

Rady Children's Hospital and Health Center

Community Benefit Report For Year Ended June 30, 2011



Executive Summary

Rady Children's Hospital and Health Center (Rady Children's) is committed to improve the health status of the community. Rady Children's provides a variety of programs that address the top health issues for children in the San Diego Region as identified in the San Diego County Needs Assessment that is prepared by the Community Health Improvement Partners, of which Rady Children's is a founding partner. Each of the programs offered by Rady Children's is provided through numerous hospital departments and community-based settings to address the physical, mental and social health needs of children in each of the following priority areas:

1. Promoting infant health by reducing mortality and morbidity.
2. Protecting children by strengthening families.
3. Childhood injury, child abuse and family violence prevention and treatment.
4. Promoting oral health.
5. Promoting healthy nutrition and physical activity.
6. School health.
7. Child health research and health status assessment.
8. Access to care.
9. Training healthcare providers to ensure access to care.
10. Mental Health and Trauma Counseling services.

Further, Rady Children's provides uncompensated and undercompensated medical care services.

Rady Children's Community Benefit programs can be categorized primarily as one of two types:

- Benefits for vulnerable population
Benefits for vulnerable population includes: (1) services provided to persons who are economically poor or are medically indigent and cannot afford to pay for healthcare services because they have inadequate resources and/or are uninsured or underinsured; (2) social and health programs that target at-risk or underserved populations to improve the health of participants or involve collaboration with community organizations; and, (3), community building activities.
- Benefits for the broader community
Benefits for the broader community include community services of community health improvement, in-kind contributions, health professions education, research, and subsidized health services.

Summary of 2011 Community Benefits

In 2011, Rady Children's Hospital and Health Center provided \$31.6 million in quantifiable benefit services to the community, which is in support of our mission to restore, sustain and enhance the health and developmental potential of children through excellence in care, education, research and advocacy¹. The following table summarizes Rady Children's investment in medical care and community services for vulnerable population, and benefits for the broader community.

Unponsored Community Benefit Expense (unaudited)

For year ended June 30, 2011

Total Community Benefits provided: \$ 31,598,608

	Persons	Total expense	Offsetting revenue	Net community benefit
<u>Benefits for Vulnerable populations</u>				
Traditional charity care	1,995	\$ 4,272,163	\$ -	\$ 4,272,163
Unpaid cost of Medicaid	28,756	249,292,897	261,112,212	(11,819,315)
Means-tested programs	-	52,930	57,743	(4,813)
<u>Community Services</u>				
Community Benefit operations	1	385,734	-	385,734
Community Building activities	75	346,423	-	346,423
Community Health Improvement Services	54,312	16,930,576	8,547,907	8,382,669
Health Professions Education	181	17,246	-	17,246
Research	449	370,709	-	370,709
Subsidized Health Services	<u>4,095</u>	<u>10,231,253</u>	<u>6,737,003</u>	<u>3,494,250</u>
Total for Community Services	59,113	28,281,941	15,284,910	12,997,031
Total for Vulnerable populations	89,864	\$ 281,899,931	\$ 276,454,865	\$ 5,445,066
<u>Benefits for Broader community</u>				
<u>Community Services</u>				
Community Benefit Operations	1	58,591	-	58,591
Community Health Improvement Services	276,352	8,685,153	4,009,137	4,676,016
Financial and in-kind contributions	5	76,000	-	76,000
Health Professions Education	12,021	12,621,409	5,215,015	7,406,394
Research	672	3,139,650	-	3,139,650
Subsidized Health Services	<u>2,211</u>	<u>15,725,848</u>	<u>4,928,957</u>	<u>10,796,891</u>
Total Benefits for Broader Community	291,262	\$ 40,306,651	\$ 14,153,109	\$ 26,153,542
Total 2011 Community Benefit	381,126	\$ 322,206,582	\$ 290,607,974	\$ 31,598,608

¹ The total Community Benefit of \$31.6 million in fiscal year 2011 includes the impact of the Hospital Provider Fee program in offsetting revenue. Medicare shortfall and patient bad debt are not included in the calculation of total community benefit for fiscal year 2011.

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Rady Children's Hospital and Health Center 2011 Community Benefit Report

I. Introduction

Rady Children's Hospital and Health Center (Rady Children's) is pleased to submit its Community Benefit Report for fiscal year 2011 to the California Office of Statewide Health Planning and Development (OSHPD).

As the sole pediatric hospital and trauma center for San Diego and Imperial Counties, 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 dedicated to providing the best healthcare for individual patients and serving as a valuable community resource to improve the health and well-being of children in our community.

Rady Children's has been an active leader in providing critical support services to vulnerable populations as well as education and outreach to the broader community. As a participating member of the Community Health Improvement Partners (CHIP) coalition in San Diego, Rady Children's participates in the triennial community health needs assessment, as well as the development of a countywide community benefit plan.

The community based health improvement programs and services that Rady Children's provides are consistent with our organization's mission and based on a number of analyses of community need. In the most current needs assessment, "Charting the Course V, A San Diego County Health Needs Assessment", the following summarizes the top health concerns for children ages 0 to 14 in 2007:

Top ten issues (rank order)	Health Issues
1	Overweight and obesity
2	Access to healthcare services
3	Oral health
4	Injury and violence prevention
5	Diabetes
6	Chronic Respiratory Disease
7	Maternal Health
8	Substance abuse
9	Tobacco use
10	Mental Health

To address the community's health and healthcare needs, Rady Children's utilizes the countywide needs assessment, other needs assessments, and participates in numerous community collaboratives, where valuable input is gathered. The Rady Children's team – in the many hospital departments committed to community health improvement – develops, provides and/or tailors programs to address these top and other health needs in each of the following priority areas:

1. Promoting infant health by reducing mortality and morbidity.
2. Preventing obesity and improving health and fitness.
3. Childhood injury, child abuse and family violence prevention and treatment.
4. Promoting oral health.
5. Promoting healthy nutrition and physical activity.
6. School health.
7. Child health research and health status assessment.
8. Access to care.
9. Training healthcare providers to ensure access to care.
10. Mental Health and Trauma Counseling services.

This report reflects Rady Children's commitment to improve the health status of the community. Numerous programs throughout Rady Children's, which include hospital departments dedicated to community programs, aim to improve the health of the community through inpatient as well as outpatient, community-based and in-home settings. Further, Rady Children's provides uncompensated and undercompensated medical care services. This summary of community benefit activity conducted in fiscal year 2011 has been prepared in accordance with the Catholic Health Association of the United States document, A Guide for Planning and Reporting Community Benefit (2008 edition) and Community Benefits Inventory for Social Accountability (CBISA) User Guide (2008).

II. Community Benefit Programs

Community benefit is a planned and coordinated approach to a healthcare organization's participation to either directly or indirectly address community health needs and provide measurable improvement in health status. Rady Children's Community Benefit programs can be categorized primarily as one of two types:

- Benefits for vulnerable population
Benefits for vulnerable population includes, (1) services provided to persons who are economically poor or are medically indigent and cannot afford to pay for healthcare services because they have inadequate resources and/or are uninsured or underinsured; (2) social and health programs that target at-risk or underserved populations to improve the health of participants or involve collaboration with community organizations; and, (3), community building activities.
- Benefits for the broader community
Benefits for the broader community include community services of community health improvement, in-kind contributions, health professions education, research, and subsidized health services.

The following is an overview of community benefit programs provided in 2011.

Center for Healthier Communities

The Center for Healthier Communities (CHC) serves as a hub of Rady Children's community health improvement strategies. The 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. The CHC analyzes child health issues and develops strategies, convenes and stimulates organizations and individuals to act to improve child health, launches strategically focused interventions, advocates to support health improvement, and links providers with resources to improve health within the community.

Key areas of focus include maternal and infant health, injury prevention, oral health, nutrition and fitness, obesity prevention, adolescent health, and positive youth development. CHC has gained recognition for facilitating practical and successful community health outcomes and mobilizing individuals, organizations and systems to combine forces to create healthier communities for children. CHC's strategically focused initiatives that provide community health services and benefits for the larger community are:

The Partnership for Smoke Free Families

The Partnership for Smoke-Free Families program (PSF) is a comprehensive tobacco control program to reduce tobacco smoke exposure among pregnant women and young children by screening pregnant women and parents for tobacco use and linking them with appropriate interventions.

Through the PSF prenatal program, information is provided in a variety of provider settings, including solo-provider practices, private group practices, outpatient/ambulatory care centers, and non-profit community health centers. The PSF prenatal program has referred pregnant smokers to the California Smokers' Helpline (CSH), where trained counselors proactively contact the referred patients to encourage participation in a pregnancy-specific counseling protocol. PSF also developed tobacco screening protocols used by the CSH trained counselors. In 2011, services were provided to 19,650 people.

Based on the success of the prenatal program, standardized tobacco screening forms were developed specifically for use at newborn home visits and well-child check-ups. PSF staff began providing nurse home-visitors and pediatric providers with additional training to integrate screening into their practice.

Anderson Center for Dental Care

The goals of the Anderson Center are to improve the oral health of children in San Diego County, particularly young children and children with disabilities, through community and professional education, improved access to care, advocacy and treatment. In 2011, the Anderson Center for Dental Care provided services to approximately 735 children and education to 1,350 people.

City Heights Wellness Center

The City Heights Wellness Center is a unique partnership between Scripps Health and Rady Children's. The Wellness Center is designed to improve the long-term health of children and families in City Heights through a variety of services, including counseling services, healthcare access assistance, nutrition and meal planning, parenting classes, childhood safety programs, and diabetes education. In 2011, approximately 14,270 participants received services through the various programs at the Wellness Center.

Preventing Obesity – Health Champions

The Health Champions Program is designed to engage adolescents in creating opportunities and environments for increased physical activity and healthy eating. The Health Champions curriculum is implemented by a facilitator, which includes educational and physical activities, healthy cooking demonstrations and community advocacy projects in either the after-school club or class setting. In 2011, approximately 670 students from 14 schools and local organizations participated in the Health Champions Program. The Program outcomes demonstrated significant increases in fruit and vegetable intake, and self efficacy to reduce fat intake. Student participants reported confidence to make healthier choices, decrease sugary drinks and high fat foods, be more physically active, and advocate for healthy food and physical activity. The majority of participants, 97 percent, reported that they liked the Health Champions Program.

Childhood Injury Prevention

The CHC plays a primary leadership role in the community in childhood injury prevention. CHC has served as the lead organization for the San Diego Safe Kids Coalition since 1990, and received funding from the Robert Wood Johnson Foundation to establish the Injury Free Coalition for Kids, San Diego in 2002. CHC's approach combines the science of

epidemiology with community building and advocacy to create safer communities for children. Data from the Rady Children's Trauma Center and other sources is reviewed to determine priorities and focus, and the information is brought to communities to raise awareness, problem solve, and advocate for public policy and safety regulations.

The childhood injury prevention program served as a valuable resource to prevent unintentional injuries by providing:

- ❑ Safety tip information dissemination on a variety of topics that discussed child passenger safety, pool and swimming safety, childproofing one's home, fire safety and disaster preparedness.
- ❑ Product safety information, including highlighting particular areas of concern or safety issues.
- ❑ Kohl's Family Safety Days – On a monthly basis, the CHC conducted a Family Safety Day event at one of the Kohl's locations throughout San Diego to provide family injury risk assessments, safety education and demonstrations, and child safety seat inspections and installations. Child safety seat inspections and information were also available at the Rady Children's main hospital campus. In 2011, CHC provided services to approximately 4,870 people.
- ❑ The Injury Prevention Program provided services to nearly 500 individuals.
- ❑ The Safe Kids Program and the Safe Routes to School Program impacted approximately 235,000 people.

FACES for the Future

In 2009, the CHC launched the FACES for the Future program at Hoover High School. FACES aims to prepare disadvantaged high school students for careers in healthcare. The program occurs over a three year period and, in 2011, 45 students participated.

Juvenile Hall Health and Mid-City Wellness Team

The Center for Healthier Communities, under a contract with the County Health and Human Services Agency, launched the Health and Wellness Team at the Kearny Mesa Juvenile Detention Facility in 2002 and expanded its services to include the East Mesa Juvenile Detention Facility in 2004. The Wellness Team works in conjunction with medical, mental health and probation staff to promote healthier lifestyles and assist minors in avoiding high-risk behaviors through increasing the incarcerated minors' knowledge of pertinent health issues, connecting them to outside health services, and encouraging minors and/or their families to obtain health insurance coverage.

The Wellness Team conducts weekly health education classes, as well as one-on-one health education counseling. In the individual health education sessions, the Wellness Team works with each minor to assess their needs, tailors the session to address those needs, and facilitates further screening as appropriate. To promote continuity of healthcare, the team conducts discharge planning by referring the minor to community-based healthcare services. In 2011, there were approximately 4,800 encounters of service provided.

Chadwick Center for Children and Families

The primary focus of the Chadwick Center for Children and Families at Rady Children's Hospital is the prevention, detection and treatment of child abuse and neglect, domestic violence, and post-traumatic stress in children. The Center staff is composed of a variety of professional disciplines from medicine and nursing to child development, social work, and psychology. In addition, the Chadwick Center provides professional education to providers. The Center served more than 12,000 children, parents and professionals in fiscal year 2011 through four interrelated program areas:

Trauma Counseling

Approximately 1,430 individual children and parents that were involved in child abuse, domestic violence and other forms of trauma were provided trauma counseling services in 2011. Other programs and persons served in 2011 included the following:

- The Child Abuse Treatment (CHAT) Program served approximately 200 children and adolescents, which provides evidence based therapy services to treat the after-effects of a traumatic event experienced by a child.
- Trauma-focused Cognitive Behavioral Health training, an evidence-based best practice, was provided to 150 practitioners.
- The Kids and Teens in Court Program assisted nearly 350 children and adolescents by providing support to help reduce their fear and anxiety to testify in court in front of an individual who hurt them.
- The Family Integrated Treatment (FIT), in conjunction with the County of San Diego Child Welfare Services and Alcohol and Drug Services, is a program to provide treatment and support to mothers struggling with methamphetamine and other drug addictions. The Chadwick Center worked with 85 mothers in 2011.

Forensic and Medical Services

In 2011, approximately 850 children received expert medical assessment or a forensic interview for abuse. This does not include the children assessed by Chadwick doctors at the US Navy or at Riverside County, which the Chadwick Center continues to support. In addition, the Failure to Thrive Program aims to improve the health and developmental potential of at-risk infants through multidisciplinary assessment and care planning. Failure to Thrive assisted nearly 170 persons in 2011 through providing assessments and case management sessions.

Family Support

The Center adopted the research based SafeCare model, which is an in-home parenting model program that provides direct skill training to parents in child behavior management and planned activities training, home safety training, and child health care skills to prevent child maltreatment.

In addition, the Center provides training to foster parents under the Options Foster Parent Training program. In 2011, 225 foster parents were trained.

Professional and community education

The Center provided professional education to nearly 6,700 professionals from throughout the United States and numerous countries. The Chadwick Center's Clinical Training Program provided training in the 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 multiple trainings to professionals in a variety of formats, including the clearinghouse on evidence based best practices. In addition, in 2011, the Chadwick Center served as the California Clinical Forensic Medical Training Center (CCFMTC) to build knowledge, skills and abilities of professionals regarding child abuse identification and treatment. The CCFMTC trained approximately 270 practitioners in 2011.

The Chadwick Center also provides administrative support and evaluation of abused, neglected and abandoned children at the Polinsky Children's Center (see Polinsky Children's Center). In 2011, nearly 1,650 children awaiting foster care placement were served.

Child Life Services

The healthcare environment brings many new and sometimes stressful experiences for children, teenagers, and families. The Child Life Specialists at Rady Children's work with patients and their families to help them understand and cope with these experiences.

On any day, at almost any time of day, Child Life Specialists help a child get ready for a frightening medical procedure. Based on the child's individual needs and developmental level, Child Life Specialists have provided:

- ❑ Psychological preparation, pre-operative tours, and education to help patients and siblings understand and cope with upcoming healthcare experiences.
- ❑ Emotional support and coping techniques, such as relaxation, diversion, and deep breathing.
- ❑ Medical and therapeutic play to become more familiar with medical equipment and procedures, and encourage expression of feelings.
- ❑ Preparing siblings to see their brother or sister (who looks very different with bandages or tubes) for the first time after surgery.
- ❑ Resource information on child development and effects of healthcare.
- ❑ Activity room programming to promote healing, creativity, peer interaction and independence, which are all vital to normal growth and development.
- ❑ School visits or consultations to promote classmates' understanding of illness and healthcare.

Child Life Specialists accompany special visitors to the Hospital, such as athletes and celebrities, and support the work of our volunteers.

Customer Service and Referral Center

The Customer Service and Referral Center helps facilitate access to care for children in our community by identifying community-based providers, as well as providing support to families in pursuing coverage from Medi-Cal and Healthy Families. In addition, Rady Children's has

implemented follow-up phone calls to parents or caregivers of children discharged from the Emergency Department and Pediatric Intensive Care Unit.

Developmental Services

The Developmental Services department at Rady Children's provides a continuum of integrated services across various disciplines and community partners to support early brain development, social/emotional development, and the needs of the whole child through every aspect of care delivery. Developmental Services rehabilitates children and adolescents with disorders related to congenital anomalies, injuries, illnesses and other special needs. A variety of programs are provided that emphasize early identification, diagnosis and intervention through access to community resources.

Developmental Evaluation Clinic (DEC)

At the Developmental Evaluation Clinic, specially trained 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 have been identified, referrals are made to a variety of public education programs as well as public and private therapy programs.

Reasons for evaluations include premature birth and other neonatal complications, slow development, kindergarten readiness, behavioral problems, social concerns such as autism, or family history of learning disabilities. Of the children assessed for developmental delays, 90 percent were identified as having developmental or behavioral needs, and nearly 20 percent were diagnosed with an autism spectrum disorder. In 2011, approximately 1,800 persons were served.

Developmental Screening and Enhancement Program (DSEP) and Children's Care Connection (C3)

DSEP provides developmental and behavioral assessment and linkage to services for children birth to six years upon entry into the child welfare system following removal from their homes for abuse and neglect. Approximately 50 to 60 percent of children in foster care have developmental delays, compared with 10 to 12 percent in the general population. Addressing these needs can improve long-term placement and developmental outcomes for children in foster care. Nearly all of the children screened in DSEP were successfully linked to recommended services. The success of the DSEP program demonstrates the need for standardized and routine developmental and behavioral check-ups for children in child welfare.

C3 provides services to identify and address developmental and behavioral concerns in children up to five years of age prior to kindergarten entry. Program participant children and their families participated in a variety of treatment services, which included behavior classes taught by professional speech, occupational, physical and developmental/behavioral therapists. These developmental classes are offered to facilitate healthy development of the mind and body, and to introduce skills that will prepare children for kindergarten. Speech and language classes help parents understand the age-appropriate milestones for language and speech development and learn how to facilitate their children's development.

In 2011, nearly 2,800 persons were served.

First Five Program

To improve school readiness, the First Five Program identifies and treats developmental and behavioral concerns in children from birth to five years of age; and provides developmental and behavioral assessment and case management services for children in foster care up to age six. In addition, the Program provides nursing home visits to every first time parent that focuses on parent education topics including developmental assessment, lactation, risk assessment, nutrition and safety. In 2011, approximately 6,500 clients were served.

High Risk Infant Clinic (HRI)

The High Risk Infant Clinic provided neurodevelopmental evaluation and follow-up to approximately 280 infants in 2011 that were cared for in a Neonatal Intensive Care Unit (NICU) setting. A pediatric nurse practitioner (PNP) coordinates the program and works closely with NICU staff to identify patients and educate families regarding follow-up services. The PNP conducts a comprehensive history and physical examination, developmental screening, neurological assessment, and family psychosocial assessment. Coordination of referral to services in the community is also provided. The PNP also teaches at weekly NICU parent discharge classes to ensure parents have an understanding of their infant's growth and development. The HRI Program helps infants from San Diego, Imperial and Riverside counties.

KidSTART Center and Clinic

In 2011, Rady Children's launched the KidSTART Center (KidSTART) through a grant funded by the County of San Diego. KidSTART provides a centralized program of comprehensive triage, assessments, referral and treatment for children ages birth through five with complex developmental and psycho-social behavioral health problems to help client children receive timely treatment and reach their highest potential. The child's needs are at the center of case-planning through a "home-based" delivery model. A multidisciplinary team, including pediatricians, clinical psychologists, speech pathologists, occupation and physical therapists, mental health therapists, early intervention specialists and school representatives, work together to develop and implement the comprehensive plan of care. The principles that guide service delivery are developmental knowledge based on current research and follows the model of care of S.T.A.R.T.:

- Screening – Developmental, socio-emotional and behavioral health screening by community providers.
- Triage – Evaluations by clinical psychologist and care coordinator to determine the appropriate level of care.
- Assessment – Family centered transdisciplinary assessments and treatment plan development.
- Referral – Linkages to additional diagnostic, therapeutic and community resources.
- Treatment – Integrated developmental and mental health services and ongoing care coordination.

The KidSTART program tracks and measures outcomes to assess effectiveness of interventions and treatment plans.

Initially, KidSTART began serving children identified through the Child Welfare Services population and will expand to a broader group of children in later years. During its first year of implementation, approximately 160 clients were served within the KidSTART model of care. The goal is to reach a service level of approximately 300 clients per year after the first year.

Pediatric Down Syndrome Center

Using a multidisciplinary approach, the Pediatric Down Syndrome Center provides diagnostic evaluation services, comprehensive case management in collaboration with education and clinical stakeholders, genetic counseling, patient advocacy, resource referral and social services to improve the consistency of care for children with Down Syndrome. The Center also serves as a resource to healthcare professionals and strengthens the social network for families. Rady Children's Hospital was selected by DS Action to establish the Pediatric Down Syndrome Center in 2008, the only one in Southern California. Down Syndrome is the most common genetic cause of cognitive and developmental disabilities. To help children with Down Syndrome reach their fullest potential, the Center provides crucial support to families, medical care and access to a team that includes a pediatric clinical geneticist, developmental specialists, social workers, and occupational, physical and speech therapists. In 2011, approximately 150 persons were served.

The Autism Discovery Institute (ADI)

Autism is a developmental disorder that affects multiple aspects of a child's functioning, characterized by difficulties in communication, impairment in social interactions, and behavioral symptoms. The prevalence of autism appears to be on the rise and is the third most prevalent developmental disorder occurring in 1 of 150 births. The Autism Discovery Institute serves children with Autistic Spectrum Disorders (ASD) through a multidisciplinary approach, and provides a forum for research. A variety of intervention strategies are provided in naturalistic settings. Also, the ADI provides one of the nation's only research and clinical collaborations that fosters knowledge exchange to enhance treatment for autistic children. Finally, the ADI is bringing together many of Developmental Services' expert, multidisciplinary programs on autism under one roof, including developmental evaluations and an inclusive educational program – Alexa's Playful Learning Academy for Young Children' (Alexa's PLAYC). Through the ADI and Alexa's PLAYC, approximately 260 children were served in 2011.

Diabetes education

The Rady Children's Endocrine Department provides education to parents, caregivers and patients on diabetes management, nutrition and meal planning, and product usage (advanced pumps). Workshops are provided twice a year and nearly 150 people attended in 2011.

Disaster preparedness

A disaster can occur without warning. Rady Children's has prepared for the possibility to provide any and all assistance possible to handle a large influx of victims and to help victims cope and heal

from trauma. Rady Children's established the Rady Children's Hospital Emergency Incident Command System (CHEICS) as a guide in responding to a disaster. Rady Children's personnel are oriented to CHEICS, and trained for their specific department.

Fresh Start Clinic

Rady Children's launched a joint venture with Fresh Start Surgical Gifts in 2010 to improve services in our community and beyond, which includes a clinic that provides diagnostic and surgical services for the treatment of certain physical deformity conditions regardless of ability to pay. Fresh Start Surgical Gifts provides free reconstructive plastic surgery and related medical services to disadvantaged children and young people with physical deformities on a wide variety of conditions including Microtia, Hemangioma, Neurofibromatosis, Hairy Nevus, Cleft lip and Cleft palate, Treacher Collins Syndrome, Portwine stains, and Hemifacial Microsomia. Services include surgery, dental, laser and speech clinics, which are provided by volunteer teams of surgeons and medical professionals. In 2011, it is estimated that approximately 1,500 hours of service was provided.

Health Professions Education

Rady Children's engages in a multitude of ongoing educational programs to provide continuous learning opportunities for clinicians and community-based stakeholders. By doing so, Rady Children's aims to provide the highest level of quality care to patients. Programs include:

- ❑ Continuing Medical Education
- ❑ Education and development
- ❑ Neonatal outreach education
- ❑ Nurse and Respiratory Therapy Residency Training Programs (See discussion below)
- ❑ Residents Training
- ❑ Pediatric outreach education
- ❑ Student program

During 2011, the Hospital served as a training facility for approximately 230 medical students, 330 interns and residents, 100 post-doctoral fellows, 300 nursing students and other students pursuing training in related disciplines, such as social work and research.

Health Sciences Library

The Rady Children's Health Sciences Library combines clinical pediatric literature and a Family Resource Library that can be used to conduct research. Open to the parents of Rady Children's patients, staff, physicians and visitors, the Library provides a sound reference collection and computers with online access to the Internet. Parents are encouraged to learn more about their child's illness by accessing information at the Library.

Healthcare Support Services – Financial Counseling

Financial Counselors proactively explore and assist patients in applying for appropriate alternative sources of payment and coverage from public and private payment programs. At Rady Children's, Medi-Cal eligibility workers are available on-site to assist families. Also, Rady Children's Financial Counselors coordinate with Healthy Families and CCS enrollment programs.

When a family is denied insurance coverage from a government payor, the Financial Counselors pursue other avenues with local patient advocacy groups to explore obtaining health insurance for those families that had been previously denied coverage. Rady Children's partners with local agencies to improve access to healthcare for uninsured patients.

Nurse and Respiratory Therapy Residency Training Programs

As one strategy to address the nursing shortage, Rady Children's launched a Registered Nurse Residency in Pediatrics training program (Nurse Residency Training Program) in conjunction with Childrens Hospital Los Angeles in February 2003. The program is specifically tailored to the professional development of recent registered nurse graduates, and was recently expanded to include new respiratory therapist graduates. The Residency Training Programs typically last five and one half months and provide precepted clinical experiences, one-on-one mentors, class curriculum and skills lab education. Students are exposed to pediatric specialties of pediatric ICU, neonatal ICU, orthopedics and rehabilitation, medical/surgical care, emergency care, and hematology/oncology. In 2011, 17 Nurse residents and 7 Respiratory Therapist residents were trained.

Outpatient Psychiatry

Mental health services has been identified as a top health need in San Diego County. The Rady Children's Outpatient Psychiatry department is unique because it provides comprehensive mental health and psychosocial services to children and their families within a full-service pediatric medical facility. Its state-of-the-art, cost-effective clinical programs are also available at outpatient clinics, schools and homes throughout the County. Services include:

- ❑ Diagnostic assessments;
- ❑ Individual, family or group therapy;
- ❑ Psychological testing; and
- ❑ Medication evaluation and follow-up.

Depression and suicidal ideation, attention deficit disorder and oppositional disorders are the most frequently treated diagnoses. Other diagnoses include chemical dependency, eating disorders, learning disabilities and developmental delays, and sleep disorders. In 2011, the Outpatient Psychiatry department treated approximately 2,900 patients.

From September through June, the Rady Children's Outpatient Psychiatry department hosts Grand Rounds on a variety of behavioral health topics three times per month. The Grand Rounds are open to clinicians in the community. The aim is to provide cutting-edge and evidence based treatment and research information to providers to increase their knowledge base and accelerate the spread of best practices.

Polinsky Children's Center

Numerous departments at Rady Children's Hospital work with the San Diego County's Polinsky Children's Center, which serves as an emergency shelter for approximately abused, abandoned and neglected children each year. Children stay an average of 10 to 12 days while they wait to be placed with relatives or in foster care. Rady Children's Hospital provides support in the following ways:

- ❑ Management support by the Rady Children’s Chadwick Center.
- ❑ Developmental screening and evaluation of abused children.
- ❑ Medical evaluation of children is provided 24/7 by physicians affiliated with Rady Children’s Hospital, along with nursing, Nurse Practitioner, and Developmental Screening personnel.

Rady Children’s Hospital Emergency Transport

The Rady Children’s Hospital Emergency Transport (“CHET”) Pediatric and Neonatal Teams provided approximately 1,850 emergency transports, including seriously ill and injured children and neonates, in 2011. CHET provides immediate response to hospitals, clinics, and physician offices in San Diego, Imperial and Riverside Counties. The CHET air and ground transportation vehicles are outfitted with self-contained medical equipment to provide expert pediatric and neonatal critical care to its patients.

Rady Children’s Regional Pediatric Trauma Center

The Hospital’s Regional Pediatric Trauma Center (the “Trauma Center”) was formally designated by the County of San Diego as the sole provider of pediatric trauma care in 1984. While clinical trauma care is the primary focus of the Trauma Center, it is also committed to providing a wide range of non-clinical community services, including providing injury data to a wide spectrum of community, state and national agencies; advocating for keeping children safe by functioning as media spokespersons on key topics; providing professional (pre-hospital and hospital providers) educational forums; providing community group informational and educational forums; and participating in front line injury prevention programs such as car safety seat/restraint and helmet distribution and education. The Trauma Center also functions as a community resource in disaster planning for children.

Each year, the Trauma Center provides education to allied health professionals to improve pediatric trauma knowledge. During fiscal year 2011, approximately 1,800 allied health professionals attended training. The Trauma Center staff also makes available ongoing educational interface with pre-hospital providers by providing “real time” feedback on clinical care, as well as participating in case review, regarding children transported to Rady Children’s, at agency meetings. Finally, the Trauma Center provides outreach and education to improve child safety and prevent injury.

Research studies

Rady Children’s participates in clinical research to identify new solutions to treat childhood illnesses and conditions and to promote child health. Rady Children’s and the Research Center are participating in research in collaboration with UCSD, which includes the specialty areas of oncology, hematology, neonatology, emergency medicine, orthopedics, autism, pulmonology, infectious disease, mental health, endocrinology, gastroenterology, cardiology, and cardiovascular surgery.

Support Groups

Rady Children’s offers over 20 support groups to families on a variety of topics. Ranging from oncology to cardiology, from parenting to school readiness, Rady Children’s is proud to fulfill our

mission through supporting families and helping children and families heal. The following is a small sample of topics that are offered to families free of charge:

- ❑ ADHD
- ❑ Adolescent Issues
- ❑ Anger Management
- ❑ Autism
- ❑ Behavior Management
- ❑ Bereavement
- ❑ Kardiatic Kids
- ❑ Parent Education and Support
- ❑ Parents – Cancer support groups in English and Spanish
- ❑ Passages – A social skills group for children with Autistic Spectrum Disorders
- ❑ Some of My Best Friends are Bald
- ❑ Transplant Patient Support

Web Team

The Web Team at Rady Children’s provides customized web sites on health, medical and safety information for families and patients, and the community.

- ❑ The Rady Children’s web site provides comprehensive health, medical and safety information in English and Spanish. All content is reviewed and revised annually by a clinical team. Pediatric health topics are designed especially for parents to help them determine how sick their child is and if they should seek medical help, and provides instructions for treating their child at home when it is safe to do so. The health tips section is continually being expanded on a variety of subjects and includes “50 ways to keep your child healthy”, methods for treating bites and stings, advice on proper dental care, how to treat a fever, child’s behavior and parenting, and injury prevention and safety (including age-related dangers, seatbelt use, bicycle helmets). The web site also provides information to the community on poison prevention, and how to choose day care and healthcare for their child.
- ❑ Rady Children’s provides the option for parents of patients to develop a personalized web page to update family and friends on their child’s condition through *CaringBridge*, a free web page service.
- ❑ A special section of the Rady Children’s website is devoted to kids and teens, which provides topics that they may be interested in and can access themselves. For kids, topics include asthma, first aid and back-to-school worries. For teens, answers or guidance on some common health concerns, including acne, alcohol and drugs, talking to parents, and suicide prevention. This section also provides information on the “Youth-to-Youth Helpline”, which is the only hotline that is run by and for teens.
- ❑ Rady Children’s also provides information and links to i-SAFE America that aims to educate and empower young people to safely and responsibly take control of their Internet experiences. i-SAFE provides much needed awareness, knowledge, and the critical decision making skills that enable students to recognize and avoid dangerous, destructive, inappropriate or unlawful online behavior and to respond appropriately.

- *KidsHealth*, including its *TeenHealth* module of educational and information topics, a nationally established and physician-reviewed online information tool for families about child health is also included on the website. Links are available on the following critical topics:
 - General health and medical problems
 - Infections
 - Emotions and behavior
 - Growth and development
 - Nutrition and fitness
 - Pregnancy and newborns
 - Positive parenting
 - First aid and safety

III. Benefits for low-income patients and financial assistance

Rady Children's is a freestanding and self-supporting organization that is not part of another major medical center. Serving a unique role in the community, Rady Children's is proud of our commitment to provide the highest quality of care:

- ❑ The safety net provider for children (no County hospital)
- ❑ Sole pediatric Level 1 Trauma Center
- ❑ Provides over 70 percent of all inpatient pediatric care in San Diego County
- ❑ Partners with UCSD, Sharp Health, Scripps Health, and virtually all medical groups
- ❑ San Diego County's only regional Level 3C full scope NICU (the highest level, including surgery)
- ❑ PICU ranked among top intensive care units in nation
- ❑ Winner of prestigious Ernest A. Codman Award for Quality from the Joint Commission on Accreditation for Healthcare Organizations

Rady Children's provides medically necessary care to patients regardless of their ability to pay. Over half of our patients have no private health insurance, and most patients are covered by Medi-Cal, which usually covers only approximately 25 percent of costs. Medical care services include, but are not limited to, charity care, uncompensated care, Medi-Cal payment shortfalls, county shortfalls, dental care, immunizations, and other direct medical/clinical services.

Rady Children's is committed to providing financial assistance to persons who have healthcare needs and are low-income, uninsured, ineligible for a government program and are otherwise unable to pay for medically necessary care based on their individual family financial situations. Rady Children's provides a Charity Care Financial Assistance Program to provide partial and/or full charity care, which will be based upon the guarantor's ability to pay as defined by the Federal Poverty Income Guidelines. Through our efforts, Rady Children's strives to ensure that the financial capacity of families whose children need healthcare services does not prevent them from seeking or receiving care.

Eligibility for Financial Assistance

- ❑ Eligibility for financial assistance is considered for those patients/guarantors who are uninsured, ineligible for any government healthcare benefit program, and unable to pay for their care, based upon a determination of financial need in accordance with this policy.
- ❑ The granting of financial assistance is based on an individualized determination of financial need, and does not take into account age, gender, race, socio-economic status, sexual orientation or religious affiliation.
- ❑ Rady Children's may determine or re-determine a patient's/guarantor's eligibility for charity care any time information on the patient's/guarantor's eligibility becomes available.

Determination of Financial Need

- Financial need is determined through an individual assessment of financial need, including an application process in which the patient/guarantor is required to supply all documentation necessary to make the determination of financial need. Ideally, identification of patients/guarantors eligible for financial assistance will occur prior to service or at the point of service.
- Rady Children’s values providing excellent quality care and customer service, and this value is reflected in the application process, financial need determination, and granting of financial assistance. Requests for financial assistance are processed promptly, and Rady Children’s notifies the applicant in writing of the decision.

Financial Assistance Guidelines in 2011

- Rady Children’s provides medically necessary healthcare services for uninsured patients/guarantors whose income is less than or equal to 250 percent of the Federal Poverty Level (FPL) free of charge, except that patients/guarantors at 250 percent of the FPL and below must pay a co-payment according to the following schedule:

Hospital service	Co-payment
Clinic visit	\$10.00/visit
Emergency department	\$25.00/visit
Outpatient surgeries	\$50.00/surgery
Inpatient admission	\$100.00/admission
Emergency department resulting in an inpatient admission	\$100.00/admission

Other than the instant co-payment, Rady Children’s collection policy will be not to bill these patients/guarantors for any amount.

- Rady Children’s will provide partial charity care for patients/guarantors in accordance with financial need as determined by the FPL as follows:
 - For patients/guarantors with household income between 251 percent and 350 percent of the Federal Poverty Level, provide a discounted Private Pay Fee Schedule, whereby the reimbursement that Rady Children’s would receive shall not exceed the payment that Rady Children’s would receive for the same service or set of services from public payers, such as Medi-Cal.
 - For patients/guarantors with household income between 351 percent and 450 percent of the FPL, provide a discounted Private Pay Fee Schedule, which provides a discount of 50 percent off of charges.
 - For patients/guarantors with household income greater than 450 percent of the FPL, patients will be provided a discounted Private Pay Fee Schedule, which provides an approximate 25 percent discount off of charges.

Rady Children's also provides catastrophic eligibility financial assistance when patient/guarantor liability exceeds a substantial portion of the patient's/guarantor's income.

Financial Counseling and Assistance

As discussed Section II, Rady Children's provides healthcare support services to the community through the Financial Counseling Team. Rady Children's Financial Counselors proactively explore and assist patients/guarantors in applying for health insurance coverage from public and private payment programs.

IV. Un-sponsored Community Benefit Expense

The following is an economic valuation summary of Rady Children's community service for the year ended June 30, 2011, which includes medical care and community services for vulnerable population, and benefits for the broader community¹.

Rady Children's Hospital and Health Center
Un-sponsored Community Benefit Expense (unaudited)
For year ended June 30, 2011
Total Community Benefits provided: \$31,598,608

	Persons	Total expense	Offsetting revenue	Net community benefit
<u>Benefits for Vulnerable populations</u>				
Traditional charity care	1,995	\$ 4,272,163	\$ -	\$ 4,272,163
Unpaid cost of Medicaid	28,756	249,292,897	261,112,212	(11,819,315)
Means-tested programs	-	52,930	57,743	(4,813)
<u>Community Services</u>				
Community Benefit operations	1	385,734	-	385,734
Community Building activities	75	346,423	-	346,423
Community Health Improvement Services	54,312	16,930,576	8,547,907	8,382,669
Health Professions Education	181	17,246	-	17,246
Research	449	370,709	-	370,709
Subsidized Health Services	4,095	10,231,253	6,737,003	3,494,250
Total for Community Services	59,113	28,281,941	15,284,910	12,997,031
Total for Vulnerable populations	89,864	\$ 281,899,931	\$ 276,454,865	\$ 5,445,066
<u>Benefits for Broader community</u>				
<u>Community Services</u>				
Community Benefit Operations	1	58,591	-	58,591
Community Health Improvement Services	276,352	8,685,153	4,009,137	4,676,016
Financial and in-kind contributions	5	76,000	-	76,000
Health Professions Education	12,021	12,621,409	5,215,015	7,406,394
Research	672	3,139,650	-	3,139,650
Subsidized Health Services	2,211	15,725,848	4,928,957	10,796,891
Total Benefits for Broader Community	291,262	\$ 40,306,651	\$ 14,153,109	\$ 26,153,542
Total 2011 Community Benefit	381,126	\$ 322,206,582	\$ 290,607,974	\$ 31,598,608

¹ The total Community Benefit of \$31.6 million in fiscal year 2011 includes the impact of the Hospital Provider Fee program in offsetting revenue. Medicare shortfall and patient bad debt are not included in the calculation of total community benefit for fiscal year 2011.