



# IMPLEMENTATION STRATEGY 2017-2019

Approved by Valley Children's Healthcare's Board of Trustees November 17, 2016

## INTRODUCTION

Valley Children's Healthcare is Central California's only network of high quality, comprehensive care exclusively for children, from before birth to young adulthood. Our family-centered, pediatric network provides a full range of services for our region's sickest children, including a leading cancer and blood diseases center, a heart center known for its innovation and expertise, and a Level IV neonatal intensive care unit that provides the most advanced, around-the-clock care and monitoring for vulnerable infants in Central California. Our nonprofit network offers specialized medical and surgical services to treat some of the most unusual and medically complex pediatric conditions. Our network includes a 358-bed children's hospital, specialty care centers, satellite practices, primary care services, and a number of partnerships with community-based providers.

Valley Children's Implementation Strategy is built upon the outcomes of a collaborative Community Health Needs Assessment (CHNA) that Valley Children's conducts every three years to assess and identify the most pressing unmet health care needs of children in its service area.

See the map below for a list of counties in Valley's Children's service area.



## COMMUNITY HEALTH NEEDS ASSESSMENT

Valley Children's partnered with 14 hospitals in a four-county region to conduct an assessment of health needs for both children and adults. Counties covered included Madera, Kings, Fresno, and Tulare. The CHNA was coordinated by the Hospital Council of Northern and Central California and included both a thorough review of secondary data as well as significant community engagement through surveys, focus groups and key stakeholder interviews.

To assess the needs throughout the rest of its service area, Valley Children's staff consulted secondary data sources and convened a number of one-on-one interviews and focus group conversations with individuals representing low income, underserved communities.

The CHNA is posted on Valley Children's website at [www.valleychildrens.org/about-us/community-benefit](http://www.valleychildrens.org/about-us/community-benefit). Public comment on the CHNA is encouraged and comments are used to inform this work. The CHNA and the resulting Implementation Strategy identify and address significant community health needs and help guide Valley Children's community health improvement programs and community benefit activities, as well as its collaborative efforts with other organizations that share a mission to improve health.

## 2016 COMMUNITY HEALTH NEEDS ASSESSMENT SUMMARY

As noted above, health needs were identified based on secondary data sources, focus groups, community surveys, and stakeholder interviews. Through this data collection process, the following significant health needs were identified:

- Access to care (primary and specialty)
- Breathing problems (asthma)
- Cardiovascular disease and stroke
- Diabetes (type II)
- Maternal and Infant Health (infant mortality and premature birth)
- Mental Health
- Obesity
- Oral Health
- Substance Abuse
- Teen Pregnancy
- Violence and injury prevention

## SIGNIFICANT HEALTH NEEDS THE HOSPITAL WILL ADDRESS

This Implementation Strategy provides details on how Valley Children's plans to address the significant health needs identified in the 2016 CHNA. Valley Children's will build on previous CHNA efforts and existing initiatives, while also considering new strategies and efforts to improve health. The health needs identified in the CHNA were prioritized by community stakeholders. From the prioritized health needs, Valley Children's chose health focus areas based on criteria, taking into account organizational capacity, ongoing investment, alignment with Valley Children's mission and a focus on the target population of children and their families.

This Implementation Strategy addresses the health needs that were identified in the CHNA, prioritized by the community, and selected as Valley Children's 2017-2019 health focus areas. Valley Children's will address: access to care; chronic disease prevention; infant health; mental health; and violence and injury prevention through a commitment of community benefit programs and charitable resources.

See the charts below for more information on each of the priority needs.

Priority Need	Target Issue	Definition / Components	Anticipated Impact	Community Planning and Capacity		Education / Technical Assistance	
				Intervention	Partnerships	Intervention	Partnerships
ACCESS TO CARE	Community Capacity	Ability of community providers and organizations to effectively prevent and / or manage childhood illness, including medically complex conditions, in a community-based setting such as a primary care physician office, a school, or a county public health department. (Valley Children's Healthcare VCH)	Enhanced ability of community providers to address pediatric health care needs, including kids with medically complex conditions.	1. Participate in community partnerships that enhance the ability of stakeholders to meet the health care needs of children in Central California.	Central Valley School Health Nurse Advisory Panel, Central California Center for Excellence in Nursing, Healthy Madera Steering Committee, Kern Call to Action, Merced County Health Care Consortium	1. Support development and / or implementation of health professions education programs for both physician and non-physician providers.	Allied health, nursing, pharmacy and physician training programs
						2. Promote health careers in pediatric care by participating in health career fairs and by offering observation activities at Valley Children's.	
						3. Provide education to school nurses, primary care physicians, hospitals and other to advance their clinical knowledge.	Community-based providers including hospitals, clinics, public health departments, and school districts
	Primary Care	Access to community-based health care services provided by clinicians who are accountable for addressing a large portion of children's health care needs, including routine preventative and medical care. (Institute of Medicine)	Increased availability and utilization of primary and preventative care services for underserved children.	1. Recruit and place pediatricians in underserved communities.		4. Advance community providers' capacity to address the medical needs of children through Valley Children's Clinical Partnership Program.	Community-based providers and organizations
				2. Partner with existing community providers to increase their primary care capacity.	Community-based providers		
				3. Participate in community initiatives that expand access to primary care.	Fresno County Children and Families Initiative, Fresno Unified Health Care Partnership, Kern Call to Action, Merced County Health Care Consortium		
	Transportation	Ability of children, families and caregivers to access pediatric health care services, both primary and specialty, throughout Valley Children's service area. (VCH)	Increased access to transportation services for needy families.	1. Represent the interests of children needing to access hospital services by participating in county led and state mandated regional transportation assessments.	County Council of Governments' Regional Transportation Plans	1. Provide financial support for the Fresno Area Express and for needy families.	

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CHRONIC DISEASE PREVENTION	Asthma	A chronic disease that affects the airways in the lungs, causing the airways to become inflamed and making it hard to breathe. (Centers for Disease Control and Prevention - CDC)	Increased community capacity to prevent and/or better manage childhood asthma.	1. Participate in regional collaboratives focused on asthma and asthma related issues.	Central California Asthma Collaborative, Fresno County Health Improvement Partnership, Kern Call to Action, San Joaquin Valley Children's Health and Air Pollution Study	1. Provide education to families and community providers and organizations on how to prevent and/or treat asthma.	Central California Asthma Collaborative
	Obesity and Type II Diabetes	Obesity includes both overweight and obese, with overweight defined as a body mass index (BMI) at or above the 85th percentile and below the 95th percentile for children and teens of the same age and sex. Obesity is defined as a BMI at or above the 95th percentile for children and teens of the same age and sex. (CDC).	Increased community capacity to prevent childhood obesity and type II diabetes.	1. Develop and implement regional strategy for preventing and / or managing childhood obesity.	Central Valley Health and Nutrition Collaborative, Fresno County Health Improvement Partnership, Kern Call to Action, San Joaquin Valley Children's Health and Air Pollution Study	1. Provide education to primary care providers and community-based organizations regarding childhood obesity and diabetes prevention and/or management.	Community-based providers and organizations

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INFANT HEALTH	Developmental Disabilities	A group of conditions that are the result of an impairment in physical, learning, language, or behavior areas. These conditions begin during the developmental period, may impact day-to-day functioning, and usually last throughout a person's lifetime. (CDC)	Improved coordination of and access to prevention, screening, assessment, and treatment services.	1. Participate in community coalitions focused on improving identification / treatment of infants with developmental delays.	Cradle to Career Fresno, Fresno Model of Care Partnership Oversight Committee, Kern Medically Vulnerable Infant Project	1. Participate in Help Me Grow initiatives in Fresno, Kern, and Merced.	Help Me Grow Initiatives in Fresno, Kern, and Merced Counties
	Pre-term Birth and Infant Mortality	Pre-term birth is the birth of an infant before 37 weeks of pregnancy and infant mortality is the death of an infant before her or his first birthday. (CDC)	Increased community capacity to prevent pre-term birth and infant mortality.	1. Participate in community coalitions focused on improving birth outcomes.	Cradle to Career Fresno, March of Dimes Central Valley Division Board of Directors, March of Dimes California Public Policy Committee, Pre Term Birth Initiative of Fresno County	2. Screen for developmental delays in primary care practices.	Community-based providers and organizations
						3. Provide technical assistance to primary care physicians regarding screening tool.	Community-based providers and organizations
						1. Provide education to community providers regarding care for infants born pre-term. This is separate from education provided as part of our regional CCS role.	Community-based providers and organizations

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MENTAL HEALTH	Mental Health Services	Child and adolescent mental health disorders include anxiety disorders, attention-deficit/hyperactivity disorder, depression, and bipolar, that lead to a number of adverse outcomes, including suicide. (Health Encyclopedia)	Increased access to mental health services for children, both prevention and treatment (inpatient and outpatient).	1. Advocate for county-led Mental Health Services Act initiatives that increase access to services for children and adolescents.	Central California Children's Institute's Infant Mental Health Initiative, County Behavioral Health Departments	1. Provide education to school aged children on issues such as bullying prevention and suicide prevention.	School districts
				2. Facilitate regional strategy in response to the Pediatric Mental Health Services funding included in the 2016 - 2017 state budget agreement.	County Behavioral Health Departments		

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VIOLENCE / INJURY PREVENTION	Child Maltreatment	Includes all types of abuse and neglect of a child under the age of 18 by a parent, caregiver, or another person in a custodial role. (CDC). Types of abuse include physical, sexual, emotional and neglect, and includes human trafficking and substance abuse.	Increased community capacity to prevent child abuse and to advocate on behalf of abused children.	1. Participate in local and regional collaboratives focused on prevention and system integration.	Central California Coalition of Child Abuse Prevention Councils, County Child Abuse Prevention Councils, County Child Death Review Teams, County Suspected Child Abuse and Neglect Committees, Madera and Mariposa Interagency Councils for Children	1. Provide education and technical assistance to community providers and organizations regarding prevention, treatment and treatment of child maltreatment, including promotion of best practices.	Central California Coalition of Child Abuse Prevention Councils, County Child Abuse Prevention Councils
	Injury Prevention	Includes both intentional injury prevention (e.g., suicide and substance abuse) and unintentional injury prevention (e.g., child passenger safety, distracted & reckless teen driving, pediatric trauma, safe to sleep, sports injuries, and wheeled sports safety). (VCH)	Increased community capacity to prevent injuries among children.	1. Participate in coalitions that promote childhood injury prevention.	California Safe Teen Driving Committee, Central Region Trauma Coordinating Committee, Central Valley Concussion Consortium, County Pediatric Death Review Committees, Roman Catholic Diocese Health Ministry Program, Safe Kids Central California	1. Provide education to community providers and organizations.	California Safe Teen Driving Committee, Central Valley Concussion Consortium, Roman Catholic Diocese Health Ministry Program, Safe Kids Central California

## NEEDS VALLEY CHILDREN'S WILL NOT ADDRESS

Taking into consideration both Valley Children's existing resources and as well as community resources, Valley Children's will not directly address the remaining health needs identified in the CHNA including: dental health, substance abuse, teen pregnancy and cardiovascular disease. Knowing that there are not sufficient resources to address all the community health needs, Valley Children's chose to concentrate on those health needs that can most effectively be addressed given the organization's areas of focus and expertise. This Implementation Strategy Report is not exhaustive of everything Valley Children's does to enhance the health of its community. Valley Children's will continue to look for opportunities to address community needs where it can appropriately contribute to addressing those needs.