



Rady
Children's
Health

RADY CHILDREN'S HOSPITAL SAN DIEGO
COMMUNITY BENEFIT PLAN AND REPORT



Fiscal Year 2025
(July 1, 2024 – June 30, 2025)
Hospital ID #106370673

Submitted to:
Department of Health Care Access and Information
Accounting and Reporting Systems Section
Sacramento, California

TABLE OF CONTENTS

Mission, Vision and Values	05
Governance	05
Commitment to the Community	06
Community Health Needs Assessment	09
Addressing Priority Health Needs	10
Other Community Benefit Services	25
Financial Summary of Community Benefit	30
Community Benefit Plan FY26	32
Significant Needs the Hospital Intends to Address	32
Evaluation of Impact	43
Health Needs the Hospital Will Not Address	43
Contact Information	44
Appendix 1: Categorization of Community Benefit Programs	45
Appendix 2: Community Stakeholders	47

ABOUT RADY CHILDREN'S HEALTH

Rady Children's Health (RCH), a premier pediatric healthcare system in Southern California, unites the expertise of Children's Hospital of Orange County (CHOC) and Rady Children's Hospital San Diego. RCH is a trusted partner for families seeking safe, high-quality care. Building on a combined legacy of more than a century of clinical excellence, RCH is dedicated to advancing children's health through leading-edge research, innovative treatments and compassionate care. We remain steadfast in our commitment to serving our local communities while providing the benefits of our integrated organization.

Rady Children's Hospital San Diego

Since 1954, Rady Children's Hospital San Diego (Rady Children's) has been meeting the health needs of children and families. A nonprofit, 511-bed pediatric-care facility dedicated to excellence in care, research, and teaching, Rady Children's is the San Diego region's only hospital dedicated exclusively to pediatric health care and the only designated pediatric trauma center serving San Diego and Imperial Counties, and with a growing presence in southern Riverside County. Through a partnership with the University of California, San Diego, Rady Children's serves as a center for graduate and post-graduate education. Rady Children's aims to meet its mission to restore, sustain and enhance the health and developmental potential of children through excellence in care, education, research, and advocacy.

Rady Children's is a regional tertiary and quaternary referral center that provides comprehensive inpatient and outpatient acute care, including psychiatric and intensive care pediatric services. On its main campus, the hospital operates a Level 4 full scope Neonatal Intensive Care Unit (NICU). In addition, the hospital is licensed to operate neonatal intensive care units across the region, including:

- An 8-bed, Level 2 NICU for Scripps Memorial Hospital in Encinitas;
- An 18-bed, Level 3 NICU for Scripps Memorial Hospital in La Jolla;
- Two Level 2 NICU for Scripps Mercy Hospital located in San Diego and Chula Vista;
- A 4-bed, Level 3 NICU, located at Palomar Medical Center in Escondido; and
- An 11-bed, Level 3 NICU at Southwest Healthcare System in Rancho Springs in Riverside County.

To help care for pediatric patients, Rady Children's also collaborates with Sharp Healthcare, Scripps Health, and Palomar Pomerado Health through affiliated program agreements, including a licensed 11-bed Pediatric Medical Unit for Sharp HealthCare located at its Sharp Grossmont Campus.

Awards

Rady Children's was the recipient of the following awards and accolades in Fiscal Year (FY) 25.

- For the third year in a row, Rady Children's has been named by U.S. News & World Report to its 2025–2026 Best Children's Hospitals Honor Roll, a distinction awarded to only 10 children's hospitals nationwide. Rady Children's was also named by U.S. News as tied for the No. 1 pediatric hospital in California and the Pacific Region.

Rady Children's had four specialties rank among the top 10 in the nation:

#6 Pediatric Cardiology & Heart Surgery	#7 Orthopedics	#8 Neonatology	#10 Diabetes & Endocrine Disorders
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and maintained its nine-year streak of achieving rankings in all specialties surveyed.

- The American Nurses Credentialing Center Commission designated Rady Children's with Magnet recognition.

Facts and Figures

In FY25, Rady Children's Hospital:

- Provided care to 216,685 children.
- Had 20,240 inpatient admissions.
- Had 317,286 specialty outpatient physician visits.
- Provided care to 1,796 trauma patients.
- Had 102,802 emergency care visits and 58,817 urgent care visits.
- Performed 22,101 surgeries.
- Performed 351 heart surgeries and attended 30,876 outpatient visits at our cardiology clinics. To date, have performed 63 heart transplants at our Heart Institute.
- Cared for 249 newly diagnosed cancer patients, attended to 10,590 outpatient visits, and provided 22 blood and marrow transplants, and 4 CART-cell treatments at our Peckham Center for Cancer and Blood Disorders.
- Provided trauma counseling to 485 children and parents at our Chadwick Center for Children & Families.
- Had 83,047 visits to our orthopedic and rehabilitation clinics, including the 360 Sports Medicine program at our Orthopedics & Scoliosis Center.
- Developmentally disabled children receive round-the-clock care.
- Rady Children's Canine Care Program has nearly 30 volunteer dogs. Dogs and their handlers are on Rady Children's campus five days a week throughout the year.

MISSION, VISION AND VALUES

Our Mission

To restore, sustain and enhance the health and developmental potential of children through excellence in care, education, research and advocacy.

Our Vision

We will be a leader, recognized nationally and internationally, for excellence in patient care, education, research and advocacy.

Our Values

We demonstrate CARES values – Compassion, Accountability, Respect, Excellence and Service – with patients, families, visitors, the community, and our team members.

Rady Children’s complies with applicable state and federal civil rights and non-discrimination laws. See <https://www.rchsd.org/patients-visitors/summary-notice-of-nondiscrimination> for additional information regarding our policies. Language assistance services, free of charge, are available to our patients and visitors.

Governance

The Rady Children’s Hospital and Health Center Board of Directors provides oversight for and guides the direction of community benefit. The Board was consulted on the development of the community benefit plan.

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COMMITMENT TO THE COMMUNITY

Rady Children's is dedicated to improving the lives of children and families — in our community, throughout the nation and around the world. We are the only hospital in the San Diego area dedicated exclusively to pediatric health care and the region's only designated pediatric trauma center. Our hospital treats children from birth to 18 years old, as well as a small number of adults with certain conditions for which we have specialized services.

As a nonprofit hospital, we take pride in our service to the community. Rady Children's provides financial assistance to those who cannot afford services, or whose health insurance does not cover all services provided, and we invest in the community to increase access to health care services and improve health. This report demonstrates tangible ways in which Rady Children's is fulfilling its mission to restore, sustain and enhance the health and developmental potential of children.



Service Area

Rady Children's Hospital-San Diego is located at 3020 Children's Way, San Diego, California 92123. The hospital is licensed to operate pediatric and Neonatal Intensive Care Unit (NICU) beds in Riverside and San Diego Counties. The joint service area is defined as San Diego, Riverside and Imperial Counties.

San Diego County

As the second largest county in California, San Diego County has concretely defined boundaries, including Marine Corps Base Camp Pendleton's 125,000 acres to the north, the Pacific Ocean to the west, Mexico to the south, and extensive mountains and deserts to the east. Because of its geographic size and large population, the San Diego County Health and Human Services Agency organizes its service areas into six geographic regions: Central, East, North Central, North Coastal, North Inland, and South.

Riverside County

Riverside is the fourth largest county in California and the tenth largest in the United States. It covers more than 7,300 square miles and is home to 2.4 million residents. Riverside County was formed in 1893 from a small portion of San Bernardino County (to the north) and a larger part of San Diego County (to the south). The County reaches from Orange County to the West to the Arizona state line along the eastern border.

Imperial County

Imperial County was the last county to be established in California in 1907; however, it is the ninth largest California County encompassing 4,284 square miles. The county has a rich agricultural heritage, which includes the production of half of the nation's winter vegetables. Imperial County borders Mexico on the south, Arizona on the east, San Diego County on the west and Riverside County on the north.

SERVICE AREA SNAPSHOT

Community Indicators	Imperial County	Riverside County	San Diego County
Population	179,578	2,429,487	3,289,701
Population Growth (2017–2022)	0.2%	3.2%	0.2%
Children and Teens, Ages 0–17	28.4%	24.6%	21.2%
Adults, Ages 18–64	58.4%	60.6%	64.1%
Seniors, Ages 65 and Older	13.2%	14.8%	14.7%
Hispanic or Latino Residents	85.4%	50.8%	34.5%
White Residents	9.6%	32.4%	43.6%
Black or African American Residents	2.3%	6.1%	4.5%
Asian Residents	1.3%	6.7%	11.8%
Spanish Spoken in Home, Ages 5 and Older	73.1%	34.6%	23.9%
Asian or Pacific Islander Language Spoken in Home, Ages 5 and Older	0.8%	4.2%	7.7%
Does Not Have a High School Diploma	28.7%	16.9%	11.3%

VULNERABLE POPULATIONS

Community Indicators	Imperial County	Riverside County	San Diego County
Poverty Level	21.1%	11.4%	10.6%
Low-Income (<200%FPL)	46.4%	29.2%	24.6%
Has Health Insurance, Total Population	93.2%	91.9%	92.7%
Has Health Insurance, Ages 0–18	97.5%	96.1%	96%
Medi-Cal Coverage, Under Age 19	57.1%	48.3%	25.6%
English Learners, Students	39.9%	16.9%	17.7%
Homeless Children	44	319	1,277
California Healthy Places Index, Inadequate Access to Clean Air and Safe Drinking Water	25%	23.2%	33.9%

COMMUNITY HEALTH NEEDS ASSESSMENT

Rady Children's completed a Community Health Needs Assessment (CHNA) in FY25. California Senate Bill 697 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. A CHNA identifies unmet health needs in the service area, provides information to select priorities for action across targeted geographical areas, and serves as the basis for community benefit programs.

Rady Children's continued a longstanding commitment to collaboratively address community health needs in San Diego by participating in the 2025 CHNA coordinated through the Hospital Association of San Diego and Imperial Counties (HASD&IC). Findings from the HASD&IC collaborative CHNA were incorporated in the Rady Children's CHNA.

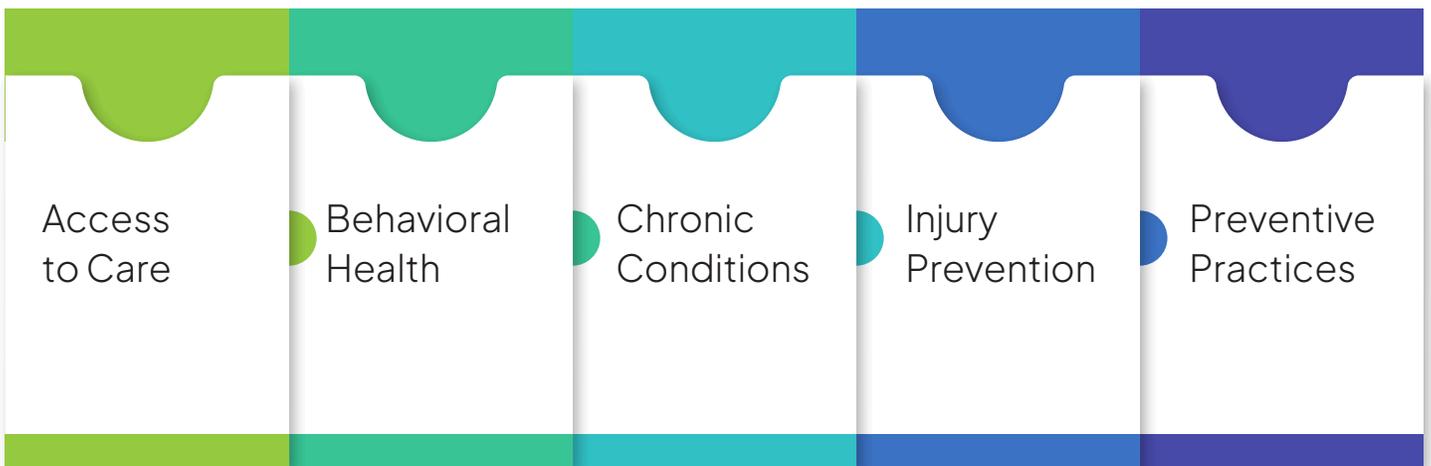
The CHNA process included collection and analysis of data sources for the hospital service area. Secondary data were collected from county and state sources. In addition, primary data were collected directly from stakeholders in the community. A variety of primary data collection methods were used to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



Prioritization of Needs

The CHNA identified significant health needs, which were prioritized with community input through interviews with representatives from community-based organizations, focus group participants and service provider survey respondents. As a result of the CHNA findings and community input, Rady Children's chose to address the following needs in the FY26–FY28 Implementation Strategy as they focus on the health of children and their families:

- Access to health care (including birth indicators)
- Behavioral health (including mental health and substance use)
- Chronic conditions (including overweight and obesity)
- Injury prevention
- Preventive practices (include early childhood learning and developmental disabilities)



ADDRESSING PRIORITY HEALTH NEEDS

Rady Children's FY25 Community Benefit Report and Plan summarizes community benefit activities that were responsive to the top child health needs identified in the FY23–FY25 Implementation Strategy. Rady Children's committed to community benefit efforts that addressed access to health care, behavioral health (including mental health and substance use), chronic conditions (including overweight and obesity), and injury prevention. Activities and programs that highlight the hospital's commitment to addressing these needs are detailed below.

ACCESS TO HEALTH CARE RESPONSE TO NEED

Anderson Center for Oral Health

The Anderson Center for Oral Health, a component of Population Health and Care Redesign, works to improve the oral health of children in San Diego County, particularly young children and children with disabilities, through community and professional education. The Anderson Center serves as co-chair of the San Diego County Oral Health Coalition and serves on the associated Early Childhood Domain and Medical and Dental Integration Domain. They collaborated with departments within the hospital to provide care navigation and referrals for 74 children with chronic health conditions and developmental delays. They worked with primary care offices to educate and encourage fluoride varnish and early referral to dental homes for children under age five. The Center engaged pediatric dental residents in community outreach and events to raise awareness of the importance of oral health and referral to regional dentists.

Children’s Hospital Emergency Transport (NICU/PICU)

The Children’s Hospital Emergency Transport (CHET) team provided 24-hour emergency pediatric critical care transports and consultation services for children throughout San Diego, Imperial and Riverside Counties. CHET provided ground and air transportation for children, birth to age 18 or older, from hospitals, clinics and physician offices throughout the region.

Connections to Care and Support

Financial Assistance and Health Insurance Enrollment

Rady Children’s Financial Assistance Program provides financial assistance to patients with medically necessary health care needs who are low-income, uninsured or underinsured, ineligible for a government program, or otherwise unable to pay for care based on their individual family financial situation. Financial counselors assisted patients in applying for health insurance coverage or low-cost health insurance, arranging a payment plan and other benefits from public and private sources. Financial counselors also coordinated with California Children’s Services (CCS) enrollment programs and partnered with local agencies to improve access to health care and support services for uninsured patients.

Resource Line/Nurse Triage

The Nurse Resource Line is a free service open to the community that provides pediatric health information and helps families promptly navigate to appropriate care. In FY25, responses were provided to over 21,554 requests for assistance and information.

Development Services: Early Childhood Intervention

Developmental Evaluation Clinic (DEC)

DEC clinical and developmental psychologists provide diagnostic developmental evaluations for infants, preschoolers, and school-age children to identify developmental, learning, and social delays and determine the need for further intervention. Once delays are identified, referrals are made to public education and public and private therapy programs. In FY25, DEC served 1,132 children.

Developmental Screening and Enhancement Program (DSEP)

DSEP provides universal developmental and behavioral screenings, long-term facilitated case management, and short-term direct intervention for caregivers and children with open cases with the Department of Child and Family Well-Being in San Diego County. In FY25, DSEP provided developmental and behavioral assessments and linkages to services to 1,928 children, ages birth to 6 years old.

Healthy Development Services (HDS/C3)

Healthy Development Services is one of the only programs in the nation that provides preventive early intervention services and positive attachment support at no cost to families from prenatal until a child enters Kindergarten. Staff includes developmental specialists, physical, occupational and speech therapists, behavior specialists, and license-eligible or licensed clinicians. Funded by First 5 San Diego, RCHSD contracts for the North Central region (Kearny Mesa office), North Coastal region (Oceanside office) and subcontracts with SBCS for the South region (Chula Vista office). In FY25, HDS/C3 served 2,090 children with 12,262 service encounters.

Healthy Steps

Rady's Children's HealthySteps program is a partnership with Children's Primary Care Medical Group and First 5 Commission of Riverside. It operates in Hemet, Murrieta, Temecula, and Vista. HealthySteps is an evidence-based, interdisciplinary pediatric primary care program that guides healthy development in young children in tandem with nurturing parenting skills. Primary care providers refer to HealthySteps specialists for immediate consultation. Families are scheduled for screening and care coordination services with a HealthySteps provider 24 to 48 hours (about two days) following their well-child visits. In FY25, HealthySteps provided 3,175 children and their caregivers with 4,341 developmental and behavioral service encounters.

Neurodevelopmental Pediatric Clinic

The NICU Neurodevelopmental Clinic provides an evaluation of the growth and development of infants and young children who are at risk for neurologic problems or developmental delays because of premature birth, low birth

weight or other issues at birth. A pediatric nurse practitioner educated families regarding follow-up services. Infants received developmental screenings, neurologic assessment, and family psychosocial assessment. Coordination of referral to services in the community was also provided.

Sach's Family Clinic

The Sach's Family Clinic provided RITA-T (Rapid Interactive Screening Test for Autism) screenings for 21 children. The RITA-T is a screening test for autism used in toddlers, allowing identification in children as young as 18 months.

The Autism Discovery Institute (ADI) and Alexa's PLAYC

The Autism Discovery Institute is an integrated clinical program that provided psychological and developmental evaluations and interventions, including parent-child developmental behavioral intervention, cognitive behavioral intervention, and social skills groups for children with autism from 12 months through adolescence.

Alexa's Playful Learning Academy for Young Children (Alexa's PLAYC) is an early education program for typically developing children and children with or at risk for autism spectrum disorder. The curriculum teaches developmentally appropriate communication, including cognitive and social skills, while fostering independence. Alexa's PLAYC provided toddlers and preschool-age children with an environment that stimulated physical, social, intellectual, and emotional growth. In FY25, ADI and Alexa's PLAYC engaged 874 children.

International Patient Services

Rady Children's Hospital serves patients and families from across the country and worldwide. The International Patient Services team coordinated health care and medical services for 505 low-income families traveling outside of California, and an additional 320 within California. International Patient Services collaborated with various departments throughout Rady Children's to ensure comprehensive support at every stage of the child's health care journey.

Pediatric Down Syndrome Clinic

Down syndrome is the most common genetic cause of cognitive and developmental disabilities. The Pediatric Down Syndrome Clinic was established through a partnership between Rady Children's and DS Action (a local nonprofit group) to address the unmet needs of children with Down syndrome. The Clinic also serves as a resource for health care professionals in the community. The Clinic provided an assessment by a multidisciplinary team, genetic counseling, comprehensive case management, patient advocacy, social services, and dietary and nutrition support.

Polinsky Children’s Center

Polinsky is an emergency shelter for abused, abandoned, and neglected children. Services were provided to shelter children by Rady Children’s physicians, nurses, and developmental screening personnel. In FY25 the Center provided 17,520 hours of nursing care, 510 hours of medical assistance coverage, 1600 hours of on-site physician coverage with 24/7 care to provide care for 592 children.

Population Health and Care Redesign

Population Health seeks to improve care and outcomes for children and families in the community managing chronic and complex medical conditions. By focusing on social drivers of health and health equity, these programs redesign how care is delivered so that the most vulnerable patients in the community experience better access to resources and improved physical, social, and behavioral health outcomes.

Care Coordination

Outpatient registered nurse care coordination focused on supporting families with complex medical needs. The goal is to improve health outcomes by adopting a whole-child approach addressing medical, social, developmental, behavioral, educational, and financial health factors. This included regular community-based events to enhance engagement, foster connections, promote mental well-being, and create learning opportunities.

Closing Care Gaps

This project helped 13,288 families navigate the complexities of the health care system while addressing barriers and facilitating access to medical homes. Coordinating preventive care services reconnects families to their medical homes for well-child visits and vaccinations. Collaborating with primary care team members, dedicated primary care coordinators ensured connections to community resources to address food insecurity, housing, and transportation.

Rite-Aid Healthy Futures Food Access Program

Rady Children’s screened children and families for social determinants of health, including food insecurity. Families in need were referred to a Hunger-Free Navigator, who connected them to food pantries and resources for free meals. In FY25, 914 people were provided with food packages of nonperishable food items, fresh produce, dairy products, and meats.

School Health

Through a partnership with the National Elementary School District, which comprises 4,300 students, Rady Children's provided school health services, including credentialed nurse services. The National School District serves preschool and elementary students in universal transitional kindergarten through 6th grade. All eleven of the district's schools are designated Title 1, meaning the student population has acute needs due to the high poverty rate. The program assessed and implemented health case management for students with medical needs while in school, collaborated on special education plans and provided daily care for all students. It also served as a resource to families and the district, ensuring the most current best practices are recommended and implemented.

Rady Children's also provided nursing support for hearing and visual screening services for students attending 25 local school districts in the San Diego region.

Project Adam-Heart Safe School Initiative

Rady Children's Health became a Project Adam affiliate site in 2019. Since that time, 20 schools have become certified "Heart Safe Schools." In FY25, the Sweetwater School District joined the National School District as the two heart safe school districts in our region



BEHAVIORAL HEALTH (INCLUDING MENTAL HEALTH AND SUBSTANCE USE) RESPONSE TO NEED

Rady Children's Health Behavioral Health System of Care

Rady Children's provides comprehensive mental and psychosocial services to children and their families in all care settings, including hospital inpatient, outpatient clinics and school settings.

Chadwick Center for Children and Families (Chadwick Center)

The Chadwick Center is an accredited children's advocacy center (CAC) at Rady Children's and is the largest hospital-based center. The CAC provided family-focused and trauma-informed services to children and adolescents who experienced or witnessed maltreatment, abuse or violence. Chadwick also offered accredited professional education.

Child Protection Team (CPT)

CPT is a multidisciplinary team that includes caring and trained professionals from law enforcement, child protection, prosecution, mental health, medical, family advocacy, CAC staff and community partners. The CPT provided specialized services to help children and families heal from abuse and trauma by providing a coordinated, compassionate response. Services include:

- **Child Abuse Treatment (CHAT) Program:** In FY25, CHAT provided evidence-based therapy services to treat 124 children facing the after-effects of a traumatic event.
- **Family Advocacy:** Family Advocates supported victims, witnesses and their families. They ensured victims were treated fairly and that their voices were heard. They also helped the victims, and their family members receive necessary information about resources and services.
- **Forensic and Medical Services:** 1,586 children received medical assessment or a forensic interview when suspected of being abused or having witnessed violence.
- **Kids and Teens in Court (KTIC):** In FY25, KTIC supported 116 child and teen (ages 4–17) victims and witnesses who may need to testify in criminal or juvenile court. The program increased children's ability to competently and effectively participate in the courtroom experience by decreasing anxiety and improving the efficacy of the judicial process.
- **Options Foster Parent Training:** In FY25, this program trained 169 foster parents and relative caregivers in child development, parenting and oral health.
- **Trauma Counseling:** In FY25, 2,344 encounters for trauma counseling were provided to 234 children and families to help them heal from traumatic events, including child abuse, neglect, witnessing a crime or community violence.

KidSTART

KidSTART is a unique program for children with complex developmental, social-emotional, and mental health needs. There are two components: KidSTART Mental Health Clinic (operated by Rady Children's Chadwick Center for Children & Families) and KidSTART Center (operated by Rady Children's Developmental Services). They are integrated to allow mental health and developmental specialists to assess needs, develop collaborative treatment plans, provide unique interventions, and facilitate long-term care coordination for the family. The continuum of services includes screening, triage, assessment, referrals, and treatment. The child is referred for treatment at the KidSTART Clinic if social-emotional or mental health needs are identified. Additionally, care coordination facilitated the identification of caregiver needs (e.g., mental health, substance abuse), which were addressed through referrals to appropriate adult services. In FY25, the KidSTART Center provided 2,616 encounters for 235 children, and the KidSTART Clinic provided 5,331 encounters for 338 children, ages 0–5, and their caregivers.

Psychiatric Emergency Care Services

Child and Adolescent Psychiatry Services (CAPS)

The Child and Adolescent Psychiatry Services program is an inpatient unit for children and adolescents up to age 18 with psychiatric illness. Comprehensive psychiatric care is provided by a highly experienced team of specialists from the UC San Diego School of Medicine and specially trained health professionals from Rady Children's Hospital. Individualized services include medication management, behavioral programs, specialized therapies, dietary support and recreational therapy.

Child Life Services

The Child Life Services Department consists of specially trained certified child life specialists (CCLS) who helped support patients during their medical visits and hospital stays and encourage a healing environment. Each child life specialist is certified by the Association of Child Life Professionals (ACLP) and is an expert in child development. Child life specialists assisted with procedures and education to help patients and families better understand their treatment and experience. They also promoted effective coping and helped ensure that there were activities to create a positive experience for the patient and family.

Eating Disorders/Medical Behavioral Unit

At the Eating Disorders/Medical Behavioral Unit, Rady Children's Hospital and UC San Diego supported children and adolescents with medical conditions accompanied by behavioral or psychological problems, including problems associated with eating disorders. A team of physicians, dietitians, psychologists, social workers, nurses and psychiatric technicians collaborated with families in the only child and adolescent medical/behavioral inpatient unit in San Diego.

Medical Social Work

The Medical Social Work team is integral to the multidisciplinary care received at Rady Children's Hospital and its clinics. Social workers were available when patients/families experienced social and emotional needs. The team provided care coordination, support, education, crisis intervention, brief therapy, safety planning, advocacy, and referrals to community resources.

Psychiatric Emergency Room

The Psychiatric Emergency Department is a secure behavioral health unit. The team consists of nurses, a psychiatrist, behavioral health assistants and a social worker who worked with children and families on a plan of care. Children remain in the unit until discharged home or transferred to an appropriate facility for ongoing care.

Outpatient Services

Behavioral Health Urgent Care Clinic

Rady Children's Outpatient Psychiatry department provides comprehensive mental health and psychosocial services to children and their families. Its clinical programs were available at outpatient clinics, schools, and homes through telemedicine visits. Outpatient services focused on depression, anxiety, attention deficit disorders, behavior problems, psychosis, and eating disorders. Patients received a psychiatric evaluation, which included screening for inpatient psychiatric hospitalization needs, crisis intervention and stabilization, referrals, follow-up resources, education, and outreach. Services were provided for moderate to severe serious emotional disturbance or clients at risk of trauma, homelessness, and/or juvenile justice involvement.

School-Based and Community Outpatient Mental Health Clinics

Rady Children's Outpatient Psychiatry Clinic and School-Based Services included a full range of community-based behavioral health services for children, teenagers and transition-aged youth whose functioning is impaired by symptoms from a psychiatric diagnosis. Based on each young person's and family's individualized needs, these clinical programs included family, individual or group therapy, case management, substance abuse treatment and rehabilitation, crisis intervention and safety planning, psychiatric evaluation and treatment, and medication management. These services are funded through the County of San Diego – Health and Human Services and Behavioral Health Services Agency and are part of Live Well San Diego.

Transforming Mental Health Initiative

In 2019, in response to the youth mental health crisis, Rady Children's Hospital-San Diego created the Transforming Mental Health Initiative (TMH) to work toward the prevention, early identification, and treatment of youth mental health concerns through mental health integration, research, education, and advocacy. The Primary Care Mental Health Integration (MHI) Program was offered at select Children's Primary Care Medical Group (CPCMG), Children's

Physicians Medical Group (CPMG), and Rady Children’s Mental Health Hub locations. It improved the emotional well-being of youth by identifying mental health needs early, making it easier to access mental health care, and providing evidence-based treatment that works. This is accomplished by connecting patients with a caring and compassionate Integrated Health Therapist (IHT) who works out of a primary care pediatrician’s (PCP) office or with an IHT or psychiatrist at one of the Rady Children’s regional mental health hubs. In FY25, the TMH provided mental health and suicide prevention education and outreach reaching 1,170 people in the community.

Population Health/Enhanced Care Management (ECM)

Enhanced Care Management (ECM) is a Medi-Cal benefit that provides intensive care coordination for children with complex clinical and social needs. It offers a lead care manager (LCM) who helps coordinate medical care, manage medications, and connect members with non-medical services like housing, food, or transportation. ECM aims to improve health outcomes and reduce ER visits by providing comprehensive, person-centered support. The CA Bridge program consists of a substance use navigator (SUN) who connected patients to substance use disorder treatment, psychiatry, and/or behavioral health support. A clinical champion worked in partnership with the SUN. The CA Bridge Grant has been incorporated in Rady Children’s ECM program and expanded to inpatient departments. As a part of ECM, the SUN offered immediate resources to patients needing longer-term care management.



CHRONIC CONDITIONS (INCLUDING OVERWEIGHT AND OBESITY) RESPONSE TO NEED

Asthma

Rady Children's Care Redesign and Population Health Department offers asthma education for patients who visit Rady Children's Emergency Department (ED). These patients receive individualized education on asthma, medication use, action plans, and reconnection to their medical home.

Community education sessions were provided in neighborhoods identified as having high needs and utilization of the ED. Rady Children's partnered with community organizations to host asthma education sessions with Rady Children's nurses, a primary care clinician, and a child life specialist on topics such as signs and symptoms, treatment, triggers, and how to create an asthma-friendly cleaning kit. Connections were made to social support services to address food insecurity and transportation disparities, and referrals were made to 2-1-1 San Diego for complex social needs ranging from legal services to financial assistance and housing. The team also designed an asthma health equity dashboard to facilitate a better understanding of the needs of asthma patients seen in the ED. This helped identify appropriate community partnerships, prepare screening tools for unmet food, housing, and transportation needs, and improve interventions to achieve equitable health outcomes. In FY25, the asthma initiative reached 2,468 children and family members.

Childhood Obesity

Nutrition and Healthy Lifestyle: Childhood Obesity Initiative (COI)

The Childhood Obesity Initiative (COI) is funded by the County of San Diego and facilitated by the UCSD Center for Community Health to reduce and prevent childhood obesity. Rady Children's participated in and provided strategic guidance on the Leadership Council of the COI and continues to lead the health domain. This produced a strategic plan that includes environmental changes in play spaces to improve physical activity, behavioral health and safety in our community.

Comprehensive Kidney Care Center

The Center serves children and young adults, up to age 21, with kidney disease needing care and treatment, including acute hemodialysis, acute peritoneal dialysis, continuous renal replacement therapy and kidney transplants. Along with receiving care from nurses, each patient is seen by a specialist, dietitians, social workers, child life specialists and other clinicians who comprise a comprehensive care team. Rady Children's also has two joint specialty clinics, the Urology and Rheumatology divisions.

Heart Institute

The Rady Children's Heart Institute delivers care to infants, children and adults born with congenital heart defects or acquired heart disease. It is a major referral center for Imperial, Riverside, and Orange Counties, and the Pacific Rim. The Heart Institute was also created to integrate and coordinate research and educational programs of the Cardiology and Cardiovascular Surgery divisions. It seeks to advance knowledge and understanding of pediatric cardiology and heart disease. The Institute works to discover the most promising treatments and find cures through clinical trials, outcome analysis and continuous evaluation of clinical pathways.

Hemophilia and Thrombosis Treatment Center

The Hemophilia and Thrombosis Treatment Center is one of over 130 centers in the country specializing in diagnosing and treating individuals with bleeding disorders. It is funded by the federal Maternal Child Health Bureau and Centers for Disease Control and Prevention. This Center cares for about 400 children in San Diego and the surrounding area with hemophilia, von Willebrand disease and platelet disorders. The Center works with the local hemophilia foundation chapter (Hemophilia Association of San Diego) and provides patients education and advocates on their behalf. The Center is active in clinical research, participating in national outcomes studies and data collection on significant complications of hemophilia, including joint disease and blood-borne viruses. The Center is also involved in clinical trials on the latest and most promising therapies.

Center for Healthier Communities

The Center for Healthier Communities (CHC) is the hub of Rady Children's community health improvement strategies. CHC collaborates with health providers, schools, childcare providers, youth-serving organizations, universities, researchers, community leaders, parents, government agencies, the media, and the business community to address community-based child health. Key focus areas include maternal and infant health, injury prevention, oral health, nutrition and fitness, obesity prevention, adolescent health, and positive youth development.

The CHC analyzes child health issues and develops strategies, convenes and encourages organizations and individuals to improve child health, launches strategically focused interventions, advocates for health improvement, and links providers with resources to improve health within the community. In FY25 the CHC focused on injury prevention, Anderson Center for Oral Health, obesity prevention, community doc talks and youth development.

INJURY PREVENTION RESPONSE TO NEED

Safe Kids San Diego (SKSD): Rady Children’s is the lead organization for SKSD, a local coalition of Safe Kids Worldwide. SKSD members represent injury prevention organizations from San Diego County Public Health, Fire and Rescue, and Emergency Medical Systems (EMS), including the California Paramedic Foundation and Rady Children’s Trauma Team. SKSD addressed drowning prevention, safe sleep practices, child passenger safety, pedestrian and bicycle safety, and other prevalent injury areas. Information dissemination and training efforts were provided countywide. Through a partnership with Impact Teen Drivers, SKSD instructed students about the dangers of reckless and distracted driving. This program was available to all San Diego County High Schools.

Injury-Free Coalition for Kids (IFCK): The IFCK is part of a National Injury Prevention Coalition, which focuses on childhood injury prevention research and prevention practices. Rady Children’s IFCK addressed injury trends through quality improvement projects that improve child health outcomes.

Child Passenger Safety Program: Along with SKSD, the Safety Program provided in-person child safety seat inspection, fitting and installation. Certified Child Passenger Safety Technicians ensured children fit securely in their safety seats. The Safety Program also provided education and resources for families transporting vulnerable children home from the hospital. In FY25, 144 children and their families were assisted through this program.



Level 1 Trauma Center

Designated by the County of San Diego in 1984, Rady Children's Regional Level 1 Pediatric Trauma Center is the region's sole provider of pediatric trauma care. Highly trained teams and cutting-edge treatments are available 24 hours a day to assist the most severely injured patients. The trauma center team also offered non-clinical community services, including sharing injury data with local, state, and national agencies; advocating as media spokespersons on key topics; providing educational forums for health professionals (pre-hospital and hospital providers); offering informational and educational forums for community groups; and participating in front-line injury prevention programs. Additionally, the trauma center served as a community resource in disaster planning for children.

Triennial Report to the Community on Unintentional Injury: CHC and the trauma center served in a leadership capacity, convening community partners and experts around childhood injury prevention. The team analyzed San Diego regional data from Rady Children's Level 1 trauma center and other sources, memorialized in a trauma report, which highlighted trends of preventive traumatic injuries that impact children. This is a collaborative partnership with the County Health and Human Services Agency. Together, information is shared to raise awareness, problem-solve, and advocate for public policy changes and safety regulations. This report produced a 3-year strategic plan to focus on prevention of the 3 most prevalent injury categories which include water safety, transportation safety and home safety (specifically safe sleep and the prevention of window falls).

Stop the Bleed: In FY25, the trauma staff trained 96 community members in life-saving techniques to control bleeding in an injured person. The "Stop the Bleed" program empowers individuals to act quickly and effectively in emergencies, potentially saving lives before professional medical help arrives.

PREVENTIVE PRACTICES RESPONSE TO NEED

Community Doc Talks

Community Doc Talks is a health education program for families with children ages 0–5. Doc Talks brought volunteer pediatricians into the community to address child health issues, including sleep, oral health, physical activity, conflict, bonding, nutrition, and parental support. health needs of their children. In FY25, Doc Talks reached 368 people.



Prevention and Wellness Education

The hospital provided prevention and wellness education to the public about pediatric health through community events and social media. The hospital website includes the California Evidence Based Clearinghouse for Child Welfare (CEBC). CEBC develops and maintains a public website that identifies, rates, and disseminates information on programs for children and families, particularly those involved in or at risk for child welfare involvement, as well as providers who work with these populations. In FY2025, The CEBC website realized 254,428 unique visitors

Mental and Behavioral Health and Developmental Services

As detailed in the sections on Access to Care and Behavioral Health. The Mental and Behavioral Health Developmental services programs provides a progressive and systematic series of health services to identify, address and refer children with developmental delays, social and emotional challenges and complex psychosocial need to appropriate resources within the community and within the organization. The Chadwick Center provides a myriad of preventive practices to educate parents on parenting skills and self-regulation, intervening with family counseling and referral to ongoing trauma informed services.

Population Health and Enhanced Care Management

This relatively new division has worked collaboratively with the Medicaid health plans to support and coach families so that they can more efficiently and effectively navigate the health systems. In addition, this service provides the essential support for social drivers of health in providing resources for transportation, food subsidies (with a focus on the needs of a medical diet) and community resources.

OTHER COMMUNITY BENEFIT SERVICES

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

Health Professionals Education

Rady Children's provides world-class medical education, training, and consultation. We offer a comprehensive array of medical resources to promote professional development among health care providers and ensure that every child receives the best possible care.

Graduate Medical Education (GME): Rady Children's was the training site for more than 500 pediatric family practice and specialty residents from six major teaching hospitals in San Diego: UC San Diego, Scripps Health (Chula Vista/Green/Mercy), Balboa Naval Medical Center, Camp Pendleton Naval Medical Center, Kaiser, and a federally qualified health clinic, Family Health Centers of San Diego. Rady Children's also trained more than 250 medical students and 150 fellows.

Continuing Medical Education (CME): Pediatric health education was provided to medical and health professionals throughout the community to update skills and maintain specialty certifications. Rady Children's worked with the UCSD School of Medicine to coordinate activities to maintain CME accreditation. The CME Department offered Grand Rounds, activities (training and conferences) and educational events. A calendar of events and video sessions were made available on the Rady Children's Intranet and website for all professionals to participate in. In FY25, CME sessions provided over 66,000 encounters with medical professionals.

Grand Rounds (Pediatric and Psychiatry): This lecture series was presented by Rady Children's Division of Pediatric Child & Adolescent Psychiatry of UCSD School of Medicine to keep medical providers updated on important and timely pediatric health topics. Rady Children's Outpatient Psychiatry department and Transforming Mental Health Initiative hosted Grand Rounds on behavioral health topics. All Grand Rounds were open to clinicians and other interested community members.

Nursing

Rady Children's Hospital is an American Nurses Credentialing Center (ANCC) Magnet®-designated organization. In FY25, 1,044 Registered Nurses, 66 LVN, 7 Clinic Nurse Specialist, 6 DNP and 30 Nurse Practitioner students were enrolled in accredited nursing programs and were precepted by Rady Children's staff for clinical experience in pediatric care.

Other Health Professions Education

Other pediatric health professionals throughout Rady Children's received education and perform clinical hours and/or internship rotations. In FY25, over 345 students across received precepted training in the following specialties:

- Acupuncture
- Audiology
- Child Development
- Clinical Counselor
- Health Administration
- Human Development
- Occupational Therapy
- Physical Therapy and Rehabilitation
- Pharmacy
- Physician Assistant
- Psychology
- Radiology, MRI
- Respiratory Therapy
- Speech Therapy
- Social Work
- Surgery

Bright Connections

Bright Connections aims to enhance outcomes for expecting parents, children, ages 0–5, and their caregivers through strengthening connections within families and across a diverse range of professionals. Using a trauma-informed integrated approach, the project offered direct clinical services, training for 48 professionals and early childhood mental health consultation.

Chadwick Center Clinical Training Program

The Chadwick Center's Clinical Training Program provided training in assessment and treatment of child abuse to professionals nationally and at the Center. To improve the dissemination of evidence-based treatment, the Chadwick Center conducted training for professionals in various formats, including the clearinghouse on evidence-based best practices, a resource for child welfare professionals about selected programs using a scientific rating scale. In addition, the Trauma-Informed Licensing Team (TILT) contracted with the Community Care Licensing Division (CCLD) to develop a systematic, evidence-informed framework to implement, sustain, and infuse trauma-informed change into the Child Residential Program (CRP).

Leadership Education in Neurodevelopmental and Other Related Disabilities (LEND)

The LEND program aims to improve the health of individuals more likely to develop autism or related developmental disabilities by providing graduate-level training in maternal and child health interdisciplinary leadership education for neurodevelopmental and associated disabilities programs. San Diego LEND, led by Rady Children's staff, brought together faculty and 10 trainees from UC San Diego and San Diego State University, government and community-based agencies in San Diego and Imperial Counties communities for interdisciplinary training focused on promoting equity in access to evidence-based autism spectrum disorder and developmental disabilities services.

Western Regional Children's Advocacy Center (WRCAC)

Funded by the U.S. Department of Justice, the WRCAC is one of four training and technical regional centers in the U.S. created to assist and build the capacity of child advocacy centers, multidisciplinary teams, and communities looking to improve their response to child abuse.

Additional Health Professions Education

- The Chadwick Center hosted an International Maltreatment Conference that reached 1,488 professionals.
- The Trauma Department provided Paramedic Education Days, a one-day training event for 180 paramedics and a Trauma Educational Symposium that engaged 200 health providers.

Subsidized Health Services

Despite a financial loss, Rady Children's provides clinical services that are continued because the services meet a community need. These are measured after removing losses from Medi-Cal, financial assistance, and bad debt. In FY25, program areas that the hospital subsidized included:

- Behavioral Health Services
- Children's Services
- Dialysis
- ER and Trauma Services
- Outpatient Services

Research

Rady Children's Hospital founded a Research Center in 1982 and is committed to discovering treatments and cures for childhood diseases. Rady Children's is a clinical research leader, establishing recognized national and international research laboratories spanning virtually all pediatric specialties, including oncology, neurology, pulmonary/respiratory and urology, and rehabilitation/physical medicine. Through Rady Children's affiliation with the UC San Diego School of Medicine and other world-class research institutions like St. Jude Children's Research

Hospital, children benefit from basic, clinical and translational research. There are more than 890 active research studies by more than 230 investigators at Rady Children's, which includes more than 200 active clinical trials.

Institute for Genomic Medicine

Further demonstrating a commitment to discovery was the establishment of the Rady Children's Institute for Genomic Medicine in 2014. The Institute benefits the broader community and vulnerable populations in neonatal and pediatric intensive care units by streamlining the genomic sequencing process to deliver testing, analysis, and interpretation of life-threatening genetic variations for children. Since its inception, the Institute has sequenced over 4,400 patients through rapid whole genome sequencing and transformed the lives of critically ill babies and children at Rady Children's and nationwide.

Cash and In-Kind Donations

In FY25, funds were donated to nonprofit community groups and local Riverside County and San Diego County organizations, furthering Rady Children's mission and addressing the community health needs identified through the CHNA. In addition, hospital employees directly supported the community by serving on numerous community boards and collaboratives that focused on increased access to health and social services, improved safety, and wellness.

Community Benefit Operations

Reported costs included staff salaries, benefits and expenses, administrative support and consultants that support community benefit visioning, data collection and reporting activities. Costs were also reported for the conduct of the CHNA and Implementation Strategy.

Community Building Activities

Rady Children's supported community-building activities that addressed the root causes of health challenges and protected or improved the community's health and safety. Examples provided in this report include leadership in Safe Kids San Diego, The San Diego Oral Health Coalition, San Diego Childhood Obesity Prevention Initiative and the CEBC.

Workforce Development

- **Community Partnership for Health**

In partnership with the Girl Scouts of San Diego, Rady Children's specialists provided 958 youth in FY25 with information and a special patch to recognize their completion of the curriculum about Autism, protecting hearing and mental health issues.

- **FACES for the Future:** This health career pipeline program is embedded in three San Diego high schools

in diverse communities in San Diego County. The program encouraged youth to enter health career professions and provided academic enhancement, leadership opportunities, wellness support and exposure to health fields through expert panels and clinical observation experiences.

- **International Children’s Advisory Network (iCAN)**

The Kids Rady iCAN chapter is part of a worldwide consortium of advisory groups that work to provide a voice for children and families in medicine, research, and innovation. In FY25, 37 students (7th - 12th grade) worked to become pediatric health advocates for patients and families while gaining volunteer, networking, and leadership experience. The iCAN students provided community services at multiple community events.

- **Medical Academies**

The Center hosted two, two-week Summer Medical Academy programs, which included immersive hands-on and experiential learning experiences. It also provided three-day Weekend Medical Academy Programs, focusing on specific professions such as nursing, behavioral health and physician assistant. High school youth interested in the medical professions attended the Summer Medical Academy and the Weekend Academy.



FINANCIAL SUMMARY OF COMMUNITY BENEFIT

The Rady Children's financial summary of community benefit for FY25 (July 1, 2024 to June 30, 2025) is summarized in the table below. Community benefit costs comply with Internal Revenue Service instructions for Form 990 Schedule H. Rady Children's provides financial assistance and community benefit services, programs and activities that serve children and their families and/or caregivers. The costs of providing these services are not fully reimbursed. The costs are calculated using a cost to charge ratio for any unreimbursed services. Costs for these activities include direct costs and allocated overhead costs, offset by any donations and grants received. Appendix 1 lists the community benefit programs by category.

Financial Assistance and Means-Tested Government Programs	Vulnerable Population	Broader Community	Total
Traditional Charity Care	\$5,811,357	\$0	\$5,811,357
Medi-Cal Shortfall	\$134,266,393	\$0	\$134,266,393
Other Means-Tested Government Programs (Indigent Care)	\$352,886	\$0	\$352,886
Sum Financial Assistance and Means-Tested Government Programs	\$140,430,636	\$0	\$140,430,636
Other Benefits			
Community Health Improvement Services	\$27,798,401	\$0	\$27,798,401
Community Benefit Operations	\$0	\$308,227	\$308,227
Health Professions Education	\$0	\$36,387,076	\$36,387,076
Subsidized Health Services	\$26,916,309	\$0	\$26,916,309
Research	\$0	\$5,147,569	\$5,147,569
Cash and In-Kind Contributions	\$2,450,792	\$0	\$2,450,792
Other Community Benefit	\$194,798	\$116,779	\$311,577
Total Other Benefits	\$57,360,300	\$41,959,651	\$99,319,951
Community Benefit Spending			
Total Community Benefit*	\$197,790,936	\$41,959,651	\$239,750,587
Medicare (non-IRS)	\$1,092,685	\$0	\$1,092,685
Total Community Benefit with Medicare	\$198,883,621	\$41,959,651	\$240,843,272

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

COMMUNITY BENEFIT PLAN FY26

Significant Needs the Hospital Intends to Address

The hospital convened an internal group of hospital leaders to discuss and prioritize the significant health needs identified in the FY25 CHNA. The following criteria were used to determine the significant health needs the hospital will address in the FY26–Community Benefit Plan:

- Existing Infrastructure: There are programs, systems, staff and support resources in place to address the issue.
- Established Relationships: There are established relationships with community partners to address the issue.
- Ongoing Investment: Existing resources are committed to the issue. Staff time and financial resources for this issue are counted as part of our community benefit effort.
- Focus Area: The hospital has acknowledged competencies and expertise to address the issue and the issue fits with the organizational mission.

The CHNA served as the 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. As a result of the review of needs and application of the above criteria, Rady Children's will address the following needs as they focus on the health of children and their families:

- Access to health care (including birth indicators)
- Behavioral health (including mental health and substance use)
- Chronic conditions (including overweight and obesity)
- Injury prevention
- Preventive practices (including early childhood learning and developmental disabilities)

Access to Health Care and Preventive Practices (Includes Birth Indicators, Early Childhood Learning, and Developmental Disabilities)

Goal: Increase access to health care to improve the health of children and their families.

Strategies

Anderson Center for Oral Health

Improve access to oral health care for young children by encouraging dentists to accept children under the age of 1, thereby preventing early dental caries. Support children with special needs and complex medical conditions. The Center engages pediatric dental residents in community outreach and events to raise awareness of the importance of oral health and referral to regional dentists.

Community Support

Provide donations and in-kind support to nonprofit community organizations dedicated to increasing access to health care and preventive services.

Developmental Services: Early Childhood Intervention

Developmental Evaluation Clinic (DEC)

DEC clinical and developmental psychologists provide diagnostic developmental evaluations for infants, preschoolers, and school-age children to identify developmental, learning, and social delays and determine the need for further intervention. Referrals are made to public education and public and private therapy programs.

Developmental Screening and Enhancement Program (DSEP)

Provide universal developmental and behavioral screenings, long-term facilitated case management, and short-term direct intervention for caregivers and children with open cases with the Department of Child and Family Well-Being in San Diego County.

Healthy Development Services (HDS/C3)

Provide preventive early intervention services and positive attachment support at no cost to families from prenatal until a child enters Kindergarten. Funded by First 5 San Diego, Rady Children's contracts for the North Central region (Kearny Mesa office), North Coastal region (Oceanside office) and subcontracts with SBCS for the South region (Chula Vista office).

HealthySteps

Rady's Children's HealthySteps program is a partnership with Children's Primary Care Medical Group and First 5 Commission of Riverside. It operates in Hemet, Murrieta, Temecula, and Vista. HealthySteps is an evidence-based, interdisciplinary pediatric primary care program that guides healthy development in young children in tandem with nurturing parenting skills. Primary care providers refer to HealthySteps specialists for immediate consultation. Families are scheduled for screening and care coordination services with a HealthySteps provider following their well-child visits.

Neurodevelopmental Pediatric Clinic

Evaluate the growth and development of infants and young children who are at risk for neurologic problems or developmental delays because of premature birth, low birth weight or other issues at birth. A pediatric nurse practitioner educates families regarding follow-up services. Infants receive developmental screenings, neurological assessment, and family psychosocial assessment. Coordination of referral to services in the community is provided.

The Autism Discovery Institute (ADI)

The Autism Discovery Institute is an integrated clinical program that provides psychological and developmental evaluations and interventions, including parent-child developmental behavioral intervention, cognitive behavioral intervention, and social skills groups for children with autism from 12 months through adolescence.

Alexa's Playful Learning Academy for Young Children (Alexa's PLAYC)

Alexa's PLAYC is an early education program for typically developing children and children with or at risk for autism spectrum disorder. The curriculum teaches developmentally appropriate communication, including cognitive and social skills, while fostering independence.

Financial Assistance

Provide financial assistance through free and discounted care and government health programs for low-income patients, consistent with the hospital's financial assistance policy.

Insurance Enrollment

Financial counselors assist patients/guarantors to apply for health insurance coverage and other benefits from public and private payment programs.

Pediatric Down Syndrome Center

Address the unmet needs of children with Down syndrome. Provide diagnostic evaluation services, comprehensive case management in collaboration with education and clinical stakeholders, genetic counseling, patient advocacy, resource referral and social service.

Polinsky Children's Center

Polinsky is an emergency shelter for abused, abandoned, and neglected children. Services are provided by Rady Children's physicians, nurses, and developmental screening personnel.

Population Health and Care Redesign

Improve care and outcomes for children and families in the community managing chronic and complex medical conditions. By focusing on social drivers of health and health equity, these programs redesign how care is delivered so that the most vulnerable patients in the community experience better access to resources and improved physical, social, and behavioral health outcomes.

Care Coordination

Outpatient registered nurse care coordination focuses on supporting families with complex medical needs.

The goal is to improve health outcomes by adopting a whole-child approach addressing medical, social, developmental, behavioral, educational, and financial health factors. This includes regular community-based events to enhance engagement, foster connections, promote mental well-being, and create learning opportunities.

Closing Care Gaps

Help families navigate the complexities of the health care system while addressing barriers and facilitating access to medical homes. Coordinating preventive care services reconnects families to their medical homes for well-child visits and vaccinations. Collaborating with primary care team members, Primary Care Coordinators ensure connections to community resources to address food insecurity, housing, and transportation.

School Health

Through a partnership with the National Elementary School District, which comprises 4,300 students, Rady Children's provides school health services, including credentialed nurse services. The National School District serves preschool and elementary students in universal transitional kindergarten through 6th grade. All eleven of the district's schools are designated Title 1, meaning the student population has acute needs due to the high poverty rate. The program assesses and implements health case management for students with medical needs while in school, collaborates on special education plans and provides daily care for all students.

Transportation

Provide emergency transportation for children and neonates to hospitals, clinics, and physician offices in San Diego, Imperial and Riverside Counties.

Behavioral Health (Includes Mental Health and Substance Use)

Goals

- Increase access to mental health and substance use services in the community.
- Improve screening and identification of mental health and substance use needs.

Strategies

Chadwick Center for Children and Families

The Chadwick Center is an accredited children's advocacy center (CAC) at Rady Children's and is the largest hospital-based center. Provides family-focused and trauma-informed services to children and adolescents who have experienced or witnessed maltreatment, abuse or violence. Chadwick offers accredited Professional Education.

Child Abuse Treatment (CHAT) Program: Provide evidence-based therapy services to treat children facing the after-effects of a traumatic event.

Child and Family Traumatic Stress Intervention: Short-term CFTSI intervention mitigates the impact of trauma and the onset of Post-Traumatic Stress Disorder.

Child Protection Team (CPT)

CPT is a multidisciplinary team that includes professionals from law enforcement, child protection, prosecution, mental health, medical, family advocacy, CAC staff and community partners. The CPT provides specialized services to help children and families heal from abuse and trauma by providing a coordinated, compassionate response.

Family Advocacy: Family Advocates support victims, witnesses and their families. They ensure victims are treated fairly and that their voices are heard. They also help victims, and their family members receive necessary information about resources and services.

Forensic and Medical Services: Children receive medical assessments or a forensic interview when suspected of being abused or having witnessed violence.

Kids and Teens in Court (KTIC): Supported 116 child and teen victims (ages 4–17) and witnesses who may need to testify in criminal or juvenile court. The program improves children’s ability to competently and effectively participate in the courtroom experience by decreasing anxiety and improving the efficacy of the judicial process.

Options Foster Parent Training: Train foster parents and relative caregivers in child development and parenting.

Trauma Counseling: Trauma counseling is provided to children and families to help them heal from traumatic events, including child abuse, neglect, witnessing a crime or community violence.

Community Support

Provide donations and in-kind support to nonprofit community organizations that address behavioral health services.

KidStart

A program for children with complex developmental, social-emotional, and mental health needs. There are two components: KidSTART Mental Health Clinic (operated by Rady Children’s Chadwick Center for Children & Families) and KidSTART Center (operated by Rady Children’s Developmental Services). They are integrated to allow mental health and developmental specialists to assess needs, develop collaborative treatment plans, provide

unique interventions, and facilitate long-term care coordination for the family. The continuum of services includes screening, triage, assessment, referrals, and treatment. If social-emotional or mental health needs are identified, the child is referred to treatment at the KidSTART Clinic. Additionally, care coordination facilitates the identification of caregiver needs (e.g., mental health, substance abuse), which are addressed through referrals to appropriate adult services.

Outpatient Psychiatry Department

Behavioral Health Urgent Care Clinic

Rady Children's Outpatient Psychiatry department provides comprehensive mental health and psychosocial services to children and their families. Its clinical programs are available at outpatient clinics, schools, and homes through telemedicine visits. Outpatient services focus on depression, anxiety, attention deficit disorders, behavior problems, psychosis, and eating disorders. Patients receive a psychiatric evaluation, which includes screening for inpatient psychiatric hospitalization needs, crisis intervention and stabilization, referrals, follow-up resources, education, and outreach. Services are provided for moderate to severe serious emotional disturbance for clients at risk of trauma, homelessness, and/or juvenile justice involvement.

Mental Health Integration

The Primary Care Mental Health Integration (MHI) Program is offered at select Children's Primary Care Medical Group (CPCMG), Children's Physicians Medical Group (CPMG), and Rady Children's Mental Health Hub locations. It identifies mental health needs early, making it easier for children and teens to access mental health care, and provides evidence-based treatment. This is accomplished by connecting patients with an Integrated Health Therapist (IHT) who works out of a Primary Care Pediatrician's (PCP) office or with an IHT or psychiatrist at one of Rady Children's regional Mental Health Hubs.

School-based and Community Outpatient Mental Health Clinics

Rady Children's Outpatient Psychiatry Clinic and School-Based Services include a full range of community-based behavioral health services for children, teenagers and transition-aged youth whose functioning is impaired by symptoms from a psychiatric diagnosis. Based on each young person's and family's individualized needs, these clinical programs include family therapy, individual or group therapy, case management, substance abuse treatment and rehabilitation, crisis intervention and safety planning, psychiatric evaluation and treatment, and medication management. These services are funded through the County of San Diego Health and Human Services and Behavioral Health Services Agency and are part of Live Well San Diego.

Pediatric Psychiatric Emergency Care Services

Child and Adolescent Psychiatry Services (CAPS)

An inpatient unit for children and adolescents, up to age 18, with psychiatric illness. Comprehensive psychiatric care is provided by a highly experienced team of specialists from the UC San Diego School of Medicine and specially trained health professionals from Rady Children's Hospital. Individualized services include medication management, behavioral programs, specialized therapies, dietary support and recreational therapy.

Child Life Services

The Child Life Services Department consists of specially trained certified child life specialists (CCLS) who help support patients during their medical visits and hospital stays and encourage a healing environment. Each child life specialist is certified by the Association of Child Life Professionals (ACLP) and is an expert in child development. Child life specialists assist with procedures and education to help patients and families better understand their treatment and experience. They promote effective coping and help ensure there were activities to create a positive experience for the patient and family.

Eating Disorders/Medical Behavioral Unit

At the Eating Disorders/Medical Behavioral Unit, Rady Children's and UC San Diego support children and adolescents with medical conditions accompanied by behavioral or psychological problems, including problems associated with eating disorders. A team of physicians, dietitians, psychologists, social workers, nurses and psychiatric technicians collaborate with families.

Medical Social Work

The Medical Social Work team is integral to the multidisciplinary care received at Rady Children's and its clinics. Social workers are available when patients and families experience social and emotional needs. The team provides care coordination, support, education, crisis intervention, brief therapy, safety planning, advocacy, and referrals to community resources.

Population Health/Enhanced Care Management (ECM)

Enhanced Care Management (ECM) is a Medi-Cal benefit that provides intensive care coordination for children with complex clinical and social needs. It offers a lead care manager (LCM) who helps coordinate medical care, manage medications, and connect members with non-medical services like housing, food, or transportation. ECM aims to improve health outcomes and reduce ER visits by providing comprehensive, person-centered support. The CA Bridge program consists of a Substance Use Navigator (SUN) who connected patients to substance use disorder treatment, psychiatry, and/or behavioral health support. A clinical champion worked in partnership with the SUN. The CA Bridge Grant has been incorporated in Rady Children's ECM program and expanded to inpatient departments.

As a part of ECM, the SUN offers immediate resources to patients needing longer-term care management.

Psychiatric Emergency Room

The Psychiatric Emergency Department is a secure behavioral health unit. The team consists of nurses, a psychiatrist, behavioral health assistants and a social worker who work with children and families on a plan of care. Children remain in the unit until discharged home or transferred to an appropriate facility for ongoing care.

Chronic Conditions (Includes Overweight and Obesity)

Goals

- Reduce the impact of chronic diseases on health and increase the focus on chronic disease prevention and treatment education.
- Reduce overweight and obesity as a result of increased healthy eating and physical activity.

Strategies

Asthma

Rady Children's Care Redesign and Population Health Department offers asthma education for patients who visit Rady Children's Emergency Department (ED). Patients receive education on asthma, medication use, action plans, and reconnection to their medical homes. Community education sessions are provided in neighborhoods identified as having high needs and utilization of the ED. Rady Children's partners with community organizations to host asthma education sessions with Rady Children's nurses, a primary care clinician, and a child life specialist. Connections are made to social support services to address food insecurity and transportation disparities, and referrals are made to 2-1-1 San Diego for complex social needs ranging from legal services to financial assistance and housing.

Center for Healthier Communities

The Center for Healthier Communities (CHC) is the hub of Rady Children's community health improvement strategies. CHC collaborates with health providers, schools, childcare providers, youth-serving organizations, universities, researchers, community leaders, parents, government agencies, the media, and the business community to address community-based child health. Key focus areas include maternal and infant health, injury prevention, oral health, nutrition and fitness, obesity prevention, adolescent health, and positive youth development. The CHC analyzes child health issues and develops strategies, convenes and encourages organizations and individuals to improve child health, launches strategically focused interventions, advocates for health improvement, and links providers with resources to improve health within the community.

Community Doc Talks

CHC collaborates with the UCSD pediatric residency program to provide educational sessions to families in early childcare programs, emphasizing healthy lifestyles, creating positive childhood experiences (PCE) and early literacy in children under the age of 8.

Community Support

Provide donations and in-kind support to nonprofit community organizations dedicated to addressing chronic diseases and increasing access to healthy eating and active living.

Comprehensive Kidney Center

Serve children and young adults, up to age 21, with kidney disease needing care and treatment, including acute hemodialysis, acute peritoneal dialysis, continuous renal replacement therapy and kidney transplants.

Heart Institute

Delivers care to infants, children and adults born with congenital heart defects or acquired heart disease. As a major referral center for Imperial, Riverside, and Orange Counties, and the Pacific Rim, the Heart Institute integrates and coordinates research and educational programs of the Cardiology and Cardiovascular Surgery divisions. It seeks to advance knowledge and understanding of pediatric cardiology and heart disease.

Hemophilia and Thrombosis Treatment Center

This Center cares for children with hemophilia, von Willebrand disease and platelet disorders. The Center works with the Hemophilia Association of San Diego and provides patient education and advocates on their behalf. The Center is active in clinical research, participating in national outcomes studies and data collection on significant complications of hemophilia, including joint disease and blood-borne viruses. The Center is also involved in clinical trials on the latest and most promising therapies.

Nutrition and Healthy Lifestyle Childhood Obesity Initiatives

The Childhood Obesity Initiative (COI) is funded by the County of San Diego and facilitated by the UCSD Center for Community Health to reduce and prevent childhood obesity. Activities include creating workshops about evidence-based practices related to nutrition and physical activity.

Injury Prevention

Goal

Improve services and resources to increase child safety and prevent injury.

Strategies

Center for Healthier Communities

The Center for Healthier Communities (CHC) collaborates with health providers, schools, childcare providers, youth-serving organizations, universities, researchers, community leaders, parents, government agencies, the media, and the business community to address community-based child health. Key focus areas include maternal and infant health, injury prevention, oral health, nutrition and fitness, obesity prevention, adolescent health, and positive youth development. The CHC analyzes child health issues and develops strategies, convenes and encourages organizations and individuals to improve child health, launches strategically focused interventions, advocates for health improvement, and links providers with resources to improve health within the community.

Child Passenger Safety Program: Along with SKSD, the Safety Program provides in-person child safety seat inspection, fitting, and installation. Certified child passenger safety technicians ensure children fit securely in their safety seats. Provides education and resources for families transporting vulnerable children home from the hospital.

Childhood Injury Prevention: CHC serves in a leadership capacity, convening community partners and experts around childhood injury prevention. The team analyzed San Diego regional data from Rady Children's Level I Trauma Center and other sources and distributed a Trauma Report, which highlighted trends of preventive traumatic injuries that impact children. This is a collaborative partnership with the County Health and Human Services Agency. Information is shared to raise awareness, problem-solve, and advocate for public policy changes and safety regulations.

Injury-Free Coalition for Kids (IFCK): The IFCK is a national injury prevention coalition, comprised of pediatric children's Hospitals with trauma centers. The focus of this national coalition is to convene pediatric trauma prevention researchers and injury prevention specialists to share best practice on surging injury trends. IFCK addresses injury trends through quality improvement projects, research projects and national injury prevention campaigns that have proven impact on the prevention of unintentional injuries in children.

Safe Kids San Diego (SKSD): Rady Children's is the lead organization for SKSD, a local coalition of Safe Kids Worldwide. SKSD members represent injury prevention organizations from San Diego County Public Health, Fire and Rescue, and Emergency Medical Systems (EMS), including the California Paramedic Foundation, Rady Children's trauma team and families with lived experience. The coalition focused on priority areas including drowning prevention, safe sleep practices, transportation safety (child passenger safety, pedestrian and bicycle safety).



Community Support

Provide donations and in-kind support to nonprofit community organizations dedicated to addressing child safety and injury prevention.

Rady Children’s Regional Pediatric Trauma Center

Rady Children’s Regional Level I Pediatric Trauma Center is the region’s sole provider of pediatric trauma care. Highly trained teams and cutting-edge treatments are available 24 hours a day to assist the most severely injured patients. The trauma center team offers community services, including sharing injury data with local, state, and national agencies, advocating as media spokespersons, providing educational forums for health professionals (pre-hospital and hospital providers), offering informational and educational forums for community groups, and participating in front-line injury prevention programs. Additionally, the trauma center serves as a community resource in disaster planning for children.

Stop the Bleed: The trauma staff train community members in life-saving techniques to control bleeding in an injured person. The “Stop the Bleed” program empowers individuals to act quickly and effectively in emergencies, potentially saving lives before professional medical help arrives.

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.

Rady Children's is committed to monitoring and evaluating key initiatives to assess the programs and activities outlined in this Community Benefit Plan. We have implemented a system for the collection and documentation of tracking measures, such as the number of people reached or served, and collaborative efforts to address health needs. 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 Rady 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, Rady Children's will not directly address the remaining significant health needs identified in the CHNA, including climate hazards, economic insecurity, food insecurity, housing and homelessness, and race, prejudice and discrimination.



Contact Information

Location

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Appendix 1:

Categorization of Community Benefit Programs

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

- Alexa's PLAYC
- Anderson Center for Oral Health
- Asthma programs
- Behavioral Health Urgent Care Clinic
- Canter for Healthier Communities
- Care coordination
- Chadwick Center
- Child and Adolescent Psychiatry Services
- Child Life Services
- Child Protection Team
- Child safety and injury prevention programs
- Childhood obesity programs
- Closing care gaps
- Community Doc Talks
- Comprehensive Kidney Care Center
- Developmental Evaluation Clinic
- Developmental Screening and Enhancement Program
- Developmental Services Early Childhood Intervention
- Eating Disorders/Medical Behavioral Unit
- Emergency transportation
- Enhanced Care Management
- Financial assistance and health insurance enrollment
- Healthy Development Services
- HealthySteps
- Heart Institute
- Hemophilia and Thrombosis Treatment Center
- Juvenile Health Education
- KidSTART Center

- KidSTART Mental Health Clinic
- Level I Trauma Center
- Neurodevelopmental Pediatric Clinic
- Outpatient services
- Pediatric Down Syndrome Clinic
- Polinsky Children's Center
- Population Health and Care Redesign
- Prevention and wellness education
- Psychiatric emergency care services
- Psychiatric Emergency Room
- Resource line and nurse triage
- Rite-Aid Healthy Futures Food Access Program
- Sach's Family Clinic autism screening
- School health
- School-Based and Community Outpatient Mental Health Clinics
- Stop the Bleed
- Support groups
- The Autism Discovery Institute
- Transforming Mental Health Initiative

Other Benefits for the Broader Community

- Community benefit operations

Health Research, Education and Training Programs

- Bright Connections
- Chadwick Center Clinical Training Program
- Continuing Medical Education
- Graduate Medical Education
- Grand Rounds
- Institute for Genomic Medicine
- Leadership Education in Neurodevelopmental and Other Related Disabilities
- Nurse precepting
- Other health professions precepting
- Research
- Western Regional Children's Advocacy Center

Nonquantifiable Benefits

- Workforce Development

Appendix 2:

Community Stakeholders

Appendix 2: Community Stakeholders

Imperial County and Riverside County

Interview Respondents

Name	Title	Organization
Janette Angulo, MPA	Director of Public Health	Imperial County Public Health Department
Amy Binggeli-Vallarta, DrPH, RD	Public Health Program Planning & Evaluation Specialist	Imperial County Public Health Department
Kristin Gist, MS	Consultant, Early Childhood Development and Mental Health; Consultant	First 5 Riverside County; Zero to Three and Healthy North CNS Steps
Azadeh Jebelli, PhD, BCBA-D	Executive Director	Institute for Behavioral Health
Kathleen Lang, DPA	Vice President Regional Medi-Cal Lead	Centene and Health Net
Chris Macken	Vice President, Business Development	Comprehensive Autism Center and Early Explorers
Janine Moore, LMFT	Deputy Director, Children's and Transitional Age Youth Programs	Riverside University Health System Behavioral Health
Cassandra Sanders-Holly, PT, DPT, PCS	Founder and Chief Executive Officer	Leaps and Bounds Pediatric Therapy
Kim Saruwatari, MPH	Health Director	Riverside County Department of Public Health
Brenda Vera, MSW	Program Manager, Children & Family Services	Imperial County Department of Social Services
Ann-Sophie Villarreal, MS, LMFT	Director of Referral Services	Victor Community Support Services
Larissa Wills, MS	Regional Manager, Child Health and Development Programs	First 5 Riverside County

Appendix 2: Community Stakeholders

San Diego County

Key Informant Interviews

Organization/Participants	Expertise/Perspectives Represented
Disability Advocate <i>Advocate & consultant</i>	People with disabilities, access to health care, behavioral health, chronic health conditions
Legal Aid Society of San Diego/CCHEA <i>CEO/Executive Director/Chief Counsel, Senior Attorney of Consumer Center</i>	Individuals and families facing housing challenges
JIREH Providers <i>Co-Founder & CEO</i>	Health disparities, equitable health care access for communities of color
The San Diego LGBT Community Center <i>Chief Operating Officer</i>	LGBTQ+ health and social support services and advocacy
Family Health Centers of San Diego <i>CEO</i>	Access to health care, uninsured, low-income, and medically underserved individuals
San Ysidro Health Center <i>Program manager/maternal health care provider</i>	Maternal health, access to health care
San Diego Youth Services <i>Chief Program Officer</i>	Youth experiencing homelessness, LGBTQ+, foster youth, youth with mental health needs, youth at risk of human trafficking
National School District in Partnership with Rady Children's Hospital <i>Manager, School Health</i>	Children and youth, school-based health care
PATH San Diego <i>Regional Director</i>	People experiencing homelessness, people with disabilities
San Diegans for Healthcare Coverage <i>Executive Director</i>	Seniors, people with fixed incomes, access to health care
Veterans' Health Expert <i>Administrator</i>	Veterans' health
Lived Experience Advisers (LEA) <i>Lived experience/community advocate</i>	People experiencing or at risk of homelessness
California State University San Marcos Basic Needs Department <i>Basic needs specialist, Case manager, Career care network</i>	Student financial housing, food resources, health and well-being

Appendix 2: Community Stakeholders

San Diego County

Key Informant Interviews

Organization/Participants	Expertise/Perspectives Represented
Fallbrook Union High School District <i>Coordinator, Special education</i>	Student health and well-being, students with disabilities
Global Communities' Healthy Start San Diego (HSSD) Birth Worker Initiative <i>Senior Director, U.S. programs</i>	Prenatal and childbirth education, postpartum and breastfeeding support
Imperial Beach Clinic <i>CMO</i>	Access to health care, people with chronic health conditions
Interfaith Community Services <i>CEO</i>	People experiencing or at risk of homelessness
Jackie Robinson YMCA <i>Director</i>	Southeastern San Diego communities support, youth development, healthy living, and social responsibility
Juvenile Court and Community Schools <i>Manager, Student Support and Family Involvement</i>	A-risk students, those who are incarcerated, in foster care, or experiencing homelessness
Kitchens for Good <i>CEO</i>	Barriers to employment, those with histories of trauma, justice system involvement, foster care, mental health or substance use challenges, or unsheltered living
Lived Experience Advisors (LEA) <i>Community Engagement Manager</i>	Families experiencing homelessness
MAAC <i>President/ CEO, Director of economic Development</i>	Children and Families, housing assistance, education, economic, and health and well-being support
North County LGBTQ Resource Center <i>Executive Director</i>	LGBTQ communities, health and well-being support
San Diego PACE Vista (San Ysidro Health) <i>Director of Marketing & Enrollment, Primary Care Provider</i>	Seniors, people with fixed incomes
TrueCare <i>Chief Business Development Officer</i>	Access to health care for uninsured, low-income, and medically underserved individuals

Appendix 2: Community Stakeholders

San Diego County

Focus Group Interviews

Organization/Participants	Expertise/Perspectives Represented
Rural Health Discharge Program <i>Public Health Nurses, Fire Captain</i>	People living with chronic conditions, people who live in rural/geographically isolated areas
San Diego American Indian Health Center <i>CEO, Director, Behavioral Health, Manager Disease Prevention and Control, Dental Office Manager, Public Health RN Case Manager</i>	Native American communities, access to health care, dental care, and mental health
Alcohol & Drug Service Provider Association (ADSPA) Executive Committee <i>Executive Director, McAlister Institute / President, ADSPA, Executive Director, Associate Director of SUD Services, Senior Director, Executive Director, Program Manager, Senior Director of Special Populations</i>	People living with chronic health and mental health conditions, people with substance use concerns
YMCA of San Diego County <i>Case Manager /Rehab Specialist, Social Work Case Manager Mental Health Therapists, Collaborative Coordinator & Trainer, Therapist, Social Services Operations Admin</i>	Children and youth with mental health conditions and concerns
San Diego Hunger Coalition <i>Community Impact Manager, Training and Technical Assistance Specialist, CalFresh Outreach Coordinator, Promotora/Community Health Worker, Office Manager/Admin, Community Engagement</i>	Food and nutrition insecurity
San Diego Human Trafficking and CSEC Advisory Council Health Sub-Committee, La Maestra Community Health Centers, North County Lifeline Health Sub-Committee Co-Chairs, <i>Director of Legal Advocacy, Director, Anti-Trafficking Services/Survivor Services Co-Chair</i>	People who have been or are at risk of being trafficked, survivor health and well-being support and services
San Diego Refugee Communities Coalition <i>Community health workers, program managers, and directors</i>	Refugee and immigrant communities, cultural and linguistic, health, and mental health training and support

Appendix 2: Community Stakeholders

San Diego County

Focus Group Interviews

Organization/Participants	Expertise/Perspectives Represented
San Diego County Public Health Services - Maternal, Child, and Family Health Services <i>Medical Director, Epidemiologist, PEI Coordinator, Assistant Medical Director</i>	Maternal, child, and family health
Alliance for Regional Solutions <i>Management Analyst/Co-chair, Manager, Director of Social Services</i>	People experiencing homelessness
Legal Aid Society of San Diego <i>Executive Director, Director of policy, the Consumer Center, Managing Attorney, Interim Supervising Attorney for Behavioral Health Unit, Staff Attorney, Senior Case Manager with Behavioral Health Unit</i>	Mental health advocacy, consumer protection, housing rights, and legal representation
North County Lifeline <i>Director, Anti-Human Trafficking Services, Director of Youth Development Programming, Director of Behavioral Health Contracts Programs, Chief Program Officer</i>	Youth development, child abuse prevention, behavioral health, housing and self-sufficiency, anti-human trafficking support
PsychArmor <i>CEO, Chief Clinical Officer, Director of Development</i>	Veterans' health and mental health
San Diego County Department of Public Health <i>Interim Public Health Officer, Director Public Health Services, Performance Improvement Manager</i>	Public health, population health
San Diego Youth Services <i>Director, Program Manager, Bilingual program manager</i>	Youth experiencing homelessness, LGBTQ+, foster youth, youth with mental health needs, youth at risk of human trafficking
YMCA Child Resource Center <i>Executive Director, Associate Executive Director, Program Director</i>	Parents, guardians, and families support and childcare

