



Valley
Children's
HOSPITAL

ANNUAL REPORT AND PLAN FOR COMMUNITY BENEFIT FISCAL YEAR 2025

(October 1, 2024 – September 30, 2025)

Valley Children's Hospital
Madera, California
HCAI Hospital ID #106204019

Submitted to:

California Department of Health Care Access and Information
Healthcare Information Division
Accounting and Reporting Systems Section
Sacramento, California



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INTRODUCTION

In 1949, our five founding mothers had a dream to build a hospital in the Central Valley just for children. From a 48-bed facility that opened in 1952 on a corner lot in a Fresno neighborhood, Valley Children's Healthcare (Valley Children's) has grown today into a state-of-the-art pediatric healthcare system where providing the best care for our children has been at the core of our organization for more than 70 years.

Valley Children's provides Central California's only high-quality, comprehensive care exclusively for children, from before birth to young adulthood. Our network offers highly specialized medical and surgical services to care for children with conditions ranging from the common to the highly complex at its 358-bed stand-alone children's hospital. In addition, the Valley Children's network includes seven specialty care centers, eight pediatric primary care practices and one women's care practice.

Our family-centered, pediatric services extend from one of the leading pediatric cancer and blood diseases centers on the West Coast, to a pediatric heart center known for its expertise and pioneering treatments, to an 88-bed Regional Level IV neonatal intensive care unit (NICU), the highest-level referral center between Los Angeles and the Bay Area.

Valley Children's was the first children's hospital west of the Rockies to receive Magnet Nursing designation, the highest nursing benchmark in the world and has received this distinction five consecutive times since 2004. In 2025, U.S. News and World Report named Valley Children's one of the best children's hospitals in the country in pediatric pulmonology. With more than 740 physicians and 4,000 staff, Valley Children's delivers high-quality, comprehensive care to more than 1.3 million children from Kern County to the state capital and from the Central Coast to the Sierra.

Valley Children's consistently ranks at the top of its peer group for safety and quality patient outcomes and received the following recognitions in 2025.



Leapfrog Top Children's Hospital

Valley Children's was named a Top Children's Hospital by The Leapfrog Group in 2025 for its excellence in patient safety and quality of care. This marks the sixth time Valley Children's has received this highly competitive award, placing it among only 15 children's hospitals nationwide to achieve this distinction.



U.S. News & World Report Best Children's Hospitals

For the tenth consecutive year, Valley Children's was ranked among the nation's best children's hospitals by U.S. News & World Report for 2025-2026.



College of Healthcare Information Management Executives (CHIME) Digital Health Most Wired

Valley Children's was recognized as a CHIME Digital Health Most Wired organization in 2025, continuing its track record of excellence in leveraging technology to improve patient safety, outcomes and operational efficiency.

VALLEY CHILDREN'S HOSPITAL BY THE NUMBERS (FY25)



Cared for kids from
38 STATES



326,634
specialty and
primary care visits



88,990
total emergency
department visits



637,088
total patient encounters



10,131
inpatient discharges

MORE TO KNOW



Valley Children's team of six staff and additional volunteer chaplains provided spiritual support to children, their families and our teams.



Air George, Valley Children's helicopter, completed nearly 400 air transports in FY25, getting kids to the critical hospital care they needed.



Valley Children's recycled more than 500,000 pounds of waste through recycling, composting and reuse.



Valley Children's is building the largest microgrid on a pediatric hospital campus in the entire country. The system will ensure uninterrupted power, reduce operational costs to the hospital and contribute to improving air quality.



Valley Children's is the largest employer in Madera County.



300 volunteers donated approximately 2,000 hours each month. Thirteen volunteer Guilds with nearly 400 active members served as community ambassadors across the service area.

Our Mission

The mission of Valley Children’s Healthcare is to provide high-quality, comprehensive healthcare services to children, regardless of their ability to pay, and to continuously improve the health and well-being of children.

Our Vision

Our vision is to provide the nation’s best healthcare for kids and to become the nation’s best children’s hospital.

Our Goals

Best Quality

Be in the top 10% in clinical quality.

Best Advocacy

Be the voice for children’s health.

Best Philanthropic Cause

Be the most trusted philanthropic organization in the Central Valley.

Best Customer Experience

Provide exceptional service in all our interactions.

Best Efficiency

Be the most efficient provider of pediatric services.

Best Access

Provide superior access to pediatric care.

Best People

Be the place where everyone can be their best.

Our Values

The following values guide every decision and define our commitment and the action supporting it:



Governance

Valley Children’s Hospital Board of Trustees provides oversight and guidance for community benefit:

Jose Elgorriaga, Chair
Danielle Parnagian, Vice Chair
Susan Byers, Secretary
Jarrod Martinez, Treasurer
Dan Adams

Dr. Luz Gonzalez
Michael Hanson
Allison Karahadian
Thomas Page, MD
Christine Almon, MD,
Chief of Staff

Susie Smith
Lisa Smittcamp
Todd Suntrapak
Valerie Vuicich
Sissy Dalena Wood

Our Commitment to the Community

While providing exceptional healthcare is the single greatest contribution Valley Children’s makes to children and their families, our mission calls us to continuously improve the health and well-being of children well beyond the “four walls” of our hospital. This Community Benefit Report summarizes the contributions provided by Valley Children’s to the communities we serve for fiscal year 2025 (October 1, 2024, through September 30, 2025).

SERVICE AREA SNAPSHOT

GEOGRAPHY, DEMOGRAPHICS, AND VULNERABLE POPULATIONS

Geography

Valley Children’s Hospital is located at 9300 Valley Children’s Place, Madera, California, 93636. Valley Children’s service area extends from San Joaquin County in the north to Kern County in the south and serves much of the Central Coast of California and the eastern Sierra. For purposes of this Community Benefit Report, and in alignment with the FY25 Community Health Needs Assessment (CHNA), Valley Children’s service area is focused on the seven counties that collectively account for more than 90% of Valley Children’s inpatient and outpatient volume - Fresno, Kern, Kings, Madera, Merced, Stanislaus and Tulare.

Demographics

Community Indicators	Fresno County	Kern County	Kings County	Madera County	Merced County	Stanislaus County	Tulare County	California
Population	1,012,152	910,433	152,830	158,790	285,597	552,250	475,774	39,242,785
Population Growth (2018-2023)	3.5%	3.1%	1.8%	2.4%	6.1%	2.4%	3.3%	0.2%
Children and Teens, Ages 0-19	30.9%	31.6%	29.7%	30.2%	32.8%	29.6%	33.1%	24.8%
Adults, Ages 20-64	56.5%	56.7%	59.7%	55.4%	55.8%	56.9%	55.2%	59.9%
Hispanic or Latino Residents	54.1%	55.7%	57.5%	60.4%	62.7%	49.2%	66.1%	39.8%
White Residents	27.0%	30.7%	28.8%	30.9%	24.3%	37.5%	26.3%	15.1%
Asian Residents	10.8%	4.9%	3.5%	2.4%	7.0%	5.7%	3.4%	5.3%
Black or African American Residents	4.2%	4.8%	6.0%	2.4%	2.7%	2.7%	1.3%	34.6%
Spanish Spoken in Home, Ages 5 and Older	33.6%	39.7%	37.7%	42.6%	44.5%	34.3%	46.4%	28.2%
Asian or Pacific Islander Language Spoken in Home, Ages 5 and Older	5.9%	2.9%	2.5%	0.9%	3.7%	2.7%	2.1%	10.0%
Does Not Have a High School Diploma	21.4%	22.9%	25.8%	27.0%	28.1%	19.9%	25.6%	15.4%

Vulnerable Populations

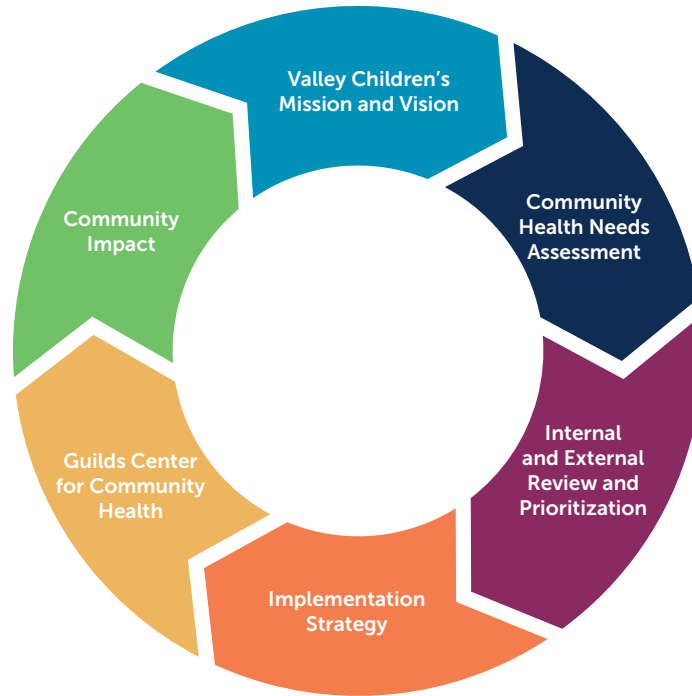
Community Indicators	Fresno County	Kern County	Kings County	Madera County	Merced County	Stanislaus County	Tulare County	California
Poverty Level	18.7%	19.0%	16.8%	19.9%	18.4%	13.1%	17.8%	12.0%
Low-Income (<200%FPL)	40.2%	42.2%	40.0%	42.4%	41.4%	33.4%	42.7%	27.5%
Has Health Insurance, Total Population	93.0%	92.2%	92.1%	92.5%	91.0%	94.0%	92.0%	93.1%
Has Health Insurance, Ages 0-18	97.0%	96.3%	95.8%	97.5%	95.8%	97.2%	97.5%	96.6%
Medi-Cal Coverage, Under Age 19	55.1%	55.5%	46.3%	58.6%	55.8%	48.8%	59.0%	36.9%
English Learners, Students	18.33%	17.9%	17.8%	23.2%	23.5%	24.4%	23.1%	18.4%
Homeless Youth by School District	1.6%	3.1%	3.3%	3.4%	3.8%	2.6%	3.9%	4.8%
California Healthy Places Index, Inadequate Access to Clean Air and Safe Drinking Water ¹	3.6%	0.0%	8.9%	12.5%	10.7%	7.1%	1.8%	N/A

¹Percentages of County ZIP Codes that are better than California ZIP Codes for clean environment. The lower the county's percentage is, the worse its environment is compared to counties statewide.



COMMUNITY HEALTH NEEDS ASSESSMENT (CHNA)

The CHNA is an essential element of the continuous process that drives our organization's community work.



Valley Children's Hospital completed a CHNA in FY25 as required by state and federal law. The CHNA is a primary tool used by the hospital to determine its community benefit plan, which outlines how it will give back to the community in the form of healthcare and other community services to address unmet community health needs. The CHNA adheres to California Senate Bill 697 and the Patient Protection and Affordable Care Act through IRS section 501(r)(3) and is conducted every three years by the hospital.

Valley Children's collaborated with hospitals, hospital associations, county public health departments and others to complete the CHNA.

Fresno, Kings, Madera and Tulare Counties

The Hospital Council of Northern and Central California facilitated a four-county (Fresno, Kings, Madera and Tulare) CHNA process, working collaboratively with Valley Children's, Community Health System, Fresno County Public Health Department, Kaweah Health, Kings County Health Department, Madera County Public Health Department and Saint Agnes Medical Center.

Kern County

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

Merced County

For the Merced County CHNA, Valley Children's worked in partnership with Dignity Health Mercy Medical Center Merced.

Stanislaus County

For the Stanislaus County CHNA, Valley Children’s participated in the Stanislaus County Health Coalition that included Stanislaus County Health Services Agency, Sutter Health Memorial Medical Center, United Way of Stanislaus County, Kaiser Permanente, Health Plan of San Joaquin/Mountain Valley Health Plan and Health Net.

The CHNA incorporated components of primary data collection and secondary data analysis that focused on the health and social needs of the service area. Secondary data were collected from county and state sources to present community demographics, social drivers of health, healthcare access, birth characteristics, leading causes of death, acute and chronic disease, health behaviors, mental health and substance use. Where available, these data are presented in the context of California, framing the scope of an issue as it relates to the broader community.

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, listening sessions, interviews and surveys. The collected data were used to identify significant health needs.

Fresno, Kings, Madera and Tulare Counties

Primary data were collected through 28 listening sessions, 41 focus groups, 13 key informant interviews and 1,064 survey responses.

Kern County

Twenty-one (21) telephone interviews were conducted. Community surveys were available in English and Spanish and 125 usable surveys were collected.

Merced County

Fifteen (15) telephone interviews were conducted. Interview participants included a broad range of stakeholders concerned with health and well-being in Merced County who spoke about issues and needs in the community.

Stanislaus County

Primary data collection included 36 stakeholder interviews and 15 focus groups, speaking with 163 participants. A community survey was conducted to evaluate and address healthcare, housing, employment and other needs, gaps and resources in the community. More than 455 responses were collected and analyzed.



Significant Health Needs for Children and Families

A review was conducted of the secondary data sources and primary data from focus groups, listening sessions, stakeholder interviews and surveys, which focused on maternal and child health. Based on the review, the major needs identified for children throughout Valley Children’s seven-county service area include the following:

- Access to healthcare: includes access to primary care, specialty care, preventive care and transportation.
- Chronic diseases: includes prevention, management and treatment of chronic diseases (diabetes, asthma, cancer) and caregiver support for children experiencing chronic diseases.
- Economic insecurity: includes poverty, job availability, childcare services, basic needs services and food insecurity.
- Housing and homelessness: includes access to safe and affordable housing, and issues related to people 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, breastfeeding and reproductive health.
- Mental health: includes anxiety and depression, severe mental illness, access to mental healthcare and supportive services, and reduction in stigma.
- 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: includes tobacco use, vaping, drug misuse and alcohol use.
- Violence and injury prevention: includes accidental injuries, neighborhood safety and reduction in crime, and child abuse.

Availability of CHNA Report

Valley Children’s Hospital’s CHNA is available at <https://www.valleychildrens.org/services/guilds-center-for-community-health/our-commitment>. Written comments or questions on this report can be submitted to Valley Children’s Senior Vice President and Chief Community Impact Officer Lynne Ashbeck at LAshbeck@valleychildrens.org.



ADDRESSING PRIORITY HEALTH NEEDS IDENTIFIED IN THE CHNA

In FY25, Valley Children's Hospital engaged in activities and programs that addressed the priority health needs identified in the FY23 - FY25 Implementation Strategy. Valley Children's committed to community benefit efforts that addressed:

- Access to care
- Chronic disease (including obesity)
- Maternal and infant health
- Mental health
- Violence and injury prevention

The Guilds Center for Community Health, launched in November 2019, is the "hub" of Valley Children's community health improvement strategies. The Guilds Center team collaborates with departments and teams across our organization - and with health providers, schools, childcare providers, youth-serving organizations, colleges and universities, faith-based organizations and more to identify and address community-based child health needs. The Guilds Center work is guided by the organization's strategic plan, the findings of the CHNA and the Implementation Strategy.

Access to Care

Access to Primary and Preventive Care for At-Risk Children

Valley Children's pediatric physician residents provided primary and preventive healthcare services to at-risk children in Fresno County as part of the Fresno County Superintendent of Schools' Mobile Health Unit (MHU). A Valley Children's complex care pediatrician serves as the MHU's Medical Director and oversees the residents' work. Designed to help ensure that children can start school on time and access their education, the MHU held 112 clinics in 2025, including many located in rural and low-income communities. As a part of these clinics, 307 flu vaccinations were administered and 401 sports physicals were performed.

Valley Children's provided similar physician support to the Madera County Public Health Department and its mobile unit.

Health Insurance Enrollment Assistance

In 2025, Valley Children's continued to identify uninsured and under-insured patients who qualified for Medi-Cal, the California Children's Services Program (CCSP) or Valley Children's Financial Assistance Program. After determining eligibility, financial counseling staff supported families by guiding them through the application process and ensuring all required documentation was completed and submitted to the appropriate agencies. This ongoing assistance helped connect eligible children with essential coverage, reduced financial barriers and ensured continuous access to care.

Expanded Access to Pediatric Specialty and Primary Care

Valley Children's made financial contributions for the purchase of capital-related items to be used to increase access to healthcare services for children throughout the region including Heart Center fetal echo machines for our pediatric subspecialty outpatient centers in Visalia and Bakersfield and a vision screener for our primary care practice in Merced.

Health and Housing

In 2025, Valley Children's, in partnership with Central California Legal Services (CCLS), established the first medical-legal partnership in a Central Valley hospital to better assist our children and families experiencing adverse health impacts from unsuitable or unsafe housing.

In the first year of operation, 80 families voluntarily participated in screening for housing-related health issues. Pro-bono attorneys from CCLS worked with 20 families to address their housing issues.

Transportation

Given the Central Valley's large rural landscape and high levels of poverty, transportation has long been a challenge for many families. A three-hour bus ride for our families from Fresno County's westernmost communities is not uncommon. Valley Children's Social Work department assisted families with transportation by providing gas cards and taxi vouchers, and funding transportation/ride sharing expenses, Amtrak tickets and bus tokens. Valley Children's also subsidized bus and other public transit services from the City of Fresno and Kings County.

Valley Children's leaders provided essential advocacy work in the adequate development of safe routes to schools and transit options through local transportation organizations to support our families' travel to/from the hospital campus. Our regional centers in Bakersfield and Modesto were established, in large part, to relieve families' needs to always travel to the hospital for care. Each Center sees around 200 children per day who otherwise would have had to drive to the Madera campus.

Vision Screenings: See 2 Succeed

Through a partnership with the Tzu Chi Medical Foundation and its See 2 Succeed initiative, Valley Children's supported vision screenings for 14,991 school-aged children in Fresno County across 21 school districts and 50 school sites. As a result of the screenings, 1,306 full eye exams were conducted, and 1,183 pairs of glasses were provided for children in 2025.

Chronic Disease Prevention (including obesity)

Blue Zones Project Bakersfield

Blue Zones Bakersfield supports interventions and initiatives that empower people, encourages local organizations and businesses to enhance the ways they promote health and wellness, and implements policies that transform the neighborhood environment.

In 2025, Valley Children's partnered with Adventist Health - Central Valley Network to provide financial support for Blue Zones Project Bakersfield, supported its advocacy efforts and participated on the initiative's Steering Committee and School Wellness Committee. With the help of Valley Children's, 16 additional schools became certified as Blue Zone Project-approved schools at the end of 2025, bringing the total number of certified schools to 43. The Blue Zones focused primarily on improving access to healthy foods and increasing physical activity options for students, focusing on reducing childhood obesity, increasing school attendance and encouraging families to make healthier choices.

Valley Children's funding for Blue Zones in 2025 also allowed for the purchase and installation of four hydroponic garden stations in a local high school district. The gardens will produce more than 1,200 pounds of fresh produce each month that will go directly into the schools' cafeterias, serving more than 3,000 students each month.

Central California Food Bank

In March 2022, Valley Children's entered a three-year partnership with the Central California Food Bank to support access to healthy and nutritious food for children and families across its service area through three strategies:

- Valley Children's Home Care staff, as part of their regular home visits, delivered qualifying families a specially assembled food box every month that aligned with the family's cultural preferences. In 2025, Valley Children's distributed 13,426 pounds of food - the equivalent of 11,188 meals - to approximately 70 families each month.

- Another component of our partnership included support for food distribution at West Fresno Elementary School, where more than 90% of students qualified for free and reduced-priced meals. In 2025, 52,736 pounds of food were distributed - the equivalent of 43,946 meals - to approximately 100 families each month.
- A third feature of the partnership included Valley Children’s support for the First Fruits Market that opened in 2023 inside the Fresno Rescue Mission’s City Center, a full-service hub for kids, families, runaway youth and unhoused adults. The market provides fresh produce, protein, culturally appropriate food and shelf-stable food items to anyone in need of food assistance in an environment designed just like any grocery store, where customers can choose items, at no cost. In 2025, the market distributed 1,216,914 pounds of food - the equivalent of 1,014,095 meals - to families in need.

Court Appointed Special Advocates (CASA) Fresno/Madera

Valley Children’s provided start-up funding to Court Appointed Special Advocates (CASA) Fresno/Madera in 2025 to open a food pantry for at-risk youth visiting its location at City Center in Fresno. Previously, the City Center market was not available to clients under 18 years old without an adult, creating a challenge for foster youth who needed access to food. With Valley Children’s support, CASA Fresno/Madera provided food to 1,048 youth from June to September 2025.

Food Para Todos Merced County

Since 2021, Food Para Todos has worked with First 5 Merced County to develop family child care homes (FCCHs) as Family Nutrition Hubs (FaN Hubs) for food distribution. FCCHs serving as FaN Hubs receive food weekly. This provided children with fresh fruits and vegetables. Parents picked up food when they picked up their children, avoiding the stigma of food insecurity and providing easier access to fresh produce.

Valley Children’s provided financial support for Food Para Todos to support FaN Hubs with food and diaper access, as well as nutrition and health information for families, in July, August and September 2025. During this three-month period, Food Para Todos distributed more than 3,600 pounds of food through 38 FCCH FaN Hubs. Most of the FCCH providers identified as Latino and Spanish-speaking. Approximately 75% of the food was fresh fruit and vegetables. During food deliveries, several FCCH providers reported this distribution was the sole source of fruits and vegetables for many children. At least 228 children, ages 0-7, received food while with FCCH providers and at least 182 families received food they shared with other children and relatives at their homes. FCCH provider food baskets included handouts and fact sheets on child nutrition from the Merced County Department of Public Health. During the same period, 209 separate households received diapers to support the needs of infants and young children.

FoodLink for Tulare County

In 2025, Valley Children’s continued its partnership with FoodLink for Tulare County in support of the organization’s Smart Pack program. Through the program, FoodLink provided food-insecure students and their families with a backpack of healthy food each Friday during the school year. With Valley Children’s financial support, FoodLink provided 1,350 backpacks to 45 families for the school year ending June 2025.

Food Access Partnerships in 2025

1. Blue Zones/Adventist Health Bakersfield
2. CASA Fresno/Madera
3. Central California Food Bank (Five Central Valley Counties)
4. Food Para Todos (Merced County)
5. FoodLink for Tulare County
6. Madera County Food Bank
7. Papa Mike’s Café (Poverello House)
8. St. Rest Baptist Church Food to Share Hub



Physical Activity

Valley Children's has made a concentrated effort to expand physical activity opportunities for our kids who lack safe access to play.

Adaptive Sports Program

Valley Children's Adaptive Sports Program provides free recreational and athletic experiences for children, adolescents and young adults with disabilities, regardless of whether they have been or are currently patients at Valley Children's. The program, the only one of its kind in Central California, is designed for individuals with physical impairments and conditions ranging from cerebral palsy, spinal cord injuries and amputations. Disabled youth, up to age 21, are especially encouraged to attend.

In 2025, 70 children participated in activities including wheelchair basketball, wheelchair tennis, sled hockey, ice skating, canoeing and kayaking, rock climbing, snow and water skiing, day camps and summer camps that included nature hikes, fishing and canoeing.

Bakersfield Ice Center

The Bakersfield Ice Center is a place for kids to play and to connect with each other. In 2025, approximately 52,000 children and teens participated in the Center's events. Valley Children's support provided nearly 200 families with travel to hockey events outside their community, funding for two high school hockey teams, and learn-to-skate opportunities for 50 figure skating participants.

San Joaquin River Parkway

Valley Children's supported the expanded use and education resources of the San Joaquin River Parkway, one of the only rivers easily accessible in the Central Valley. Valley Children's is the primary supporter of the Parkway's River Camp in Firebaugh each year serving 300 kids. Firebaugh is one of the most underserved communities in Fresno County.

Central Valley Special Olympics

In partnership with NorCal Special Olympics - Central Section, Valley Children's helped to expand organized sports activities for youth with intellectual and developmental disabilities. Nearly 1,500 athletes across the Valley competed in activities from bocce ball to swimming.

Family Support Groups

Family support groups are an important part of caring for children with chronic diseases. These support groups included:

- **Epilepsy Family Support**
Valley Children's offered monthly and virtual support groups for families with children diagnosed with epilepsy. Designed for entire families, the support groups provided needed support, education and special events throughout the year, including Mother's Day painting events and summer water safety programs specially designed for them.
- **Valley Children's Cancer Survivorship Program**
Up to two-thirds of childhood cancer survivors experience late physical and emotional effects of the disease as they transition to adulthood. The Cancer Survivorship program, the only of its kind in the Central Valley, offered education, support and treatment to participants, building an incredibly strong community of support for all participants.

Maternal, Infant and Child Health and Development

Clinical Partnerships and Partnering for Kids

Valley Children's Clinical Partnerships and Partnering for Kids are distinct programs with a shared goal: to increase the ability for healthcare providers in local communities - in hospitals, local primary care offices and other clinical settings - to deliver pediatric care to their patients closer to home through access to Valley Children's clinical educators, care protocols and other resources.

This support helped minimize children being transferred or referred unnecessarily to Valley Children's, keeping kids in their own community for their healthcare whenever possible. The program helped to quickly identify a child needing advanced pediatric care. Additionally, with improved communication and tools, the program decreased stress for patients and families, increased provider confidence and enhanced performance at Valley Children's and among partnering providers.

In 2025, Valley Children's supported 21 inpatient and four outpatient partners and convened more than 50 training and education events that drew more than 1,200 attendees. Each of our clinical partners spent an average of 200 hours with Valley Children's team members in education, skills training and resource sharing, all built around improving the care for children closer to their homes.

Meeting Families' Basic Needs: Diapers

Across our service area, where up to 30% of children are living in poverty, there is a clear link between family income and a family's inability to cover basic needs for their children, including purchasing diapers. In recognition of this reality, Valley Children's donated 43,704 diapers to community-based organizations to distribute to families in need. Organizations receiving diapers included First 5 Madera County, Saint Rest Baptist Church, West Fresno Family Resource Center, and Community Initiatives for Collective Impact in Merced County.

Safe Sleep for Infants

Through the Guilds Center for Community Health, Valley Children's launched the Central Valley Safe Sleep Coalition, representing more than 50 members in nine counties across the Central Valley. The Coalition's vision is to ensure that every parent and caregiver of an infant will have access to culturally appropriate risk-reduction education and resources on infant sleep, keeping all Central Valley infants safe from preventable causes of death. The Coalition worked with local community organizations to support safe sleep education and cribette distribution. Coalition members include representatives from local public health departments, County First 5 offices, the California Health Collaborative, county offices of education, county community action partnerships, the Black Wellness and Prosperity Center and Cultural Brokers, Inc.

In 2025, led by Valley Children's team, the Coalition produced safe sleep flip books for providers to use with parents, childcare providers and others on the key considerations for ensuring a safe sleep environment.

Developing a Regional Help Me Grow Collaborative

Help Me Grow Central Valley is a regional initiative designed to strengthen and coordinate the early childhood system of care for children ages 0–5 across Fresno, Kings, Madera and Merced counties. Led by Valley Children's as the organizing entity, Help Me Grow Central Valley works to increase developmental screening and access to childhood resources, improve referral pathways and strengthen connections among healthcare providers and community-based organizations.

In 2025, Valley Children's executed a formal agreement with First 5 Fresno County, First 5 Kings County, First 5 Madera County, and First 5 Merced County to launch a two-year regional pilot with the option of a third-year renewal. The four First 5 organizations and Valley Children's funded the initiative and provided governance through participation in the Help Me Grow Central Valley Leadership Team.

In addition to the signing of the agreement, other key accomplishments in 2025 included hiring a full-time program manager, initiating outreach with - and support - from regional partners, drafting a governance structure and initiating an affiliation with the Help Me Grow National Center for technical assistance.

Help Me Grow Central Valley will continue to make significant progress, including the formation and regular convening of a leadership team, the preparation of an environmental assessment, drafting of a strategic plan and formal affiliation with the Help Me Grow National Center.

Literacy

Understanding the critical role that reading and literacy play in healthcare access and child development, Valley Children's supported literacy initiatives in 2025, including the Dolly Parton Imagination Library in Fresno County and the West Fresno Family Resource Center's annual Family Reading Night program.

The latter included six family reading night events that averaged 22 families per event who participated in reading activities and received free books and diapers.

From March through September 2025, Imagination Library in Fresno achieved the following results:



More than 46,000 books were mailed to more than 9,600 children.



Approximately 800 children graduated from the program.



22% of children enrolled live in rural communities.



19% of children are enrolled in the bilingual-spanish library option.



Mental Health

ACEs Community Collaborative

In March 2025, Valley Children's was awarded a \$200,000 ACEs Award Community Grant from Community Partners to support adverse childhood events (ACEs) education and outreach activities throughout its service area. Through the grant, Valley Children's is establishing and implementing protocols for providing ACEs education, screening and response, including documenting education and screening offered, referrals and connections to - and receipt of - integrated services under the California Advancing and Innovating Medi-Cal program.

Fresno Suicide Collaborative

Valley Children's leadership was instrumental in launching the Fresno Suicide Collaborative. Now in its fifth year, the collaborative continued to provide significant resources and support to schools, law enforcement and community organizations across the Central Valley.

In 2025, the collaborative sponsored its annual suicide prevention conference that drew participants from Central California counties. Sponsored in part by Valley Children's, the conference brought experts' voices to our community for continuing education and collaboration. The collaborative has been the driving force behind establishing county-wide school suicide prevention policies, standardizing suicide screening tools in area hospital emergency departments, improving 5150 response protocol by emergency responders to school campuses and providing additional training in suicide prevention and intervention curricula such as ASIST and MHFA to participants.

Valley Children's also participated in the Madera County Suicide Education and Awareness Collaborative.

Zero Suicide Initiative

In 2025, Valley Children's completed the final year in the Zero Suicide Initiative, a national collaborative aimed at preventing youth suicide through improved hospital screening, internal systems of care and regional community collaborations. This work resulted in improved internal processes for suicide screening and continued work with community partners to ensure "warm" hand-offs for kids leaving our emergency department following a suicide attempt or a high-risk suicide screen.

As part of the suicide collaborative work, Valley Children's developed and distributed 200 safety boxes for children leaving the hospital and returning to their communities to help keep them safe at home. The boxes include gun locks and are intended to store medications, sharp objects and other items that may pose a safety risk.

George's Pass

The feeling of belonging is often a challenge for children with neurodivergent sensory conditions, leading to feelings of anxiety and isolation. At the Fresno Chaffee Zoo, nearly 100 kids were able to enjoy the sights and sounds that the zoo provides, thanks to George's Pass. This program, originally developed by a Valley Children's nurse for kids needing special considerations for noise, light and other sensory elements while in the hospital, was launched at the zoo several years ago. The program continued to offer children and families the chance to experience and enjoy the zoo.

In 2025, George's Pass was extended to the ImagineU Children's Museum in Visalia (Tulare County). With nearly 7,000 kids visiting the museum every month, the "Coral Cove" space set aside in the museum for children experiencing challenges due to autism or other neurodivergent conditions allowed for quiet time for children and their caregivers.

Violence and Injury Prevention

Child Advocacy

Valley Children's Guilds Child Abuse Prevention and Treatment Center's mission is to provide comprehensive services to children, dependent adults and their families through a multidisciplinary, trauma-informed program, and to meet the physical and emotional needs of victims with abuse considerations.

The Center is recognized statewide as a leader in advocacy, injury prevention and specialized training. The Center works collaboratively with prevention and intervention groups throughout the state to ensure they are addressing child maltreatment to the best of their ability.

The Guilds Child Abuse Prevention and Treatment Center includes the Child Advocacy Clinic, which operates five days a week, completing approximately 300 visits each year. The Center's providers are available seven days a week, 24 hours a day, for emergency coverage and first responder consultation. The Center includes an inpatient component that evaluates an additional 65 children annually in the pediatric emergency department, acute care and pediatric intensive care units. In addition to the medical services offered, the Center has a social worker and licensed mental health clinician who provide psychosocial assessment, linkages to community services and trauma therapy.

The Center worked closely with law enforcement, Child Protective Services and district attorneys' offices in their investigative efforts of child maltreatment. Since 2007, the Center has facilitated Suspected Child Abuse and Neglect Team (SCAN) meetings, which included multi-disciplinary representatives from Merced, Madera, Fresno, Kings and Kern counties. Each county's SCAN team meets once a month to review cases. The focus of SCAN is to review cases of child abuse and to guide victim services and child abuse prevention efforts in each county. A total of 185 cases were discussed by the SCAN teams in 2025.

For prevention education, the Center continued to collaborate with internal and external partners to provide education to parents, caregivers, healthcare personnel, mental health clinicians and mandated reporters. These partners included child abuse prevention councils, mental health practices, child protective services, district attorneys' offices, Child Death Review Teams (CDRT), local law enforcement agencies, sexual assault response teams (SART), victim advocacy services, human trafficking organizations, regional centers, county public health departments and other community-based organizations.

In addition, the Center hosted its fifth-annual Child Abuse Prevention Conference in April 2025, bringing together experts in the field of child abuse who provided education and information on best practices to more than 100 child protection investigators and professionals throughout the Central Valley.



Safe Kids Central California: Injury Prevention Program

As the lead agency for Safe Kids Central California, Valley Children's supports pediatric injury prevention efforts throughout Central California and is committed to providing resources toward these efforts. Safe Kids Central California is a coalition of 30 agencies made up of healthcare, law enforcement, social services, education, media and other organizations that are dedicated to preventing unintentional injury in children.

In 2025, Valley Children's Injury Prevention Program recorded 2,833 contacts with community members during 51 community-based teaching events on the following topics: bleeding control, burn prevention, child abuse, child passenger safety, concussion safety, e-bike safety, health careers, home safety, pedestrian safety, poison prevention, sports safety, toy safety, vehicular hyperthermia, water safety and wheeled sports safety.

To ensure that children were safe at home, Valley Children's distributed the following equipment to families in need:



**1,485 reflector
flashlights**



**751 bicycle
helmets**



**259 conventional
car seats**



**21 medical
adaptive car seats**

Regional Disaster Preparedness

Valley Children's donated 208 square feet of office space to the California Department of Public Health to store pharmaceuticals to be used in regional disasters or medical emergencies.

Central California Poison Control

The Central California Poison Control Center, one of four sites operated by the California Poison Control System (CPCS) around the state, is located on the Valley Children's campus and received a donation of 2,737 square feet of office space from Valley Children's in 2025. The Center answered calls 24 hours a day, seven days a week, and provided expert advice and information regarding exposure to potentially harmful substances. Statewide, the CPCS received more than 250,000 calls annually. Regional centers like the one housed at Valley Children's typically handle 60,000 - 70,000 calls a year.



OTHER COMMUNITY BENEFIT SERVICES

Valley Children's provided community benefit services in addition to those programs focused on addressing Valley Children's identified priority health needs.

Health Professions Education

Valley Children's is committed to promoting an adequate supply of highly trained professionals to meet our region's demand for pediatric healthcare services. Activities supported by Valley Children's in 2025 included the following.

Pediatric Physician Training

Valley Children's Pediatric Residency Program, in affiliation with Stanford University School of Medicine, offers comprehensive pediatric training within a dynamic, tertiary care environment. The program emphasizes quality and patient safety, interprofessional education, scholarship and community partnerships. Residents gain diverse clinical experiences by rotating through Valley Children's, collaborating closely with a multidisciplinary team that includes physicians, nurses, pharmacists, administrators and other healthcare professionals, alongside local hospital and medical group partners. The program's commitment to scholarly activity is evident through resident-led research and quality improvement.

Valley Children's graduated its first cohort of fellows from the Pediatric Hospital Medicine Fellowship Program, while successfully recruiting some of the graduates. This program was created with the mission to train innovative physician leaders in the care of hospitalized children.

In the current academic year, Valley Children's facilitated training for 253 physician residents and fellows, including 41 pediatric residents enrolled in its pediatric residency program. Additionally, 110 medical students from 18 different medical schools received training across various disciplines such as general pediatrics, cardiology, emergency medicine, family medicine, pediatric surgery and orthopaedic surgery.

Physicians often choose to practice in regions where they train. In June 2025, Valley Children's program graduated its seventh cohort of pediatricians, with 61% remaining within California. This retention is vital to addressing the Central Valley's pediatric healthcare needs.

Nursing and Other Health Professions Students

Valley Children's partnered with health professions education programs throughout the state and around the country to provide students with a variety of educational opportunities to observe or participate in the care of pediatric patients. In 2025, Valley Children's provided 56,364 hours of clinical instruction for 937 nursing students from 12 different nursing programs. Valley Children's also hosted 227 non-nursing students, representing 16 different clinical and administration disciplines, for 29,431 hours of instruction.

Continuing Medical Education

In 2025, Valley Children's hosted four separate continuing medical education sessions for community-based physicians with a combined attendance of 241 providers. Pediatric subspecialty physicians from Valley Children's served as featured faculty, providing community-based physicians with critical guidance on a number of pediatric conditions including behavioral and developmental issues, brain tumors, cancer, celiac disease, clinical genetics, common spinal conditions, the essentials of Kawasaki's disease, evaluation of short stature, headaches, heart murmurs, hypoplastic left heart syndrome, menstrual bleeding, seizures and Type 2 diabetes.

Fresno State Partnership: Internships

In 2025, Valley Children's continued its internship program with California State University, Fresno. Since the program's inception in 2023, we have hosted 188 interns who have worked in 35 different departments at Valley Children's. Twenty-two have been hired into regular employment.

Pharmacist Training

Valley Children's supported a pharmacy residency program in 2025 that provided training to nine residents and one fellow.

School Nurse Training and Community Education

In August 2025, Valley Children's hosted a two-day conference for school nurses and other healthcare staff from school districts throughout Central California. The event was designed to help ensure that schools are equipped to meet the healthcare needs of their students. More than 300 individuals attended the conference and benefited from educational sessions on topics including orthopaedics and common injuries, epilepsy, tracheostomy and ventilator care, gastrostomy and gastrojejunostomy tubes, dysphagia and new diet guidelines, mental health and child abuse.

Additionally, Valley Children's partnered with the Society of Pediatric Nurses and the California School Nurses Organization to offer a full-day conference on human trafficking and its impact on children. More than 150 healthcare leaders, community organizations and school staff learned how to identify children at risk of human trafficking and link them to services.

Subsidized Services

Valley Children's Hospital continues to offer certain clinical services that address important community needs, even when reimbursement does not fully cover the cost of care. For community benefit reporting purposes, these services are evaluated after accounting for Medi-Cal, financial assistance and bad debt.

In FY25, Valley Children's Hospital provided subsidized outpatient clinic services in the following areas:

- Charlie Mitchell Children's Center/Adult Transition (Rural Health Clinic)
- Pediatric Otolaryngology (ENT)
- Maternal Fetal Medicine
- Pediatric Orthopaedics
- Pediatric Plastic Surgery
- Pediatric Urology



Research

The research program at Valley Children's Hospital consists of both national multi-center clinical trials and locally generated physician and interprofessional staff-initiated research studies. Our focus is to participate in studies that are tailored to meet the varied needs of our patient population. In 2025, 232 studies were available to children and their families. Studies included Phase II through Phase IV clinical research, as well as qualitative research, registries and other programs. Highlights included the following.

Valley Children's Hematology Treatment Center continued to participate in various national and regional programs focused on the care of children and young adults with bleeding and clotting disorders.

Surgery providers and the oncology research team collaborated to improve surgical outcomes for children, adolescents and young adults with cancer through multi-institutional participation.

The Pharmacy team, including residents, worked on several projects in 2025, including early assessment and treatment of pediatric patients in our emergency department. The purpose of this study was to create and implement an advanced practice protocol that allows pharmacists to assess and treat low-acuity patients in the ED who could have been assessed in an outpatient setting.

Medical providers and fellows worked on a research project that evaluated the distance traveled to pediatric care over a decade in California. This study investigated the association of distance with both rurality and Childhood Opportunity Index on length of stay and charges per day for children in California.

The nursing department worked on a project that aimed to describe our institutional experience with ultrasound-guided direct cannulation of the superficial femoral vein for non-tunneled peripherally inserted central catheter (PICC) placement in infants and children, with emphasis on procedural indications, venipuncture technique and clinical outcomes. This team aims to improve vascular access practices and develop better guidelines for pediatric PICC placements.

The Neuropsychology team worked on a project that aims to assess the acute and long-term effects of complex medical conditions and treatment regimens on neurodevelopment and neuropsychological functioning in patients ages 0 to 25.

Pulmonologists, in collaboration with University of California, Merced, participated in a project to develop a fully integrated research center to assess traffic-related air-pollution exposures and health impacts in some of California's most disadvantaged communities.

Cash and In-Kind Contributions

Cash Donations and Sponsorships

Valley Children's provided financial support to community-based organizations across our service area whose mission, purpose and values align closely with Valley Children's mission and community-benefit priorities.

In-Kind Donations

Valley Children's owns the land on which the Ronald McDonald House (RMH) of Central California is located and leases the land to RMH for \$1 per year. The lease arrangement helps RMH offer services to families whose children are hospitalized or receiving treatment.

Valley Children's also provided free access to conference rooms and meeting spaces for community groups working on issues related to children's health.

As a leader in the field of pediatric care, Valley Children's staff and physicians participated in numerous local, regional and statewide collaborative efforts to help address the needs identified in the FY23-FY25 Implementation Strategy.

Community Benefit Operations

Reported costs included staff salaries, benefits and expenses, administrative expenses and outside consultants who support the community benefit processes. Costs were also reported for conducting the CHNA and developing the Implementation Strategy.

Community Building Activities

Economic Development

Valley Children's leaders actively participate in, and provide financial support to, local Chambers of Commerce, Workforce Investment Boards, Economic Development Commissions and community foundations across the region. These efforts help enhance policies and initiatives that foster thriving communities.

As an example, through Valley Children's leadership, we were able to link local workforce providers with the Public Works Alliance, a California non-profit with funds for training underserved youth across the State. Their connection with Fresno County led to the establishment of an emergency medical technician (EMT) training program for youth from rural areas of our community. Twenty youth will graduate in early 2026, ready to find work as an EMT.

Fresno Community Health Improvement Partnership (FCHIP)

Founded more than 10 years ago by Valley Children's senior leadership, this collaborative has grown to be an effective force in the region's community health efforts. With a long-standing diabetes collaborative and a cadre of community health workers, FCHIP continues to play an important role in the community.

Advocacy for Community Health Improvements and Safety

The Valley Children's team is active throughout our service area working to address issues critical to child health and wellness. Members of the hospital's leadership team and clinical staff support many healthcare-related initiatives through an in-kind donation of time and other resources.



FINANCIAL SUMMARY OF COMMUNITY BENEFIT

Valley Children’s financial summary of community benefit for FY2025 (October 1, 2024, to September 30, 2025) is summarized in the table below. Valley Children’s community benefit costs comply with Internal Revenue Service instructions for Form 990 Schedule H. Appendix 1 lists the community benefit programs by category.

Financial Assistance and Means-Tested Government Programs	Vulnerable Populations	Broader Community	Total
Traditional Charity Care	\$1,541,865	-	\$1,541,865
Medi-Cal Shortfall	\$46,589,307	-	\$46,589,307
Other Means-Tested Government Programs (Indigent Care)	\$292,554	-	\$292,554
Sum Financial Assistance and Means-Tested Government Programs	\$48,423,726	-	\$48,423,726
Other Benefits			
Community Health Improvement Services	\$2,314,355	\$0	\$2,314,355
Community Benefit Operations	\$0	\$534,476	\$534,476
Health Professions Education	\$0	\$18,278,377	\$18,278,377
Subsidized Health Services	\$2,137,795	\$0	\$2,137,795
Research	\$1,494,790	\$0	\$1,494,790
Cash and In-Kind Contributions	\$2,684,023	\$0	\$2,684,023
Other Community Benefit	\$0	\$17,910	\$17,910
Total Other Benefits	\$8,630,963	\$18,830,763	\$27,461,726
Community Benefit Spending			
Total Community Benefit*	\$57,054,689	\$18,830,763	\$75,885,452
Medicare (non-IRS)	\$47,802	-	\$47,802
Total Community Benefit with Medicare	\$57,102,491	\$18,830,763	\$75,933,254

*Sum of Financial assistance, Means-Tested Government Programs and Other Benefits.

COMMUNITY BENEFIT PLAN FY2026

Significant Needs the Hospital Intends to 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 drivers of health, a term that refers to a host of non-medical factors that significantly impact an individual's overall health and well-being. 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 drivers of health.

The Community Benefit Plan describes the actions the hospital intends to take, including programs and resources it plans to commit, to address the priority significant health needs identified in the FY26-FY28 Implementation Strategy.

Valley Children's will address the following needs:

- Access to healthcare and preventive care
- Basic needs
- Chronic disease
- Maternal and infant health
- Mental health
- Violence and injury prevention

Access to Healthcare and Preventive Care

Goal: Improve access to healthcare and preventive care services through education and outreach.

Strategies

1. Provide education to school nurses on key issues impacting child health and wellness.
2. Provide education and training to physician and non-physician health professions students.
3. Provide community education to families and patients.
4. Provide education and access to pediatric specialty physicians for community-based hospitals and primary care physicians to assist in meeting the healthcare needs of children.
5. Support community-based primary and preventive healthcare services for at-risk children, including through the Fresno County Superintendent of Schools' Mobile Health Unit and the Madera County Public Health Department's Mobile Health Vans.



Basic Needs

Goal: Improve access to basic needs including, but not limited to, food and diapers for children and their families.

Strategies

1. Partner with food banks and other community-based organizations to support food distributions to children and families facing food insecurity.
2. Partner with community-based organizations to support the distribution of diapers to children and families.
3. Partner with Central California Legal Services to provide support to families experiencing housing conditions that negatively impact their health.

Chronic Disease

Goal: Reduce the impact of chronic diseases on child health and wellness.

Strategies

1. Partner with regional payers to engage patients and families in the CalAIM program to provide community-based support for chronic disease management.
2. Partner with the Central California Asthma Collaborative to develop a pilot program for children challenged to manage their asthma by providing community, school and home-based support.
3. Provide education to community-based stakeholders - including school nurses, primary care providers and community-based organizations - on issues important to child health and wellness, including the prevention and treatment of asthma and obesity.

Maternal and Infant Health

Goal: Improve the health of high-risk pregnant women, newborns and toddlers.

Strategies

1. Implement the Help Me Grow Central Valley pilot project to improve the developmental and social-emotional screening and treatment for infants and toddlers.
2. Lead the Central Valley Safe Sleep Coalition, focused on reducing the number of infant deaths from unsafe sleep in participating counties, and secure Valley Children's certification as a safe sleep hospital.
3. Provide community education to women and families.
4. Support community-based initiatives focused on decreasing perinatal maternal and infant morbidity and mortality among high-risk populations.
5. Provide advocacy in support of maternal and child health policy issues, including advocacy work in partnership with the March of Dimes of California.



Mental Health

Goal: Contribute to improving the system of mental health care for our children and adolescents.

Strategies

1. 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.
2. Lead regional suicide prevention initiatives.
3. In partnership with the Fresno Mission/City Center, develop programs, services and systems focused on the mental and physical health of our most vulnerable youth – those who are homeless, victims of human trafficking, food insecure, involved in the foster care system or experiencing mental illness.

Violence and Injury Prevention

Goal: Enhance injury prevention programs and the safety of children.

Strategies

1. 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 to track, monitor and advocate for the health and safety of at-risk children throughout the Central Valley.
2. Provide education and outreach messages to community providers and families that focus on safety and injury prevention.
3. Lead Safe Kids Central California and support the implementation of evidence-based programs, such as car-seat checkups, safety workshops and sports clinics that help parents and caregivers prevent childhood injuries.
4. Provide advocacy in support of childhood injury prevention policies, including community efforts to implement Safe Routes to Schools programs.

Evaluation of Impact

Through the CHNA process, community stakeholders provided input on the community health needs impacting the community, prioritization of the needs and resources to address the needs. Appendix 2 identifies the community groups and local officials that were consulted.

Valley Children's will monitor and evaluate 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 or 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.

Significant Needs the Hospital Does Not Intend to Address

Children in Valley Children's service area face significant health needs that far exceed our ability to adequately address. We concentrate our work on those priority areas in the CHNA and in ways where we have the resources, expertise and partnerships to make the most difference.

Considering existing hospital capacity and resources, Valley Children's will not directly address the remaining health needs identified in the CHNA, including economic insecurity and substance use. However, Valley Children's recognizes that some of the strategies and programs outlined above may indirectly contribute to improvements in these areas.

Valley Children's will continue to look for opportunities to address community needs where it can appropriately contribute to addressing those needs, either directly or in collaboration with others.

CONTACT INFORMATION

Address of Hospital Campus

Valley Children's Hospital
9300 Valley Children's Place
Madera, CA 93636

Web Address

valleychildrens.org

Community Benefit Contact

Lynne Ashbeck
Senior Vice President and
Chief Community Impact Officer
559-353-7051
lashbeck@valleychildrens.org



APPENDIX 1

CATEGORIZATION OF COMMUNITY BENEFIT PROGRAMS

Medical Care Services

Charity care/financial assistance
Medi-Cal shortfall
Medicare shortfall (non-IRS)
Other means-tested government programs

Other Benefits for Vulnerable Populations

Adaptive Sports program	Health literacy
Adverse Childhood Experiences (ACEs) education and outreach	Help Me Grow Collaborative
Blue Zones Project Bakersfield	Medical-Legal partnership for housing related issues
Cash and in-kind donations to organizations serving vulnerable populations and improving community health	Mobile Health Unit
Child Abuse Prevention and Treatment Center	Partnering for Kids
Clinical Partnerships	Physical activity opportunities for youth
Diaper distribution	Poison control
Family support groups	Safe Kids Central California
Financial assistance	Safe sleep for infants
Flu vaccinations	Sports physicals
Food security	Suicide prevention
Health insurance enrollment assistance	Transportation
	Vision screening

Other Benefits for the Broader Community

Community benefit operations

Health Research, Education and Training Programs

Continuing Medical Education
Nursing education
Other Health Professions education
Pediatric Physician Training
Pharmacist training
Research
School nurse training and community education

Subsidized Health Services

Charlie Mitchell Children's Center/Adult Transition (Rural Health Clinic)
Pediatric Otolaryngology (ENT)
Maternal Fetal Medicine
Pediatric Orthopaedics
Pediatric Plastic Surgery
Pediatric Urology

Nonquantifiable Benefits

Advocacy for community health and safety
Economic development

APPENDIX 2

COMMUNITY STAKEHOLDERS

Fresno, Kings, Madera and Tulare Counties

Key Informant Interview and Listening Session Participants (Organizations)

- California State University, Fresno
- CalViva Health
- Centro La Familia Advocacy Center
- Cradle to Career Fresno County
- Cultiva La Salud
- Downtown Fresno
- Exceptional Parents Unlimited
- First 5 Fresno County
- Fresno County Department of Behavioral Health
- Fresno County Department of Public Health
- Fresno Interdenominational Refugee Ministries (FIRM)
- Fresno Metro Ministry
- Kings View Behavioral Health Clinic
- United Healthcare Centers

Focus Groups Fresno County

Population	Date/Location	Total Number of Participants
Adults with Disabilities and Caretakers of Adults with Disabilities	November 13, 2024/Best Buddies/Community Hospital	10
Asian or Pacific Islander	October 30, 2024/Virtual	2
Black or African American	November 22, 2024/Virtual	6
Farmworkers	November 12, 2024/Chestnut High School	10
Farmworkers	November 15, 2024	10
First Generation Residents	November 6, 2024/Virtual	2
Former Incarcerated (Hope Now)	November 15, 2024/Hope Now	6
Fresno Housing (Hispanic/Spanish)	November 13, 2024/Fresno Housing	10
Homeless/Unhoused	November 13, 2024/Fresno Mission	7
LGBTQ+	November 7, 2024/Virtual	4
Low Socioeconomic Status Residents	November 13, 2024/Cedar Courts/Fresno Housing	7
Parents of Children Spanish (0-5)	November 14, 2024/Fresno Housing	7
Pregnant and postpartum moms (including doulas) – Black-African American	November 8, 2024/Virtual	8

Focus Groups Kings County

Population	Date/Location	Total Number of Participants
Parents with Children (0-5)	Kettleman City	4
LGBTQ+	Virtual	10
United Cerebral Palsy (UCP) Parents	Virtual	10

Focus Groups Madera County

Population	Location	Total Number of Participants
Black or African American	In-person	10
Chowchilla Residents	Virtual	20
East Madera Residents	In-person	2
Farmworkers	In-person	6
Native American	In-person	8
Parents and Caretakers	Virtual	17
LGBTQ+	Virtual	10
Punjabi	In-person	10

Focus Groups Tulare County

Population	Location	Total Number of Participants
Previously Homeless Individuals	The Warehouse	10
Young Adults (Latino and Filipino)	Virtual	9
Parents of Children with Special Needs	Virtual	3
Living with Diabetes and Chronic Illness	Kaweah Health support group	10
People from Oaxaca	Unidad Popular Benito Juarez	10
Older Farmworkers 55+	Self-Help Enterprises	10
Moms and Pregnant Women	Lindsay FRC	6

Kern County

Key Informant Interviews

Name	Title	Organization
Carlos Baldovinos	Executive Director	Mission at Kern County
Brynn Carrigan	Director	Kern County Department of Public Health
Chad Casto	Public Health Program Manager	Kern County Department of Public Health
Jon Colocho, MPA	Public Health Program Manager	Kern County Department of Public Health
Paula De La Riva-Barerra, MPA	Senior Manager Early Learning Initiatives	First 5 Kern County
Natalie Erickson	Manager	Valley Children's Eagle Oaks Specialty Care Center
Aaron Falk	President and CEO	Kern County Foundation
Staci Gonzales	Manager of Primary Care Operations	Valley Children's San Dimas and Stockdale Pediatrics
Toni Harper, LCSW	Vice President of Philanthropy	Friends of Mercy Foundation
Michelle Hay	Vice President of Community Affairs	Jim Burke Ford
Anna Laven, EdD	Senior Advisor	National Healthcare and Housing Advisors
Jerry Meade, MA	Assistant Director Head Start and Child Development	Community Action Partnership of Kern
Darrell Muniz	Chief Operating Officer	California Farmworker Foundation
Jeremy Oliver	Director	Kern County Aging Adult Services
Marissa Ortiz-Cortez, MPH	WIC Program Administrator	Community Action Partnership of Kern
Michele Shain, BSN, MBA	Senior Director, Neuroscience and Cardiovascular Services	Memorial Hospital
Lauren Skidmore	Chief Executive Officer	Open Door Network
Cindy Uetz	Chief Deputy Director	Kern County Department of Human Services
Joan Van Alstyne, RN	Director of Patient Experience	Mercy Hospitals of Bakersfield
Yadira Vargas, MPA	Child and Family Services Facilitator	Kern County Network for Children

Kern County

Key Informant Interviews

Name	Title	Organization
Leslie Abasta-Cummings, MPH	Chief Executive Officer	Livingston Community Health
Janet Apling Kasper	Director of Community Impact	United Way of Merced County
Andrea Barriga	Practice Manager	Valley Children's Olivewood Pediatrics
Monika Grasley	Executive Director	Lifeline CDC
Lamar Henderson	Family Services Supervisor, All Dads Matter Fatherhood Program	Merced County Human Services Agency
Dave Lockridge	Founder and Chief Executive Officer	ACE Overcomers
Ronita Margain	Community Engagement Director	Central California Alliance for Health
Peter Mojarras, MA	Chief Executive Officer	Castle Family Health Centers
Fanta Nelson	Nursing Division Manager	Merced County Department of Public Health
Marie Pickney, MPH, CHES	Program Manager; Consultant	First 5 Merced County; Merced County Food Bank
Stergios Roussos, PhD, MPH	Chief Executive Officer	Community Initiatives for Collective Impact
Salvador Sandoval, MD, MPH	County Health Officer	Merced County Department of Public Health
Ignacio A. Santana, MD, MPH	Assistant Health Officer	Merced County Department of Public Health
Kevin Smith, MA, LEP	Director Special Education	Merced City School District
Kimiko Vang, DSW, LCSW	Director	Merced County Behavioral Health and Recovery Services



Stanislaus County

Key Interview Stakeholders and Focus Groups

Focus Groups and Interviews	Date	Participants
Cradle to Career Patterson	10/16/24	12
Cradle to Career Modesto	10/17/24	13
Health Plan of San Joaquin	10/17/24	30
Youth Navigation Center	11/12/25	8
International Rescue Committee	11/13/24	14
Invest in Me	11/13/24	11
Legacy Alliance Outreach	11/13/24	21
Assyrian Wellness Collaborative	11/13/24	8
United Domestic Workers of America	11/14/24	20
Chemo Crew	11/14/24	9
Central Valley Opportunity Center	11/15/24	20
Behavioral Health and Recovery Services	11/15/24	14
Protection Health and Slamming Tobacco (PHAST) Youth Coalition	12/6/24	7
CalPride Stanislaus	12/10/24	8
NAACP	12/19/24	5





Valley
Children's
HEALTHCARE