



IMPLEMENTATION STRATEGY 2026 - 2028

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INTRODUCTION

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

Valley Children's network is anchored by Valley Children's Hospital, a 358-bed stand-alone children's hospital that includes 28 regional neonatal intensive care unit beds spread across three partner hospitals throughout the service area, seven pediatric specialty care centers and nine primary care offices. The hospital plays a vital role in meeting the healthcare needs of the sickest and most medically vulnerable children.

Valley Children's conducted a Community Health Needs Assessment (CHNA) that was adopted by the organization's Board of Trustees on Aug. 21, 2025. The CHNA complied with state and federal regulations guiding tax-exempt hospitals, assessing the significant health needs for Valley Children's service area. California Senate Bill 697 (1994) and the Patient Protection and Affordable Care Act through IRS section 501(r)(3) regulations direct nonprofit hospitals to conduct a CHNA every three years and develop a three-year Implementation Strategy that responds to identified community health needs.

This Implementation Strategy, driven by our mission, strategic plan and the findings of our most recent CHNA, will help guide Valley Children's community health improvement programs, investments and key partnerships across the organization, as well as our community benefit activities. This Implementation Strategy details how Valley Children's plans to address the significant health needs identified by the CHNA. Valley Children's will build on previous CHNA efforts and existing initiatives, while also considering new strategies and efforts to improve health.

Report Adoption, Availability and Comments

This Implementation Strategy was adopted by Valley Children's Board of Trustees on Dec. 11, 2025.

The CHNA and Implementation Strategy are available on Valley Children's website at <https://www.valleychildrens.org/services/guilds-center-for-community-health/our-commitment>. Public comment on the CHNA and Implementation Strategy is encouraged as community input is used to inform and influence this work. Written comments or questions on this report can be submitted to Tim Curley at tcurley@valleychildrens.org.

DEFINITION OF THE COMMUNITY SERVED

Valley Children's Hospital is located at 9300 Valley Children's Place, Madera, California 93636. Valley Children's draws patients from more than 12 counties, however for purposes of this Implementation Strategy, the service area is defined as the following seven counties from where more than 95% of Valley Children's inpatient cases come.

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

SIGNIFICANT COMMUNITY HEALTH NEEDS

The community health needs of California's Central Valley - our service area - are well-documented in areas ranging from access to care to environmental challenges. The CHNA process provides the opportunity to more clearly define the most significant needs and to then formulate a strategy to address those needs, both as a hospital and in partnership with others.

The 2025 CHNA process is a comprehensive assessment of the community health needs of our service area and utilizes multiple quantitative and qualitative data sources, including:

- Secondary data from county and state sources addressing community demographics, social drivers of health, access to healthcare, birth characteristics, leading causes of death, acute and chronic conditions, health behaviors, mental health and substance use.
- Interviews, listening sessions, focus groups and surveys with community stakeholders and residents to obtain input on health needs, barriers to care and resources available to address the identified significant health needs.
- Internal review and discussion with senior leadership, the Guilds Center for Community Health Steering Committee and other key staff across the organization.

The data and insights were then used to prioritize significant community health needs. As aligned with our mission, community input specific to child and maternal health was essential to identifying the following major needs throughout the service area:

- Access to healthcare including access to primary care, specialty care, preventive care and transportation.
- Chronic diseases including prevention, management and treatment of chronic diseases (diabetes, asthma, cancer), and caregiver support for children experiencing chronic diseases.
- Economic insecurity including poverty, job availability, childcare services, basic needs services and food insecurity.
- Housing and homelessness including access to safe and affordable housing, and issues related to people who are experiencing homelessness, including housing availability, social services and transitional care.
- Maternal and infant health including teen pregnancy, prenatal care, low-birth weight births, premature births, infant mortality, breastfeeding and reproductive health.
- Mental health including anxiety and depression, severe mental illness, access to mental healthcare and supportive services, and reduction in stigma.
- Obesity/nutrition/physical activity including access to healthy, affordable food, and increased access to outdoor activities.
- Preventive care including vaccines, testing and screenings.
- Substance use including tobacco use, vaping, drug misuse and alcohol use.
- Violence and injury prevention including accidental injuries, neighborhood safety, reduction in crime and child abuse.

More information on the complete list of health needs identified can be found in the [2025 CHNA document](#).

The prioritized list of community health needs impacting children was further refined to the six needs below:

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

KEY STRATEGIES TO ADDRESS PRIORITIZED HEALTH NEEDS

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

| HEALTH NEED: ACCESS TO CARE | |
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| Goal | Summary Description |
| Anticipated Impact | <ul style="list-style-type: none">Increased community awareness and knowledge amongst school nurses, primary care physicians and community hospitals regarding high quality care to meet the health needs of childrenIncreased community capacity to meet the healthcare needs of childrenImproved access to care in underserved neighborhoods and communities through partnerships with other health providers and community organizations |
| Strategy or Program | Summary Description |
| School Nurse Education | Provide education to school nurses on key issues impacting child health and wellness. |
| Health Professions Education | Provide education and training to physician and non-physician health professions students. |
| Family Education | Provide community education to families and patients. |
| Clinical Partnerships and Partnering for Kids | Provide education and access to pediatric specialty physicians for community-based hospitals and primary care physicians to assist in meeting the healthcare needs of children. |
| Mobile Health Units | Support community-based primary and preventive healthcare services for at-risk children, including through the Fresno County Superintendent of Schools' Mobile Health Unit and through the Madera County Public Health Department's Mobile Health Vans. |
| Planned Partnerships and Collaborators | <ul style="list-style-type: none">California School Nurse Organization - Central Valley SectionCounty departments of public healthFamily Resource CenterFresno County Superintendent of SchoolsSchools and school districts |
| Hospital Resources | Direct and In-Kind Contributions |

HEALTH NEED: BASIC NEEDS

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| Goal | To improve access to basic needs including, but not limited to, food and diapers for children and their families |
| Anticipated Impact | <ul style="list-style-type: none"> Increased community capacity to support basic needs Increased number of children and families receiving support Increased number of sustainable food distribution sources |
| Strategy or Program | Summary Description |
| Food Distribution | Partner with food banks and other community-based organizations to support food distributions to children and families facing food insecurity. |
| Diaper Distribution | Partner with community-based organizations to support the distribution of diapers to children and families. |
| Medical Legal Partnership | Partner with Central California Legal Services to provide support to patients/families experiencing housing conditions negatively impacting their health. |
| Planned Partnerships and Collaborators | <ul style="list-style-type: none"> Central California Food Bank Central California Legal Services FoodLink for Tulare County First Fruits Market at City Center Fresno Fresno Mission Madera County Food Bank |
| Hospital Resources | Direct and In-Kind Contributions |

HEALTH NEED: CHRONIC DISEASE

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| Goal | To reduce the impact of chronic diseases on child health and wellness |
| Anticipated Impact | <ul style="list-style-type: none"> Improved screening, prevention and treatment of chronic diseases in children |
| Strategy or Program | Summary Description |
| Payer Partnerships | Partner with regional payers to engage patients/families in the CalAIM program to provide community-based supports for chronic disease management. |
| Central California Asthma Collaborative Partnership | Partner with the Central California Asthma Collaborative to develop a pilot program for children challenged to manage their asthma by providing community, school and home-based support. |
| Education and Outreach | Provide education to community-based stakeholders including school nurses, primary care providers and community-based organizations on issues important to child health and wellness, including the prevention and treatment of asthma and obesity. |
| Planned Partnerships and Collaborators | <ul style="list-style-type: none"> Blue Zones Project Bakersfield California School Nurse Organization - Central Valley Section Central California Asthma Collaborative Community Providers County Public Health Departments Payers Schools and School Districts |
| Hospital Resources | Direct and In-Kind Contributions |

HEALTH NEED: MATERNAL AND INFANT HEALTH

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| Goal | To improve the health of high-risk pregnant moms, newborns and toddlers |
| Anticipated Impact | <ul style="list-style-type: none"> Increased community awareness and knowledge amongst school nurses, primary care physicians and community hospitals regarding high quality care to meet the health needs of children Increased community capacity to meet the healthcare needs of children Improved access to care in underserved neighborhoods and communities through partnerships with other health providers and community organizations |
| Strategy or Program | Summary Description |
| Help Me Grow Central Valley | Implement the Help Me Grow Central Valley pilot project to improve the developmental and social-emotional screening and treatment for infants and toddlers. |
| Safe Sleep | Lead the Central Valley Safe Sleep Coalition focused on reducing the number of infant deaths from unsafe sleep practices in participating counties, and secure Valley Children's certification as a safe sleep hospital. |
| Family Education | Provide community education to families and patients. |
| Community Collaboratives | Support community-based initiatives focused on decreasing perinatal maternal and infant morbidity and mortality amongst high-risk populations. |
| Advocacy | Provide advocacy in support of maternal and child health policy issues including our advocacy work in partnership with the March of Dimes of California. |
| Planned Partnerships and Collaborators | <ul style="list-style-type: none"> Black Wellness and Prosperity Center Central Valley Safe Sleep Coalition Community Providers County Public Health Departments Exceptional Parents Unlimited First 5 Fresno, Kings, Madera and Merced Counties Fresno Infant Mortality Review Committee Help Me Grow National Center March of Dimes Marjaree Mason Center Newborn Screening Program Area Service Center at Valley Children's Hospital |
| Hospital Resources | Direct Contributions, In-Kind Contributions and Grant Funding |

HEALTH NEED: MENTAL HEALTH

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| Goal | To contribute to improving the system of mental health care for our children and adolescents |
| Anticipated Impact | <ul style="list-style-type: none"> Increased Adverse Childhood Experiences (ACEs) screenings and follow-up care for children Reduced youth suicide and improved systems to support children and adolescents at risk Increased internal and community knowledge of best practices in youth suicide prevention |
| Strategy or Program | Summary Description |
| ACEs and Toxic Stress | Strengthen partnerships among clinics, community-based organizations and Medi-Cal managed care plans to identify and fill gaps in services needed to respond effectively to ACEs and toxic stress in the community. |
| Suicide Prevention | Lead regional suicide prevention initiatives. |
| At-risk Youth | In partnership with the Fresno Mission/City Center, develop programs, services and systems focused on the mental and physical health of our most vulnerable youth - those who are homeless, victims of human trafficking, food insecure, involved in the foster care system or experiencing mental illness. |
| Planned Partnerships and Collaborators | <ul style="list-style-type: none"> Fresno Mission/City Center ACE Overcomers ACEs INC Community-Based Behavioral Health Providers including Kaweah Health Community Providers County Public Health Departments First 5 Merced County Fresno County Suicide Prevention Collaborative Madera County Suicide Education and Awareness Collaborative Marjaree Mason Center Medi-Cal Managed Care Plans Schools and School Districts Statewide Zero Suicide Collaborative Participants |
| Hospital Resources | Direct and In-Kind Contributions |

HEALTH NEED: VIOLENCE AND INJURY PREVENTION

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| Goal | To enhance injury prevention programs and the safety of children |
| Anticipated Impact | <ul style="list-style-type: none"> Decreased incidence of injury among children Increased caregiver knowledge regarding injury prevention practices |
| Strategy or Program | Summary Description |
| Community Collaboratives Specific to Child Abuse | Partner with law enforcement, Child Protective Services and district attorneys' offices in their investigative efforts of child maltreatment. Collaborate on case consultations and monthly Suspected Child Abuse and Neglect meetings facilitated by the Child Advocacy Clinic to track, monitor and advocate for the health and safety of at-risk children throughout the Central Valley. |
| Safe Kids Central California Coalition | Lead Safe Kids Central California and support the implementation of evidence-based programs, such as car-seat checkups, safety workshops and sports clinics that help parents and caregivers prevent childhood injuries. |
| Education and Outreach | Provide education and outreach messages to community providers and families that focus on safety and injury prevention. Lorem ipsum dolor sit amet, consectetuer adipiscing elit, sed diam nonummy nibh euismod |
| Advocacy | Provide advocacy in support of childhood injury prevention policies including community efforts to implement "Safe Routes to Schools" programs. |
| Planned Partnerships and Collaborators | <ul style="list-style-type: none"> Child Abuse Prevention Councils of California Child Advocacy Clinic Child Protective Services County Child Death Review Teams County Public Health Departments District Attorneys' Offices Law Enforcement Agencies Region 5 Trauma Committee Safe Kids Central California Sexual Assault Response Teams Valley Children's Trauma Department's Injury Prevention Team and Emergency Department Victim Advocacy Groups |
| Hospital Resources | Direct Contributions, In-Kind Contributions and Grant Funding |

EVALUATION OF IMPACT

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

HEALTH NEEDS THE HOSPITAL WILL NOT ADDRESS

The health needs of our region are profound. Valley Children's cannot directly address all the health needs present in the community and will concentrate on those health needs that we can most effectively address given our areas of focus and expertise. Taking existing hospital and community resources into consideration, Valley Children's will not directly address the remaining significant health needs identified in the CHNA, which include economic insecurity and substance use. However, Valley Children's recognizes that some of the strategies and programs outlined above may indirectly contribute to improvements in these areas.