidney disease	
13	Cancer	Birth indicators	Dementia/Alzheimer's disease	
14		Overweight and obesity	Potentially disabling conditions	
15		Alzheimer's disease		
16		Unintentional injuries		

## SIGNIFICANT HEALTH NEEDS HOSPITAL WILL ADDRESS

This Implementation Strategy details how Valley Children’s plans to address the significant health needs identified in the 2019 CHNA. Valley Children’s will build on previous CHNA efforts and existing initiatives, while also considering new strategies and efforts to improve health. The health needs identified in the CHNA were prioritized by community stakeholders. From the prioritized needs, Valley Children’s chose health focus areas based on criteria that take into account organizational capacity, ongoing investment, alignment with Valley Children’s mission and a focus on the target population of children and their families.

Based on these criteria, Valley Children’s will address the following needs: access to care, basic needs, chronic disease prevention, infant health, mental health, and violence and injury prevention through a commitment of community benefit programs and charitable resources.

For each health need the hospital plans to address, the Implementation Strategy describes: actions the hospital intends to take, including programs and resources it plans to commit, anticipated impacts of these actions, and planned collaboration with other organizations.

### Priority Health Needs: **ACCESS TO CARE**

Target Issue	Definitions	Anticipated Impact	Community Planning and Capacity		Education/Technical Assistance	
			Intervention	Partnerships	Intervention	Partnerships
Community Capacity	Ability of community providers and organizations to effectively prevent and/or manage childhood illness, including medically complex conditions, in a community-based setting such as a primary care office, a school or a county public health department.	Enhanced ability of community providers to address pediatric healthcare needs, including assisting kids with medically complex conditions.	Participate in community partnerships that enhance the ability of stakeholders to meet the healthcare needs of children in Central California.	Central Valley School Health Nurse Advisory Panel, Central California Center for Excellence in Nursing, Healthy Madera Steering Committee, Kern Call to Action, Merced County Health Care Consortium	Support development and/or implementation of health professions education programs for physician and non-physical providers.	Allied health, nursing, pharmacy and physician training programs
					Promote health careers in pediatric care by participating in health career fairs and by offering observation and mentoring activities at Valley Children’s.	
					Provide education to school nurses, primary care physicians, hospitals and others to advance their clinical knowledge.	Community-based providers including hospitals, clinics, public health departments, and school districts
					Advance community providers’ capacity to address the medical needs of children through Valley Children’s Clinical Partnership Program.	Community-based providers and organizations
Primary Care	Access to community-based healthcare services provided by clinicians who are accountable for addressing a large portion of children’s healthcare needs, including routine preventative and medical care.	Increased availability and utilization of primary and preventative care services for underserved children.	Recruit and place pediatricians in underserved communities.		Provide health insurance enrollment assistance to families with children not enrolled in health insurance.	
			Partner with existing community providers to increase their primary care capacity.	Community-based providers		
			Participate in community initiatives that expand access to primary care.	Children and Families Initiative, Fresno Unified Health Care Partnership, Kern Call to Action, Merced County Health Care Consortium		
Transportation	Ability of children, families and caregivers to access pediatric health care services, both primary and specialty, throughout Valley Children’s service area.	Increased access to transportation services for needy families.	Represent the interests of children needing to access hospital services by participating in county-led and state mandated regional transportation assessments.	County Council of Governments’ Regional Transportation Plans	Provide financial support for transportation services for needy families.	

## Priority Health Needs: BASIC NEEDS

Target Issue	Definitions	Anticipated Impact	Community Planning and Capacity		Education/Technical Assistance	
			Intervention	Partnerships	Intervention	Partnerships
Food Insecurity	The state of being without reliable access to a sufficient quantity of affordable nutritious food.	Increased access to healthy, nutritious food.	Provide meals to VCH families and increase food access for eligible families.	Ronald McDonald Charities of Central California, Mendiburu Magic Foundation in Bakersfield, Roman Catholic Diocese of Fresno, Sweet Eats Program	Provide education to families on food resources (food pantries, food banks, CalFresh, etc.) in their communities.	Community-based providers and organizations
Literacy	The ability to read and write.	Increased literacy rates and improved school performance.	Increase access to age-appropriate books for children of all ages.		Educate parents on the importance of engaging with children and reading to them.	Fresno Children's Movement's Talk Read Sign Campaign, Head Start programs, WIC offices

## Priority Health Needs: CHRONIC DISEASE PREVENTION

Target Issue	Definitions	Anticipated Impact	Community Planning and Capacity		Education/Technical Assistance	
			Intervention	Partnerships	Intervention	Partnerships
Asthma	A chronic disease that affects the airways in the lungs, making it difficult to breathe.	Increased community capacity to prevent and or better manage childhood asthma.	Participate in regional collaboratives focused on on asthma and asthma related issues.	Central California Asthma Collaborative, Fresno County Health Improvement Partnership, Kern Call to Action, San Joaquin Valley Children's Health and Air Pollution Study	Provide education to families, community providers and organizations on how to prevent and/or treat asthma.	Central California Asthma Collaborative
Obesity and Type II Diabetes	Obesity includes both overweight and obese, with overweight defined as a body mass index (BMI) at or above the 85th percentile and below the 95th percentile for children and teens of the same age and sex. Obesity is defined as a BMI at or above the 95th percentile for children and teens of the same age and sex.	Increased community capacity to prevent childhood obesity and Type II diabetes.	Develop and implement a regional strategy for preventing and/or managing childhood obesity.	Central Valley Health and Nutrition Collaborative, Fresno County Health Improvement Partnership, Kern Call to Action, San Joaquin Valley Children's Health and Air Pollution Study	Provide education to primary care providers and community-based organizations regarding childhood obesity and diabetes prevention and/or management.	Community-based providers and organizations

## Priority Health Needs: INFANT HEALTH

Target Issue	Definitions	Anticipated Impact	Community Planning and Capacity		Education/Technical Assistance	
			Intervention	Partnerships	Intervention	Partnerships
Developmental Disabilities	Conditions that are the result of impairment in physical, learning, language, or behavior areas. These conditions begin during the developmental period, may impact day-to-day functioning, and usually last throughout a person's lifetime.	Improved coordination of and access to prevention, screening, assessment, and treatment services.	Participate in community coalitions focused on improving identification/treatment of infants with developmental delays.	Cradle to Career Fresno, Fresno Model of Care Partnership Oversight Committee, Kern Medically Vulnerable Infant Project	Participate in Help Me Grow initiatives in Fresno, Kern, and Merced Counties.	Help Me Grow Initiatives in Fresno, Kern, and Merced Counties
					Screen for developmental delays in primary care practices.	Community-based providers and organizations
					Provide technical assistance to primary care physicians regarding screening tool.	Community-based providers and organizations
Pre-term Birth and Infant Mortality	Pre-term birth is the birth of an infant before 37 weeks of pregnancy and infant mortality is the death of an infant before her or his first birthday.	Increased community capacity to prevent pre-term birth and infant mortality.	Participate in community coalitions focused on improving birth outcomes.	Cradle to Career Fresno, March of Dimes Central Valley Division Board of Directors, March of Dimes California Public Policy Committee, Pre Term Birth Initiative of Fresno County	Provide education to community providers regarding care for infants born pre-term. This is in addition to the education provided as part of Valley Children's regional CCS role.	Community-based providers and organizations

## Priority Health Needs: MENTAL HEALTH

Target Issue	Definitions	Anticipated Impact	Community Planning and Capacity		Education/Technical Assistance	
			Intervention	Partnerships	Intervention	Partnerships
Mental Health Services	Child and adolescent mental health disorders include anxiety disorders, attention deficit/hyperactivity disorder, depression, and bipolar, which lead to a number of adverse outcomes, including suicide.	Increased access to mental health services for children, both prevention and treatment (inpatient and outpatient).	Advocate for county-led Mental Health Services Act initiatives that increase access to services for children and adolescents.	Central California Children's Institute's Infant Mental Health Initiative, County Behavioral Health Departments	Provide education to school-age children on issues such as bullying prevention and suicide prevention.	School districts
			Facilitate regional strategy in response to the Pediatric Mental Health Services funding included in the state budget.	County Behavioral Health Departments		

# Priority Health Needs: VIOLENCE AND INJURY PREVENTION

Target Issue	Definitions	Anticipated Impact	Community Planning and Capacity		Education/Technical Assistance	
			Intervention	Partnerships	Intervention	Partnerships
Child Maltreatment	Includes all types of abuse and neglect of a child, under the age of 18, by a parent, caregiver, or another person in a custodial role. Types of abuse include physical, sexual, emotional and neglect, and include human trafficking and substance use.	Increased community capacity to prevent child abuse and to advocate on behalf of abused children.	Participate in local and regional collaboratives focused on prevention and system integration.	Central California Coalition of Child Abuse Prevention Councils, County Child Abuse Prevention Councils, County Child Death Review Teams, County Suspected Child Abuse and Neglect Committees, Madera and Mariposa Interagency Councils for Children	Provide education and technical assistance to community providers and organizations regarding prevention, treatment and treatment of child maltreatment, including promotion of best practices.	Central California Coalition of Child Abuse Prevention Councils, County Child Abuse Prevention Councils
Injury Prevention	Includes both intentional injury prevention (e.g., suicide and substance use) and unintentional injury prevention (e.g., child passenger safety, distracted and reckless teen driving, pediatric trauma, safe to sleep, sports injuries, and wheeled sports safety).	Increased community capacity to prevent injuries among children.	Participate in coalitions that promote childhood injury prevention.	California Safe Teen Driving Committee, Central Region Trauma Coordinating Committee, Central Valley Concussion Consortium, County Pediatric Death Review Committees, Roman Catholic Diocese Health Ministry Program, Safe Kids Central California	Provide education to community providers and organizations.	California Safe Teen Driving Committee, Central Valley Concussion Consortium, Roman Catholic Diocese Health Ministry Program, Safe Kids Central California
					Provide professional development for community providers and organizations to increase their capacity to provide education and/or training on pediatric injury prevention issues.	



## NEEDS VALLEY CHILDREN'S WILL NOT ADDRESS

Taking into consideration both Valley Children's existing resources and as well as community resources, Valley Children's will not directly address the remaining health needs identified in the CHNA including: oral health, substance use, climate and health/environmental pollution, housing and homelessness, education, economic security, sexually transmitted infections, Alzheimer's disease, and communicable diseases. Knowing that there are not sufficient resources to address all the community health needs, Valley Children's chose to concentrate on those health needs that can most effectively be addressed given the organization's areas of focus and expertise. This Implementation Strategy Report is not exhaustive of everything Valley Children's does to enhance the health of its community. Valley Children's will continue to look for opportunities to address community needs where it can appropriately contribute to addressing those needs.