Community Health Needs Assessment

Healthy Involvement | Healthy Outcomes

2022

Shriners Children’s™ Northern California
At Shriners Children’s Northern California, we are committed to reaching as many children as possible in our community, and offering them our unique, patient-centered, wraparound care.

The Community Health Needs Assessment (CHNA) guides our programs and informs our decisions that best serve the unique needs our communities face.

Prepared by:
Chris Thomas
Director of Professional Services and Business Development
On behalf of the administrative team at Shriners Children's Northern California
Please note that all patients, staff and provider pictures used throughout this 2022 Community Health Needs Assessment report for Shriners Children’s Northern California have been given permission to use their photograph or likeness through the signing of either a Patient or Non-Patient General Marketing, Public Relations, or Fundraising form.
The mission of Shriners Children’s is to:

❤️ Provide the highest quality care to children with neuromusculoskeletal conditions, burn injuries, and other special health care needs within a compassionate, family-centered, and collaborative care environment.

❤️ Provide for the education of physicians and other health care professionals.

❤️ Conduct research to discover new knowledge that improves the quality of care and quality of life of children and families.

This mission is carried out without regard to race, color, creed, sex or sect, disability, national origin, or ability of a patient or family to pay.

Exceptional Care

Be the benchmark in excellence when it comes to patient care and community wellbeing.

Innovative Treatments

Drive research to advance the quality and efficacy of treatments for sub-specialty medical needs.

Continuous Learning

Foster a culture of educational and growth opportunities for healthcare practitioners.
We provide high quality specialty medical care to children and families who come to us.

Shriners Children’s® is one of the largest pediatric sub-specialty healthcare systems in the world, caring for children in more places – medical centers, hospitals, clinics, telehealth sites, outreach and community locations.

Our staff is dedicated to improving the lives of children by providing pediatric specialty care, conducting innovative research, and offering outstanding educational programs for medical professionals.

Children up to age 18 with orthopedic conditions, burns, spinal cord injuries, and cleft lip and palate are eligible for care, regardless of the families’ ability to pay. Within these broad service lines, many types of care are provided.

For example, some locations offer reconstructive plastic surgery, treatment for craniofacial abnormalities, or care for sports injuries.

All services are provided in a compassionate and family-centered environment. Our patients are our priority. We take the time to care and to listen. At Shriners Children’s, every patient and family can expect respectful, compassionate, expert care.

Key Facts

1.5M 23K 395K 1,177 $38M

Million Children Treated since 1922 Children Treated Annually Orthopedic Visits Each Year Specialized Physicians & Surgeons Millions Invested in Research in 2019

Shriners Children’s is committed to its employees and the diverse patient population that Shriners Children’s serves. As a result, no person will be discriminated against because of race, religion, color, sex, sexual orientation, gender identity or expression, age, marital status, citizenship, national origin, genetic information, disability or any other protected class as outlined in applicable state or local regulations.
Shriners Children’s Northern California

is centrally located in the capitol city, serving California’s northern to central counties, Western Nevada, Southern Oregon and beyond.

Located just minutes from downtown Sacramento, Shriners Children’s Northern California (SCNC) stands firmly footed with a welcome mat out to all children who can benefit from its highly specialized pediatric care. As a regional pediatric medical center, the hospital serves kids with complex medical needs and congenital differences that often require surgical care and acute rehabilitation. Any child under 18 years old is eligible for care if the child’s condition is within the scope of services provided. Care is available to children without regard for insurance status or the family’s ability to pay.

The Northern California Shriners Children’s hospital has built its clinical programs, educational programs, prevention programs and public affairs programs in direct response to community needs and interests. In that sense, the Northern California hospital’s growth and development mirror that of the entire Shriners Children’s system. Motivated by a long-standing focus on access to care, SCNC has reached out to new populations and developed new programs to support unmet community needs.

The term highly specialized care is important in understanding the vital role the hospital plays in the community. It speaks to both the complexity and uniqueness of the many services provided. Many children served have medical needs that require complex surgical care that is not readily available in all communities. Furthermore, the incidence of many of the medical conditions treated at SCNC occur at a relatively low rate in the population at large. Examples include
and beyond. While patients come from communities near and far and from all socioeconomic groups, all seek comprehensive care and rehabilitation in a state-of-the-art facility designed to address the unique needs of children and their families.

The Shriners Children’s Northern California hospital specializes in pediatric burn care, orthopedics, spinal cord injury care, rehabilitation and pediatric surgery, including chest wall reconstruction, bowel management and colorectal issues. All care and services are provided regardless of ability to pay.

While the conditions treated at Shriners Hospital occur in a relatively small segment of the population, the need for the care exists in communities throughout the state, and the hospital continues to respond to increases in referrals and its patient population.

Since opening its doors in April of 1997, more than 100,000 children have been accepted for care at the Shriners Children’s Northern California. Patients served come from Northern California, Western Nevada, Southern Oregon and beyond. While patients come from communities near and far and from all socioeconomic groups, all seek comprehensive care and rehabilitation in a state-of-the-art facility designed to address the unique needs of children and their families.

Key Facts

<table>
<thead>
<tr>
<th>Count</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>100K+</td>
<td>Children Treated Since 1997</td>
</tr>
<tr>
<td>30K</td>
<td>Patient Visits Annually</td>
</tr>
<tr>
<td>3,500+</td>
<td>Patient Referrals Annually</td>
</tr>
<tr>
<td>34</td>
<td>States Served 90 percent from CA</td>
</tr>
<tr>
<td>80</td>
<td>Pediatric Beds at SCNC</td>
</tr>
</tbody>
</table>
Shriners Children’s Northern California is a nationally recognized leader in pediatric burn care. It is distinguished by the American Burn Association (ABA) and the American College of Surgeons (ACS) as a verified pediatric burn center. It has grown to become the busiest pediatric burn center in California, while maintaining its position as a leader in the care of children with complex orthopedic needs.

Shriners Children’s Northern California is designated by the State of California as a Rehabilitation Facility that meets all standards required by the Systems of Care Division of the California Children’s Services (CCS). The Rehabilitation Facility designation is granted to those organizations that demonstrate excellent multidisciplinary care, including ongoing assessments, plans and documented follow-up for patients and families.

In keeping with its commitment to ensuring all children have access to quality, specialized pediatric surgical care, in 2014 the hospital broadened its nationally recognized programs to include pediatric surgery. The program serves children with chest wall malformations, colorectal disorders and gastro-intestinal diseases, including children requiring urology care. Similarly, recognizing that young athletes are still growing and developing, the Northern California Shriners Children’s expanded its orthopedic care to include the care and rehabilitation of children and adolescents faced with sports injuries. Thanks to the care provided by the Shriners Hospital sports medicine specialists, many aspiring young athletes are able to return to the playing field after injury and compete in various arenas.
Our experienced team provides compassionate, innovative treatment to children with congenital conditions and complex medical needs. Our personalized approach allows children to rise to their full potential.

Shriners Children’s Northern California is committed to providing care within the scope of our mission without regard for the family’s ability to pay. We work collaboratively with our community partners to assess community needs and develop new clinical and community benefit programs that enhance the health and well-being of children in our community. Shriners Children’s Northern California reaffirms its commitment to excellence of care through the development of its Community Health Needs Assessment (CHNA). Based on the findings, we have developed an action plan to work alongside community stakeholders to address the health needs of the community.
A **Community Health Needs Assessment (CHNA)** is a report based on epidemiological, qualitative, and comparative methods that assess the health issues in a hospital organization’s community and that community’s access to services related to those issues.

The Patient Protection and Affordable Care Act (PPACA) enacted on March 23, 2010, requires not-for-profit hospital organizations to conduct a CHNA once every three taxable years that meets the requirements the Internal Revenue Code 501(r) set forth by the PPACA. The PPACA defines a hospital organization as an organization that operates a facility required by a state to be licensed, registered, or similarly recognized as a hospital; or, a hospital organization is any other organization that the Treasury’s Office of the Assistant Secretary (“Secretary”) determines has the provision of hospital care as its principal function or purpose constituting the basis for its exemption under section 501(c)(3).

This assessment is designed and intended to meet the IRS needs assessment requirement as it is currently understood and interpreted by Shriners Children’s leadership.

**Shriner Children’s Commitment to the Community**

After consulting with experts regarding the IRS language pertaining to the CHNA, Shriners Children’s can meet the unmet health needs of their respective communities by virtue of the services that we already provide.
Although patients come to Shriners Children’s Northern California from as far as Canada, Mexico and Ukraine, our focus areas for the Community Health Needs Assessment are based on nearby counties.

Population Demographics for Counties Nearby Shriners Children’s Northern California (SCNC)

<table>
<thead>
<tr>
<th>State</th>
<th>County</th>
<th>Population</th>
<th>Population Under 18</th>
<th>Population Under 18 %</th>
<th>Population Under 5</th>
<th>Population Under 5 %</th>
</tr>
</thead>
<tbody>
<tr>
<td>CA</td>
<td>SACRAMENTO</td>
<td>1,585,056</td>
<td>370,903</td>
<td>23.4%</td>
<td>23,367</td>
<td>6.3%</td>
</tr>
<tr>
<td>CA</td>
<td>SAN JOAQUIN</td>
<td>762,148</td>
<td>204,256</td>
<td>26.8%</td>
<td>14,094</td>
<td>6.9%</td>
</tr>
<tr>
<td>CA</td>
<td>SOLANO</td>
<td>447,643</td>
<td>98,481</td>
<td>22.0%</td>
<td>5,909</td>
<td>6.0%</td>
</tr>
<tr>
<td>CA</td>
<td>PLACER</td>
<td>404,739</td>
<td>89,447</td>
<td>22.1%</td>
<td>4,741</td>
<td>5.3%</td>
</tr>
<tr>
<td>CA</td>
<td>YOLO</td>
<td>216,403</td>
<td>45,012</td>
<td>20.8%</td>
<td>2,386</td>
<td>5.3%</td>
</tr>
<tr>
<td>CA</td>
<td>EL DORADO</td>
<td>191,185</td>
<td>37,855</td>
<td>19.8%</td>
<td>1,741</td>
<td>4.6%</td>
</tr>
<tr>
<td>CA</td>
<td>SUTTER</td>
<td>99,633</td>
<td>25,705</td>
<td>25.8%</td>
<td>1,774</td>
<td>6.9%</td>
</tr>
<tr>
<td>CA</td>
<td>YUBA</td>
<td>81,575</td>
<td>22,352</td>
<td>27.4%</td>
<td>1,743</td>
<td>7.8%</td>
</tr>
<tr>
<td>CA</td>
<td>NEVADA</td>
<td>102,241</td>
<td>17,381</td>
<td>17.0%</td>
<td>730</td>
<td>4.2%</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td>3,890,622</td>
<td>911,392</td>
<td>22.8%</td>
<td>56,484</td>
<td>5.9%</td>
</tr>
</tbody>
</table>

**Persons Under 18 in Service Area**

- **Gender**
  - MALE: 446,196
  - FEMALE: 465,195

- **Age Groups**
  - UNDER 5: 911,392
  - UNDER 18: 2,979,230
  - OVER 18: 478,187

**Ethnicities of Persons Under 18**

- White
- Asian
- Native American
- Multiracial
- Islander

Source: US Census Bureau 2020
Persons Under 18 in nearby counties from Shriners Children’s Northern California comprise 22.8 percent of the total population, with 5.9 percent under 5.

Source: US Census Bureau 2020
In 2019-2021, the hospital served approximately 650 unique patients from Rural and Sparsely Populated counties near the Oregon border — Shasta, Humboldt, Lassen, Siskiyou and Trinity counties included. The numbers are indicative of the fact that even in these remote population pockets families seek the care provided by the Northern California Shriners Children’s hospital, which offers specialty services that are not readily available in outlying communities.

The California Wine Country comprised mainly of Napa and Sonoma counties accounted for many patients in 2019-2021. The hospital also serves Bay Area patients from San Francisco, the East Bay, Oakland and Alameda and the Peninsula – also known as Silicon Valley. Approximately 3 percent of patients come from these areas, where it should be noted that families also have UCSF and Stanford’s Lucile Packard Children’s Hospital within easy reach.

The Central Valley, located to the south of Sacramento, is a proverbial “bread-basket” of California with agriculture a prominent industry. Urban areas include Stockton, Modesto, Merced and Fresno. The Central Valley region accounts for a significant number of underserved families, and the Northern California Shriners Children’s hospital has reached out to community health providers to serve specialized pediatric needs. Nearly 18 percent of unique patients served in 2019-2021 live in Central Valley communities, with more than half living in or near Stockton – the heart of San Joaquin County.

Patients treated represented 34 states and more than 500 cities and towns in California, where 90 percent of patients live. Data show 7 percent of patients served come from states outside of California, including Nevada, and 3 percent from Mexico. Approximately 45 percent of patients served live in Sacramento County, and 45 percent live in a three-county area – Sacramento, San Joaquin and Placer counties. Children from Butte, Yolo, El Dorado and Sutter counties account for approximately 17 percent of the patient population. A small percentage of the total patient population comes from Southern California, including Los Angeles, San Bernardino, San Luis Obispo, San Diego, Riverside, and Ventura counties.

In keeping with the hospital mission and network strategy, patients from Southern California mainly come north to Shriners Hospital for burn care, spinal cord injury care and rehabilitation. The Shriners Pasadena facility provides orthopedic care to children in the state’s southern areas.

Of the California patients, the majority live within a 75-mile radius of the hospital.

Source: US Census Bureau 2020
Access to Specialty Care

Our region is a unique blend of urban, suburban and rural counties.

While the average poverty rate for the communities is on par with the national poverty rate (11.3 percent), 9.1 percent of the population in the communities Shriners Children’s Northern California serve is above the average national poverty rate, at an average rate of 13.7 percent.

On average, 1.5 out of every 10 persons in the region are living below poverty. Though some households are above the poverty line, it is worth noting **1 in 4 households struggle to pay their medical bills**.

Yuba, Yolo and San Joaquin counties rank highest in poverty rates, with Sacramento and Sutter counties at the national average, and the remaining counties have maintained a healthy above poverty rate.

<table>
<thead>
<tr>
<th>State</th>
<th>County</th>
<th>Population</th>
<th>Persons in Poverty</th>
</tr>
</thead>
<tbody>
<tr>
<td>CA</td>
<td>YUBA</td>
<td>81,575</td>
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<td><strong>11.3%</strong></td>
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</table>

Source: US Census Bureau 2020

Access to Health Insurance

From the perspective of insurance coverage, the Sacramento region is relatively better off economically than other parts of the state. This is likely because there is so much state employment, and therefore there is a higher percentage of persons with private coverage than is true for the state as a whole. In the Sacramento region, 51.4 percent of residents have private coverage.

Statewide, 47.3 percent of persons do. For the same reason, presumably, only 25.5 percent of Sacramento area residents receive their health care coverage through Medi-Cal, while statewide the rate is 28.7 percent.
The population of the four-county metropolitan area has almost exactly doubled since 1990, growing from approximately 1.1 million in 1990 to approximately 2.2 million in 2022. Sacramento has had a robust growth rate right up to 2020 and it is expected to continue growing into the near future. According to the 2020 US Census, Sacramento grew 11.3 percent between the 2010 and 2020 census, while the statewide average was only 6 percent over the same time period.

Source: SacBee Aug. 12, 2011, Reese, Non-Whites now a majority in Sacramento Region. Asian, Latino populations skyrocketed.

4 of 10 of the Fastest Growing Cities are within the Shriners Children’s Community Region

Source: US Census Bureau 2020
Sacramento’s healthcare environment is dominated by four major healthcare providers. It has a relatively low number of Medi-Cal recipients, according to a study published by the California Health Care Foundation (CHCF).

The study, a Sacramento-area market analysis, is one of seven regional analyses the CHCF conducted in the state as part of its 2020 Regional Markets Study, and together they are part of the CHCF California Health Care Almanac. To conduct the study, the CHFC authors interviewed 24 health care leaders in the four-county region between March and October 2020. They also relied on published data from government agencies and others.

The report describes Sacramento as a highly consolidated healthcare market, which probably contributes to the fact that healthcare payments and insurance premiums tend to be relatively high in this area.

Throughout the past decade, the healthcare market in the region has undergone dramatic consolidation, with hospitals acquiring medical groups and the systems and providers combining.

Shriners Children’s Northern California is located in the heart of a vibrant health care community. Families living in the greater Sacramento area have access to four major health networks. The major health systems in the area are Sutter Health, Dignity Health, Kaiser Permanente and the University of California Davis Health System. Other children’s hospitals in the region include UCSF Benioff Oakland Children’s, Stanford’s Lucille Packard Children’s Hospital and Valley Children’s Hospital in the central valley.

By 2019, systems and hospitals controlled the practices of 70 percent of primary care physicians and 80 percent of specialists.

Sacramento County has seven hospitals, the largest by far of which is the UC Davis Medical Center, which has nearly a quarter of all the county’s hospital discharges. The larger Sacramento Metropolitan Area has at least 19 hospitals. Local health strategists expressed concern that the area already has too many hospital beds. Despite this, there are at least four other huge hospital building projects planned for the area, not to mention numerous other expansion or upgrade plans for existing hospitals. Here are some notable hospital projects in the Sacramento County area:

**Building Projects on the Horizon**

<table>
<thead>
<tr>
<th>Hospital</th>
<th>Cost (M)</th>
<th>Beds</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>UC Davis Medical Center</td>
<td>$3.8 B</td>
<td>332</td>
<td>Sacramento</td>
</tr>
<tr>
<td>California Northstate</td>
<td>$1 B</td>
<td>250</td>
<td>Natomas</td>
</tr>
<tr>
<td>Dignity Health</td>
<td>$332M</td>
<td>250</td>
<td>Elk Grove</td>
</tr>
<tr>
<td>Kaiser Permanente</td>
<td></td>
<td>420</td>
<td>Sacramento</td>
</tr>
</tbody>
</table>

Source: California State Department of Health Care Services/CHCF Report
Northern California is more populous than Oregon, Idaho, Montana, Utah, and Nevada Combined.

More than 3 million people live to the west of Sacramento in Contra Costa, Alameda and San Francisco counties. The growing Central Valley of California as well as Redding, Red Bluff and other communities north of Sacramento are served by Northern California Shriners Children’s. The cities and towns that line the Central Valley (from Fresno to Stockton) account for roughly 2.4 million people, with a significant portion of the population (more than 30 percent) under 18.

While the numbers and distances are staggering, the data paint a picture of a region populated with people who can benefit from the specialized pediatric care provided by Shriners Children’s Northern California.

Children living in neighboring western states that are less populous than California can benefit from the regional burn, spinal cord injury and pediatric surgery care that are not always available in less populous regions. The profiles of the regions served by the hospital provide information that is vital to shaping a strategy for community engagement that is effective and efficient.

Source: US Census Bureau 2020
Families can directly refer patients to Shriners Children's.

The fact that children and families living near and far seek the care provided by Shriners Children’s Northern California is a reflection of the vital role the hospital plays in fulfilling community health care needs.

Shriners Children’s is unique in that families can directly refer their child for care. While the hospital’s reputation motivates some families to self-refer, the vast majority of referrals come from pediatricians, nurses and other health care providers.

A synopsis of the three-year period shows that nearly 10,000 new patients were referred to the Northern California Shriners Children’s hospital, despite the pandemic during 2019-2021.

Emergent Referrals and Patient Transfers

When children suffer severe burn injuries, immediate and appropriate burn care is essential to positive outcomes. Treatment protocols for pediatric burn patients often differ from those of adult burn patients, so it is essential that children be referred to a burn center that specializes in pediatric care.

Shriners Children’s Northern California works in partnership with first responders and emergency medicine providers throughout California, Nevada and the Western states to ensure children have access to the Shriners regional pediatric burn center. Children with severe burns and other emergent needs are admitted through a physician-to-physician referral around the clock – 24 hours a day, seven days a week. The referrals come from emergency room doctors, hospitals and urgent care centers throughout California, as well as from Nevada, and the northwestern region of Mexico, which is in the hospital’s service area.
Data Collection

The primary data collection process included surveys of community physicians, school nurses and community health partners throughout northern California, as well as parents and legal guardians of patients in the various patient care areas.

The purpose of these surveys was to understand the needs of our community and any concerns and/or obstacles to care that they experience for their children. Shriners Children’s, through our mission- to provide healthcare without regard to race, color, creed, sex or sect, disability, national origin, or ability of a patient or family to pay- aims to remove barriers to obtaining healthcare, and improve the quality of life for our patients.

Assessment Responses

We surveyed school nurses, care providers and physicians, community partners and parents/guardian. Due to privacy regulations and the voluntary nature of the assessment, the responses from parents and guardians are too low to consider for our findings report- and therefore, excluded.

Our community partners surveyed represented minority groups, medically underserved groups and low-income populations. The partners representing minority groups were La Familia Counseling Center, Inc., Vision Y Compromiso, the United Way Northern Nevada, Catholic Charities of Stockton and the West Sacramento Family Resource Center, among others.

Those representing medically underserved groups were Health Outreach-Oakland, Sacramento Food Bank and Family Services, First 5 California, and the Sacramento Children’s Home Family Resource Centers, among others.

And, those representing low-income Californians were Washoe County Food Bank, Placer Food Bank, and the River City Food Bank, among others.
The primary goal of this Community Health Needs Assessment exercise is to uncover pediatric specialty care needs the community has. The findings from our assessment will help Shriners Children’s Northern California uncover unmet needs, build programs to further community wellness and hold ourselves accountable to the community we serve.
Key Findings

Our Community Health Needs Assessment responses came from three primary groups: School Nurses, Physicians, Community Partners and Advocates of Disadvantaged and Underserved Groups.

**Direct Care Providers Overwhelmingly Participated**

Of the primary groups surveyed, 64% responded. In each of their respective roles, Physicians and Surgeons responded overwhelmingly. School Nurses had a 63% response rate, although their responses comprise almost half of the survey insights.
Pediatric Specialty Needs

What pediatric services is needed the most?”

Orthopedic Care
Our staff of over 15 orthopedic surgeons whose expertise ranges from sports medicine to fractures and spine injury to scoliosis and cerebral palsy, among other things.

Gastrointestinal & Bowel Management Care
We provide renowned gastrointestinal (GI) and bowel management care and programs. Our clinical and therapy staff work closely with each patient to treat and improve GI and bowel conditions.

Scoliosis Care
Our hospital has a pediatric spine program staffed with five spine surgeons, a low-radiation, x-ray suite and an array of options for patients, including spinal tethering, which is an alternative to spinal fusion that preserves spine mobility.

Burn Care
Perhaps this is the best known service Shriners Children’s Northen California provides and thus, the community is well informed of our specialty burn care and innovations.
Barriers to Care

What are the top barriers to quality care?

Transportation
Transportation was the top barrier to health care that was mentioned the most by almost all of the assessment respondents. Shriners Children’s Northern California has eight vans and a transportation service manned by volunteer Shriners members.

Insurance
Our first priority is to make sure every child coming to Shriners Children’s will be treated with compassion and care regardless of the family’s ability to pay. This is an area we would like to help our providers and community partners better understand so every child needing specialty pediatric care gets it timely.

Language
Shriners Children’s Northern California has translators and the hospital accepts all patients regardless of the family’s ability to pay.

Housing
Shriners Children’s Northern California does not provide housing solutions for patients but this is indicative of the priority our community partners face with the population in their communities.
2019 Healthy Involvement - Healthy Outcomes

“Shriners Children’s Northern California will continue to demonstrate that healthy involvement with the community leads to healthy outcomes by building on the processes and methods outlined in this report. The growth in programs, patients and community engagement the hospital experienced over the years is clear evidence that a multifaceted program that involves communication, education and partnerships allows the hospital to reach key audiences with limited use of resources. The hospital is using the information and strategies outlined in this report to reach more patients and more families in Northern California and beyond so that all eligible children can benefit from the Shriners gift of specialized pediatric care. What’s more, we will continue to promote healthy communities through prevention education and continuing education. We believe that the best way to monitor the “community pulse” is to engage patients, families and professionals in its programs. The community engagement, in turn, opens the door to conversation. It is through conversation and feedback that Shriners Hospitals for Children will continue to identify and respond to community health care needs.”
The Shriners Children’s Hospital Community Needs Health Assessment Action Plan was developed to help us identify needs in our community and focus on key areas where we can have the greatest impact. Our CHNA report reveals access to care also varies by income level; that lower-income families tend to not only have fewer options when it comes to medical care, but also less knowledge about what those options are.

The lack of knowledge about available services is leading to a high number of disparities in health outcomes among children from low-income families. Accessibility is important because it allows families to get children properly treated sooner, which may lead to a better quality of life.

It’s important to note that access to care is not just an issue for families in poverty or those without insurance— it also impacts families that don’t understand their specialty pediatric care options and how they can take advantage of the resources available to them when needed.

**Improve Awareness and Understanding**

Our 2022 Action Plan will focus on two areas of opportunities where we see we can make the biggest impact for the community:

- Lack of awareness of what Shriners Children’s Northern California provides to the community.
- Lack of understanding we provide specialty pediatric care regardless of ability to pay.

We will continue the work we started in 2019, deepening our work in awareness, outreach and education. Through our lessons learned in the past three years, we will expand our efforts to connect and engage with the community to build awareness and understanding of what Shriners Children’s Northern California provide.
2022 Action Plan Goals

Our action plan must accomplish our goals to improve access to care by meeting the needs of community members, improve our work in partnering with other agencies and patient advocacy groups who share similar goals, and become the community resource for specialty pediatric care education and awareness.

Deepen the awareness and understanding of the care Shriners Children’s Northern California provides for the community, regardless of ability to pay.

Access to Care
Improve access to care by meeting the needs of community members.

Partner with Others
Improve our work in partnering with other organizations and agencies who share similar goals.

Be the Resource
Become the community resource for specialty pediatric care education and awareness.
### Action Plan Tactics

#### Launch awareness campaigns to build awareness within the communities we serve. These include:

1. Advertising on broad-based mediums: television, outdoor (including transportation), and radio
2. Digital advertising to targeted regions and zip codes online (search advertising and social media advertising)
3. Public relations education outreach in the media (television, publications) for topics related to the specialty care services we provide

#### Launch awareness campaigns targeting organizations that serve families in the community to remind them of the specialty care we provide. These include:

1. Public school outreach to districts, school nurses and athletic faculties
2. Meet with county agencies to educate and provide materials they can make available for families needing our specialty pediatric care and services such as transportation
3. Ensure all known public health directory resources have updated information and links to our online care and referral information

#### Launch a referral campaign to target pediatric and care practitioners to remind them of the specialty care we provide. These include:

1. Expand the Provider Post physician newsletter reach via mail and email
2. Increase the physician referral database through targeted online social ads and posts
3. Provide informational Shriners Children’s Northern California material for physicians’ offices
4. Engage with physicians in community outreach programs to share the effort in community health education
5. Expand on continuous education courses (physical, virtual, and on-demand online)
Conclusion

The 2022 Community Health Needs Assessment provides a road map for how Shriners Children’s Northern California improves the community and ensures the best possible health outcomes for the children. We believe creating a three-pronged approach to connect to families, agencies, and practitioners will increase the community’s awareness and understanding of the specialty pediatric care and services we provide.

2022 Community Health Needs Assessment Report Available Online or in Print

The 2022 Community Health Needs Assessment is available at:
https://www.shrinerschildrens.org/en/community-health-needs

08/01/2022
Date adopted by authorized body of the hospital.