



Valley  
Children's  
HEALTHCARE



# IMPLEMENTATION STRATEGY 2023 - 2025

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## INTRODUCTION

Valley Children's Healthcare is Central California's only high-quality, comprehensive healthcare network dedicated to children, from before birth to young adulthood, as well as to high-risk pregnant women, offering highly specialized medical and surgical services to care for conditions ranging from the common to the highly complex.

Valley Children's network is anchored by Valley Children's Hospital, a 358-bed stand-alone children's hospital that includes 28 regional neonatal intensive care unit beds. The hospital plays a vital role in meeting the health care needs of the sickest and most medically vulnerable children in a 12-county region. In addition to the hospital, the Valley Children's network includes specialty care centers, pediatric primary care practices and women's health services.

Valley Children's conducted a Community Health Needs Assessment (CHNA) that was adopted by the organization's Board of Trustees in September 2022. The CHNA complied with state and federal regulations guiding tax-exempt hospitals, assessing the significant health needs for Valley Children's service area. The CHNA and Implementation Strategy help guide Valley Children's community health improvement programs and community benefit activities, as well as its collaborative efforts with organizations whose mission is to improve child health and wellness.

California Senate Bill 697 (1994) and the Patient Protection and Affordable Care Act through IRS section 501(r)(3) regulations direct nonprofit hospitals to conduct a CHNA every three years and develop a three-year Implementation Strategy that responds to identified community needs. This Implementation Strategy details how Valley Children's plans to address the significant health needs identified in the 2022 CHNA for the period 2023 - 2025. Valley Children's will build on previous CHNA efforts and existing initiatives, while also considering new strategies and efforts to improve health.

### **Report Adoption, Availability and Comments**

This Implementation Strategy was adopted by Valley Children's Board of Trustees on November 17, 2022. The CHNA and Implementation Strategy are available on Valley Children's website at <https://www.valleychildrens.org/guilds-center-for-community-health/community-benefit>. Public comment on the CHNA and Implementation Strategy is encouraged as community input is used to inform and influence this work. Written comments or questions on this report can be submitted to Tim Curley at [tcurley@valleychildrens.org](mailto:tcurley@valleychildrens.org).

## DEFINITION OF THE COMMUNITY SERVED

Valley Children's Hospital is located at 9300 Valley Children's Place, Madera, California 93636. While Valley Children's draws patients from over 12 counties, for purposes of this Implementation Strategy, the service area is defined as the seven counties where a majority of Valley Children's patients reside. Those counties are:

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

## SIGNIFICANT COMMUNITY HEALTH NEEDS

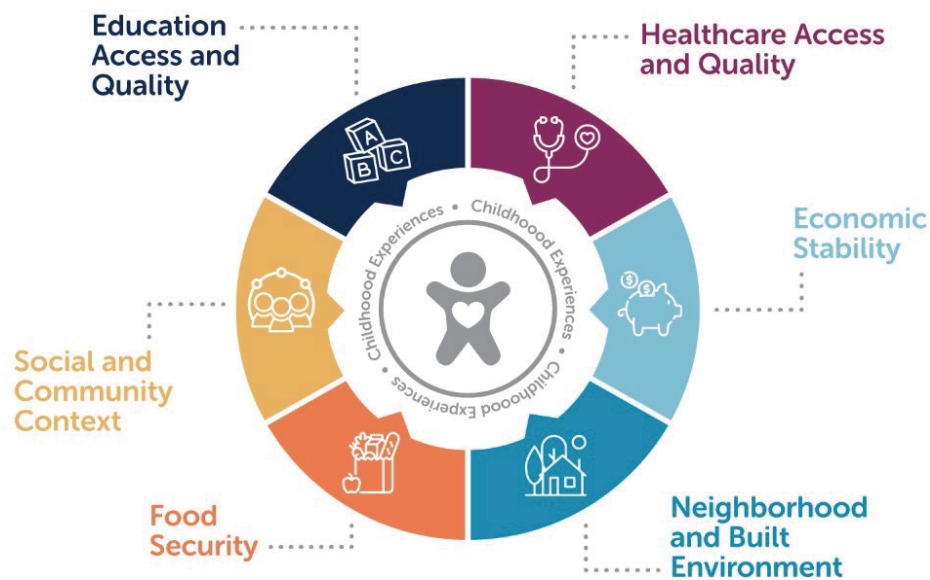
The 2022 CHNA process included collection and analysis of data sources for Valley Children's service area. Secondary data were collected from county and state sources to present community demographics, social determinants of health, access to health care, birth characteristics, acute and chronic conditions, health behaviors, mental health, and substance use. In addition, Valley Children's conducted interviews, focus groups and surveys with community stakeholders and residents to obtain input on health needs, barriers to care and resources available to address the identified health needs.

- The collected data were used to identify significant community needs. Given the community input specific to child health, the major needs identified for children throughout the service area included the following.
- Access to health care: includes access to primary care, specialty care, preventive care, and transportation.
- Chronic diseases: includes prevention, management and treatment of chronic diseases (obesity, diabetes, asthma), and caregiver support for children experiencing chronic diseases.
- Economic insecurity: includes poverty, basic needs services, and food security.
- Housing and homelessness: includes access to safe and affordable housing, and issues related to persons who are experiencing homelessness, including housing availability, social services and transitional care.
- Maternal and infant health: includes teen pregnancy, prenatal care, low-birth weight births, premature births, infant mortality and breastfeeding.
- Mental health: includes anxiety and depression, severe mental illness, access to mental health care and supportive services, reduction in stigma and availability of mental health care beds.
- Obesity/nutrition/physical activity: includes access to healthy, affordable food, and increased access to outdoor activities.
- Preventive care: includes vaccines, testing and screenings.
- Substance use and misuse: includes tobacco use, vaping, drug misuse and alcohol use.
- Violence and injury prevention: includes accidental injuries, neighborhood safety, reduction in crime, and child abuse.

## PRIORITIZED HEALTH NEEDS VALLEY CHILDREN'S WILL ADDRESS

Valley Children's Guilds Center for Community Health seeks to bridge the exceptional care the organization provides children across Central California with the challenges and opportunities children experience where they live, learn and play. Valley Children's recognizes that child health and wellness are impacted by social determinants, a term that refers to a host of non-medical factors that significantly impact an individual's overall health and wellbeing. Research shows that, of all the factors that influence an individual's health, only 20% are linked to the clinical care received and 80% are related to the social determinants of health. See the following graphic for a list of these social determinants.

### Social Determinants of Health



The Guilds Center for Community Health has created a framework organized around the social determinants of health. See the chart below for more information on the priority needs identified through the CHNA and their alignment with the social determinants of health. The CHNA served as a resource document for the review of health needs as it provided data on the scope and severity of issues and included community input on the health needs. The community prioritization of needs was also taken into consideration. Using the Guilds Center for Community Health framework as a guide, Valley Children's will address the following needs:

- Access to health care
- Chronic diseases
- Maternal and infant health
- Mental health
- Violence and injury prevention

## CENTER FOR COMMUNITY HEALTH FRAMEWORK

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, chronic disease prevention, maternal and 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.

### Center for Community Health Framework

Priority Needs Per the CHNA	Alignment with Social Determinants of Health
Access to health care	Economic stability Education access and quality Healthcare access and quality Neighborhood and built environment Social and community context
Chronic diseases	Food security Healthcare access and quality Neighborhood and built environment Social and community context
Maternal and infant health	Education access and quality Healthcare access and quality
Mental health	Healthcare access and quality Social and community context
Violence and injury prevention	Neighborhood and built environment



## STRATEGIES TO ADDRESS PRIORITIZED HEALTH NEEDS

For each health need Valley Children's plans to address, the Implementation Strategy describes the following: actions Valley Children's intends to take including programs and resources it plans to commit, anticipated impacts of these actions, and planned collaboration between Valley Children's and other organizations.

<b>HEALTH NEED: ACCESS TO CARE</b> <i>(Social Determinants of Health: Economic Stability, Education Access and Quality, Healthcare Access and Quality, Neighborhood and Built Environment, and Social and Community Context)</i>	
<b>Goal</b>	Increase access to health care and preventive care services for children.
<b>Anticipated Impact</b>	<ul style="list-style-type: none"> <li>Increased community capacity and infrastructure to meet the health care needs of children.</li> <li>Increased awareness of the impact that the social determinants of health has on children's access to health care services.</li> </ul>
<b>Strategy or Program</b>	<b>Summary Description</b>
Digital Health Literacy and Access Initiative	Complete an assessment of digital health literacy and internet access in the San Joaquin Valley and support interventions to address identified needs.
Education and Outreach	Provide education to community providers including school nurses, primary care providers and others on key issues impacting child health and wellness.
Mobile Health Unit	<p>Provide primary and preventive health care services, including those listed below, to at-risk children in Fresno County through the Fresno County Superintendent of Schools' Mobile Health Unit (MHU).</p> <ul style="list-style-type: none"> <li>Well-Child Exams (0-18 years old)</li> <li>Pre-School Wellness Screening</li> <li>Immunizations</li> <li>Treatment of minor injuries and illnesses</li> <li>Body mass index, height and weight evaluation</li> <li>Dental screening</li> <li>Nutrition education</li> <li>Asthma education</li> <li>WIC referrals</li> </ul>
<b>Planned Partnerships and Collaborators</b>	<ul style="list-style-type: none"> <li>California School Nurse Organization - Central Valley Section</li> <li>County departments of public health</li> <li>Family Resource Center</li> <li>Fresno County Superintendent of Schools</li> <li>Schools and school districts</li> </ul>

## HEALTH NEED: CHRONIC DISEASES

(Social Determinants of Health: Food Security, Healthcare Access and Quality, Neighborhood and Built Environment, and Social and Community Context)

<b>Goal</b>	Reduce the impact of chronic diseases on child health and wellness.
<b>Anticipated Impact</b>	<ul style="list-style-type: none"><li>• Improved screening, prevention, and treatment of chronic diseases including obesity and asthma.</li><li>• Improved access to healthy foods and exercise.</li><li>• Increased awareness of the impact that the social determinants of health have on chronic diseases.</li></ul>
<b>Strategy or Program</b>	<b>Summary Description</b>
Community Partnerships	Design and conduct a pilot project with schools focused on the prevention and treatment of asthma in school-aged children.
Food Insecurity	Screen children/families for food insecurity. Continue with implementation of the partnership with the Central California Food Bank that includes food distributions to Valley Children's Home Care patients and families, sponsorship of a school pantry at West Fresno Elementary School, and support for the First Fruits Market at City Center in central Fresno. Support the United Way of Merced County's Partners for Healthy Foods Access Program.
Kids Eat Smart	Promote healthy eating and healthy snacks by establishing Kids Eat Smart programs at additional locations.
Schools for Healthy and Thriving Students Initiative	Ensure that all school districts in Fresno County and Madera County participating in this initiative adopt and initiate implementation of evidence-based Local School Wellness Policies. Facilitate agreement on a plan to continue the work in Fresno County and Madera County and expand to school districts in other counties after August 2023.
<b>Planned Partnerships and Collaborators</b>	<ul style="list-style-type: none"><li>• California School Nurse Organization - Central Valley Section</li><li>• Central California Asthma Collaborative</li><li>• Center for Wellness and Nutrition</li><li>• Central California Food Bank</li><li>• Schools and school districts</li><li>• United Way of Merced County</li><li>• Vallarta Supermarkets</li><li>• Vineyards Farmers Market</li></ul>



## HEALTH NEED: MATERNAL AND INFANT HEALTH

(Social Determinants of Health: Education Access and Quality and Healthcare Access and Quality)

<b>Goal</b>	Improved health of newborns and young children through education, screening and treatment.
<b>Anticipated Impact</b>	<ul style="list-style-type: none"><li>• Increased access to education, screening, and care coordination.</li><li>• Increased awareness of the impact that the social determinants of health has on maternal and infant health.</li></ul>
<b>Strategy or Program</b>	<b>Summary Description</b>
Help Me Grow	Continue to participate in Help Me Grow programs in Fresno, Kern and Merced Counties that promote developmental and social-emotional screening and treatment for children, ages 0 - 3. Convene key agencies throughout the San Joaquin Valley to identify and pursue regional collaboration around Help Me Grow.
Safe Sleep	Help lead the Safe Sleep Coalition, reduce number of infant deaths from unsafe sleep in participating counties, and secure Valley Children's certification as a safe sleep hospital.
<b>Planned Partnerships and Collaborators</b>	<ul style="list-style-type: none"><li>• Central Valley Safe Sleep Coalition</li><li>• Community Action Partnership of Kern County</li><li>• County public health departments</li><li>• Exceptional Parents Unlimited</li><li>• Fresno County Superintendent of Schools</li><li>• Help Me Grow Fresno County</li><li>• Help Me Grow Kern County</li><li>• Help Me Grow Merced County</li><li>• Help Me Grow National Center</li></ul>

## HEALTH NEED: MENTAL HEALTH

(Social Determinants of Health: Healthcare Access and Quality, and Social and Community Context)

<b>Goal</b>	Improve the mental health of children.
<b>Anticipated Impact</b>	<ul style="list-style-type: none"> <li>• Increased availability of mental health services.</li> <li>• Increased awareness of the impact that the social determinants of health has on children/families with mental health issues.</li> </ul>
<b>Strategy or Program</b>	<b>Summary Description</b>
ACEs and Toxic Stress	Strengthen partnerships among clinics, community-based organizations, and Medi-Cal managed care plans to identify and fill gaps in services needed to respond effectively to ACEs and toxic stress in the community including successfully implementing the partnership in Merced County.
Community Conversations	Facilitate a community-wide partnership addressing issues of mental health, homelessness, and their impact on families.
Suicide Prevention	Continue to provide leadership to the Fresno County Suicide Prevention Collaborative and explore if there are similar initiatives in other counties that Valley Children's can support. Fully implement Valley Children's Zero Suicide initiative for which it recently received funding through the Cardinal Health Foundation National Collaborative.
<b>Planned Partnerships and Collaborators</b>	<ul style="list-style-type: none"> <li>• ACE Overcomers</li> <li>• ACEs INC</li> <li>• Central California Alliance for Health</li> <li>• County public health departments</li> <li>• First 5 Merced County</li> <li>• Fresno County Suicide Prevention Collaborative</li> <li>• Madera County Suicide Education and Awareness Collaborative</li> <li>• Schools and school districts</li> <li>• Unite Us</li> <li>• Zero Suicide Collaborative</li> </ul>

## HEALTH NEED: VIOLENCE AND INJURY PREVENTION

(Social Determinants of Health: Neighborhood and Built Environment)

<b>Goal</b>	Improve the health of children through violence and injury prevention.
<b>Anticipated Impact</b>	<ul style="list-style-type: none"><li>• Decreased injury among children.</li><li>• Increased awareness of the impact that the social determinants of health has on violence and injury prevention.</li></ul>
<b>Strategy or Program</b>	<b>Summary Description</b>
Child Abuse Prevention and Treatment	Partner with law enforcement, Child Protective Services and district attorneys' offices in their investigative efforts of child maltreatment. Collaborate on case consultations and monthly Suspect Child Abuse and Neglect meetings facilitated by the Child Advocacy Clinic in an effort to track, monitor and advocate for the health and safety of at-risk children throughout the Central Valley.
Education and Outreach	Provide education and outreach messages that focus on safety and injury prevention.
Safe Kids Coalition	Implement evidence-based programs, such as car-seat checkups, safety workshops and sports clinics that help parents and caregivers prevent childhood injuries.
<b>Planned Partnerships and Collaborators</b>	<ul style="list-style-type: none"><li>• Child Abuse Prevention Councils of California</li><li>• Child Advocacy Clinic</li><li>• Child Protective Services</li><li>• County public health departments</li><li>• District Attorney's Offices</li><li>• Law Enforcement Agencies</li><li>• Safe Kids Central California</li><li>• Sexual Assault Response Teams</li><li>• Valley Children's Trauma Department's Injury Prevention Team and Emergency Department</li><li>• Victim advocacy groups</li></ul>

## EVALUATION OF IMPACT

Valley Children's is committed to monitoring and evaluating key initiatives to assess the programs and activities outlined in this Implementation Strategy. We have implemented a system for the collection and documentation of tracking measures, such as the number of people reached/served and where possible changes in knowledge or behavior. An evaluation of the impact of the hospital's actions to address these significant health needs will be reported in the next scheduled CHNA.

## HEALTH NEEDS THE HOSPITAL WILL NOT ADDRESS

Since Valley Children's cannot directly address all the health needs present in the community, we will concentrate on those health needs that we can most effectively address given our areas of focus and expertise. Taking existing hospital and community resources into consideration, Valley Children's will not directly address the following health needs identified in the CHNA; poverty and economic insecurity, housing and homelessness, and substance use.