

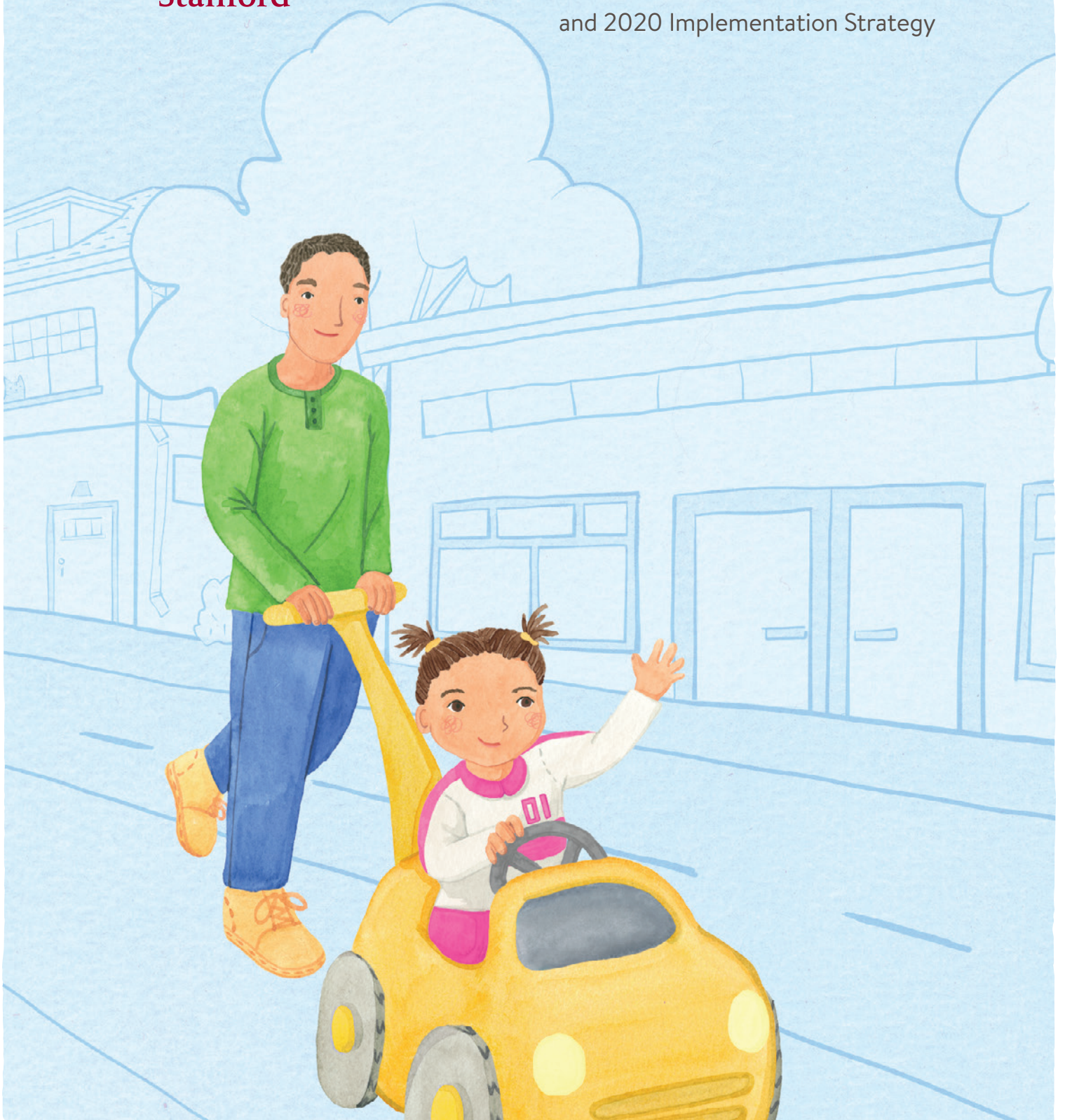


Stanford
Children's Health

Lucile Packard
Children's Hospital
Stanford

Community Benefit Report

for Fiscal Year 2019
and 2020 Implementation Strategy



Words from Our President and CEO



At Stanford Children's Health, we expand our dedication to the health of our community well beyond our hospital walls by working with key partners to bring care to the communities we proudly serve. Through our Community Benefit program, we touch people's lives where they live, delivering well-rounded services to foster healthy, whole children and provide support that empowers families to thrive. As a relatively new face at Stanford Children's Health, I am continually in awe of the extraordinary family-centered care we provide.

In FY2019 alone, Stanford Children's Health invested more than \$220,686,866 in services and activities to improve the health of our neighbors through charity care, health education, community health improvement, safety programs, advocacy for positive social change, and more. We could not do this alone. We have outstanding community partners and grantees who make this possible.

Every three years, we survey the community to discover ways to best serve our area residents. We uncover gaps in care and pinpoint circumstances that hold people back from achieving their potential. These become our health initiatives moving forward, serving as our blueprint for community health improvement. In coming years, we are excited to continue our efforts to positively influence childhood obesity rates, access to health care, maternal health, and social and emotional health in the communities we serve. These efforts are achievable thanks to our exceptional partners, who deliver outstanding outcomes.

Driven by a desire to serve with empathy and compassion, Stanford Children's Health works diligently to improve the lives of our patients, families, and neighbors. I invite you to take the opportunity to learn more about our partnerships and the very important programs that help so many.

Sincerely,

A handwritten signature in black ink that reads "Paul A. King". The signature is fluid and cursive, with a small dot at the end.

Paul A. King
President and CEO
Stanford Children's Health

Contents

Words from Our President and CEO 3

Giving Back to Our Community 6

About Our Health System..... 8

Centers of Emphasis 9

**Lucile Packard Children’s Hospital
Stanford—Our History 10**

Patient Care Highlights 2019 11

About Community Benefits..... 13

- Financial Assistance to Families and Serving Vulnerable Populations 13
- Determining Community Needs 14
- Awarding Community Health Improvement Grants 15
- Community Benefit Oversight 15

**2017 – 2019 Community
Health Initiatives 17**

- 2019 Grant Recipients 18
- Improve Access to Primary Health Care Services for Children, Teens, and Expectant Mothers 20
- Partner Programs That Improve Health Care Access 22
- A Deeper Look: Puente 24
- Prevent and Treat Childhood Obesity 26
- Partner Programs That Lower Obesity 28
- A Deeper Look: 5210+ Program Increases Healthy Habits in Kids 30
- Improve the Social, Emotional, and Mental Health of Children and Youth 32
- Partner Programs That Improve Mental Health 34
- A Deeper Look: Project Cornerstone 36

**A Look Ahead: 2020 – 2022
Health Initiatives 38**

Community-Building Efforts in 2019 43

- Community Health Programs 44
- Advocacy and Outreach Programs and Efforts 46
- Workforce Development Programs and Efforts 48

**New Fifth Floor Delivers Novel
Treatments at Packard Children’s 51**

Comprehensive Care Network..... 52

- Our Network Locations 53

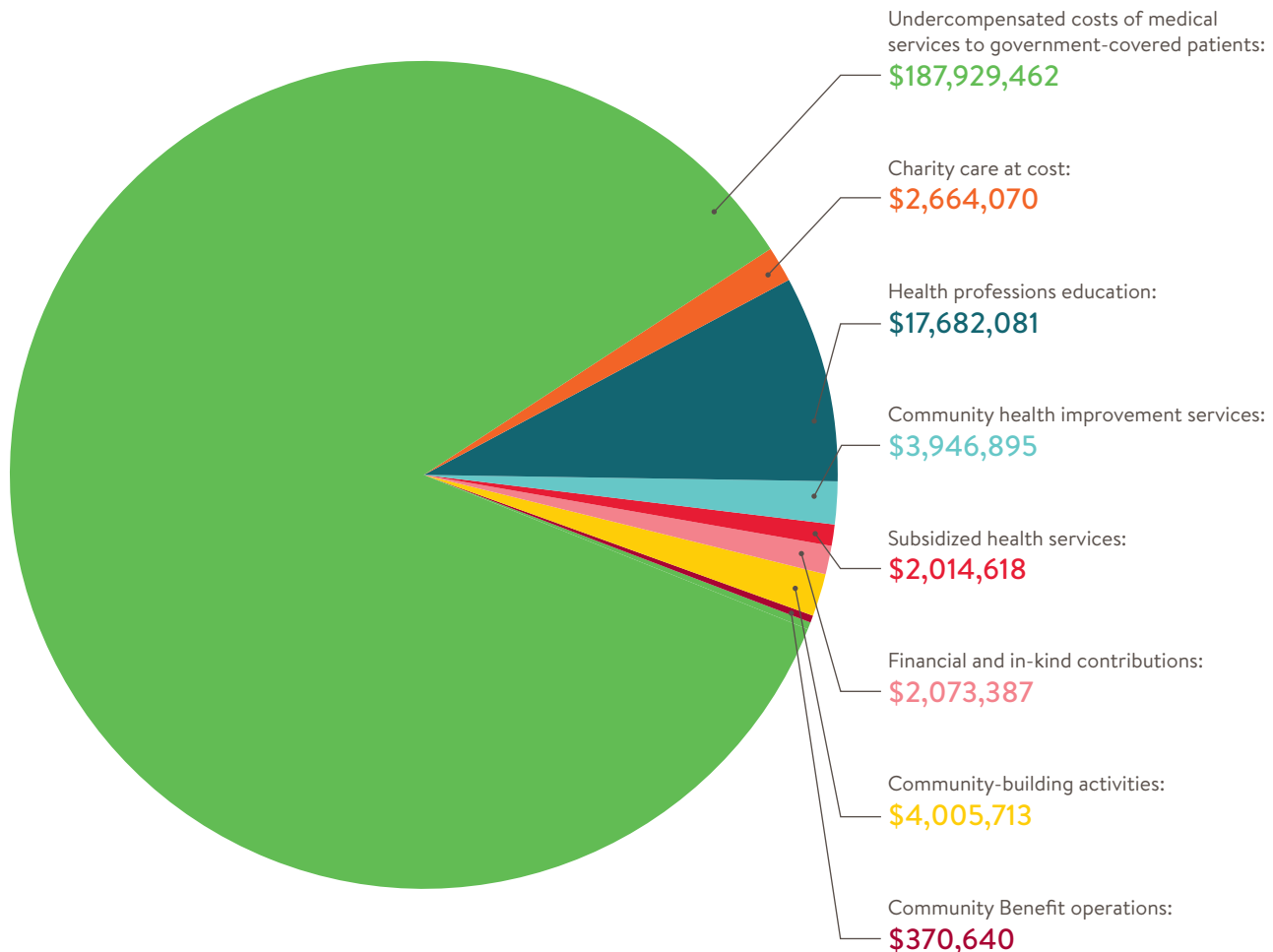


Giving Back to Our Community

\$220,686,866

FY2019 Lucile Packard Children's Hospital Stanford Community Benefit services and activities to improve the health status of infants, children, adolescents, and expectant mothers, and to provide care beyond our hospital walls.

Total net value of quantifiable benefits provided to the community: \$220,686,866



The Breakdown of Our Community Investment

Financial assistance and charity care: \$190,593,532

- Includes undercompensated costs of medical services for patients enrolled in Medi-Cal, out-of-state Medicaid, and other means-tested government programs (Healthy Kids, CCS, CHDP, etc.): \$187,929,462
- Charity care: \$2,664,070

Health professions education: \$17,682,081

- Resident physicians, fellows, medical student education costs (excludes federal CHGME reimbursement)
- Nurse and allied health professions training
- Pediatric Advocacy program
- Perinatal outreach and consultation services

Community health improvement: \$3,946,895

- Center for Youth Mental Wellness
- Care-A-Van for Kids
- Child Life and Creative Arts
- Child safety programs
- Community health education programs
- HEAL program
- Hospital School
- Housing support
- Mental Health Dissemination and Innovation Initiative
- Mobile adolescent health services—Teen Van
- Pediatric Weight Control program
- Peninsula Family Advocacy program
- Practical Assistance for Families
- Project Safety Net and HEARD Alliance

Subsidized health services: \$2,014,618

- Care Coordination Liaisons
- Suspected Child Abuse and Neglect Team

Financial and in-kind contributions: \$2,073,387

- Community clinic capacity building and support
- Community Health Improvement Grants
- Nonprofit sponsorship support

Community-building activities: \$4,005,713

- Advocacy for children's health issues
- Marguerite Shuttle
- Economic development activities
- Service club activities
- Support for community emergency management
- Workforce development efforts

Community Benefit operations: \$370,640

- Dedicated Community Benefit staff
- Reporting and compliance costs
- Training and staff development

Did You Know?

Lucile Packard Children's Hospital Stanford reaches beyond its hospital walls to partner with 22 Bay Area nonprofits. We provided \$2,253,520 million in grants in 2019 to support their good work in our communities.

About Our Health System

What started as a freestanding community hospital has grown into one of the most technologically advanced and family-friendly children's hospitals in the nation, supported by a world-class network of primary and specialty care locations. Enhanced by our relationship with Stanford Medicine and made possible through the support of the Lucile Packard Foundation for Children's Health, Stanford Children's Health is dedicated to healing humanity through science and compassion, one child and family at a time.



Stanford Children's Health, with Lucile Packard Children's Hospital Stanford at its center, is the largest health care network in the San Francisco Bay Area—and one of the few in the country—exclusively dedicated to children and expectant moms. Our physicians and health care teams offer comprehensive clinical services, from treatments for rare and complex conditions to well-child care, at more than 65 Northern California locations, including specialty service locations, general pediatric and obstetric practices, partnerships with community hospitals, and regional centers.

As a top-ranked children's hospital by *U.S. News & World Report*, we are a leader in providing world-class, nurturing care and achieving extraordinary outcomes in every pediatric and obstetric specialty. Thanks to our academic affiliation with Stanford University School of Medicine, we have some of the most innovative minds in medicine, science, and research working to develop groundbreaking advances and new discoveries.



The Lucile Packard Foundation for Children's Health works in alignment with Stanford Children's Health and the child health programs of Stanford University. The foundation's mission is to elevate the priority of children's health and to increase the quality and accessibility of children's health care through leadership and direct investment. The Lucile Packard Foundation for Children's Health works to improve the health and well-being of children and expectant mothers by fundraising on behalf of Lucile Packard Children's Hospital Stanford and child health programs at Stanford University School of Medicine.



Stanford Medicine integrates research, medical education, and clinical health care at its three enterprises—Stanford University School of Medicine, Stanford Health Care, and Stanford Children's Health. Stanford University School of Medicine is the West Coast's oldest medical school and a worldwide leader in patient care, education, research, and innovation. Lucile Packard Children's Hospital Stanford, the centerpiece of Stanford Children's Health, proudly serves as the pediatric and obstetric teaching hospital of the Stanford University School of Medicine.

Bringing together breakthrough scientific research and the best minds in medicine to provide compassionate, life-changing care to families in Northern California.

Centers of Emphasis

Our internationally recognized Centers of Emphasis bring focused care and expertise in key medical specialties. The centers below provide research, best practices, and leadership in their focus areas. In the 2019 – 2020 *U.S. News & World Report* survey of best children’s hospitals, we were once again ranked in all 10 specialties. Stanford Children’s Health, with Packard Children’s at our core, offers comprehensive clinical services, from treatments for rare and complex conditions to well-child care. We provide care in more than 150 medical specialties.



Bass Center for Childhood Cancer and Blood Diseases

Our Stanford Medicine physicians and researchers make discoveries that influence and inspire treatments, at home and around the world.



Betty Irene Moore Children’s Heart Center

Internationally recognized for offering advanced diagnostic and therapeutic approaches to cardiac care draws families from around the globe seeking the best possible care for their children.



Brain and Behavior Center

We are one of the fastest-growing neurology centers in the United States. Our researchers are known for investigating the rarest of childhood neurological cancers.



Children’s Orthopedic and Sports Medicine Center

Our pediatric orthopedic surgeons, physical therapists, and athletic trainers form a comprehensive team to give kids the foundation for healthy, active lives.



Johnson Center for Pregnancy and Newborn Services

Our physicians provide innovative, extraordinary care for expectant mothers and newborns, and conduct world-leading research.



Pulmonary, Asthma and Sleep Medicine Center

No. 1 in California, the best on the West Coast, and the only Northern California children’s hospital that performs lung transplants.



Pediatric Transplant Center

We are a national transplant leader in volume of pediatric transplants performed with exceptional outcomes. For more than 25 years, we have performed more than 1,800 pediatric organ transplants.

Lucile Packard Children’s Hospital Stanford—Our History

Our roots started from a heartfelt gift, and today we reach beyond our hospital walls to continue this tradition of giving through our grants program to better the community as a whole. In 1986, David and Lucile Packard generously donated \$40 million to construct a new children’s hospital devoted entirely to the care of children and expectant mothers. The hospital opened in 1991 and was named in memory of our visionary, Lucile Salter Packard. Today, we honor her vision by providing outstanding care and giving back to community nonprofits to strengthen and uplift youth in the communities we serve.



1919

Our beginning

Stanford Home for Convalescent Children is founded to provide a place for children with chronic illnesses to receive care.

1959

Stanford University Medical Center opens

Stanford University Medical Center opens a 420-bed facility in Palo Alto, moving from San Francisco. The “Con Home” strengthens its teaching and research ties to the medical center and begins providing care for more seriously ill children.



1969

Children’s Hospital at Stanford opens

The \$5 million, 60-bed Children’s Hospital at Stanford opens, replacing the Stanford Home for Convalescent Children, and further expanding its roles in teaching and research.

1986

Construction on new children’s hospital begins

David and Lucile Packard donate \$40 million to begin construction on a new children’s hospital.



1991

Lucile Packard Children’s Hospital at Stanford officially opens its doors to the community

Packard Children’s is one of the only children’s hospitals in the country to incorporate labor and delivery and newborn nurseries, setting us up to become a national leader in neonatology research and care.

2017

Our expanded hospital opens

The debut of our new hospital building marks the opening of the United States’ most technologically advanced, family-friendly, and environmentally sustainable hospital for children and expectant mothers.



2018

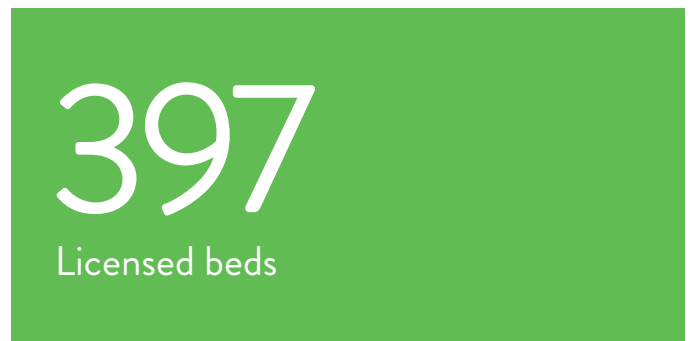
The Bonnie Uytensu and Family Surgery and Interventional Center opens

Our state-of-the-art Bonnie Uytensu and Family Surgery and Interventional Center includes a collection of the latest and most advanced imaging and surgical technology dedicated to pediatric patients. It allows us to offer the highest-quality, coordinated care available anywhere.

Patient Care Highlights 2019

At Lucile Packard Children’s Hospital Stanford, we are proud to provide the best, most nurturing care possible for every patient and family that walks through our doors. We are compassionate caregivers who involve the family in all aspects of patient care. This requires providing both top-ranked clinical care and a stellar hospital experience. Extraordinary family-centered care is the ultimate goal of our doctors, nurses, and specialized support staff, every single day.

Packard Children’s is located on the Stanford University campus in the heart of Silicon Valley. Our growing Stanford Children’s Health network and our Community Benefit efforts reach far beyond the hospital walls throughout the San Francisco Bay Area and the greater Pacific Northwest.





About Community Benefits

For more than 25 years, Lucile Packard Children's Hospital Stanford has been committed to improving the health of our community. As our organization grows, we expand and deepen our Community Benefit programs and services.

As part of that original commitment, we provide direct health care services to some of our community's most vulnerable members, and we partner with government and local community-based organizations to fund programs that improve the health of our community. Our annual Community Benefit Report describes this work over the previous fiscal year; it also describes our strategies to achieve improved community health over the coming year.

We are driven to provide exceptional Community Benefit to all the communities we touch, whether in our primary hospital service area or in our growing network service area. Creating healthy communities and helping children thrive is paramount to our organization's vision and mission.

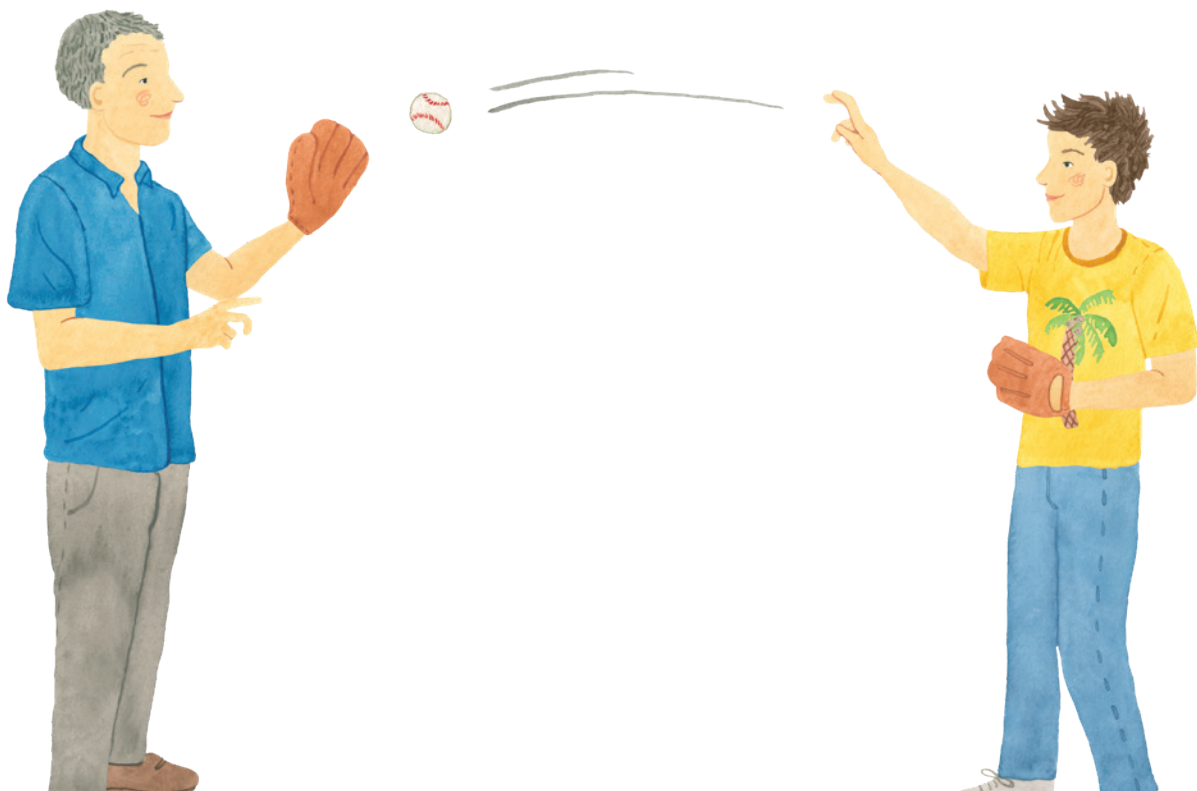
Community Benefit is part of our larger community engagement efforts that strive to create powerful partnerships in the communities we serve. We join forces with countless organizations to increase our reach and provide care beyond our doors. As part of the Community Benefit program, we partner with human service and nonprofit agencies to carry out our three, prioritized health initiatives, providing them with grants to help advance their work in creating healthy, whole children, adolescents, and families. Our community engagement efforts also include community building, workforce development, advocacy to create positive social change for the families we serve, and health education and prevention.

Financial Assistance to Families and Serving Vulnerable Populations

At Packard Children's we believe that every family is deserving of quality, nurturing care. We are proud to be part of the safety net that provides care to our community's most vulnerable. As part of our efforts to ensure access to quality health care, we provide financial assistance to families who qualify and include those efforts in our Community Benefit valuation under the categories of undercompensated costs of medical care and charity care costs.

To read more about our financial assistance programs, please visit financialassistance.stanfordchildrens.org.

Despite living in one of the wealthiest regions in the country, many children and families in our community still struggle, and they go without necessary health care services and community support. We know that there are structural factors and conditions that impact health status for members of our community—such as socioeconomic status, education, employment, and social support.



The following goals drive our Community Benefit work:

- Meaningful and sustainable community investment
- Services that meet the needs of vulnerable populations
- Partnering to build strong, healthier communities
- Continued advocacy for children’s and maternal health issues

Determining Community Needs

Our Community Benefit work starts with an exhaustive Community Health Needs Assessment (CHNA) every three years. We collaborate with local public health departments, hospital partners, community-based organizations, and community leaders to conduct the CHNA—while consulting closely with the communities we serve. The CHNA is just the first step in a multiyear strategic investment plan. This report and our existing triennial Implementation Strategy Report outline our CHNA-directed community health improvement strategies.

The data derived from the CHNA process ultimately leads to decisions on how to best use our human and financial resources to improve the health of our community. From the CHNA, we derive our Community Health Initiatives that we center our work around for the coming three years.

Our CHNA-derived Community Health Initiatives for 2017 – 2019 were as follows:

1. Improving access to primary health care services for children, teens, and expectant mothers
2. Preventing and treating pediatric obesity
3. Improving the social, emotional, and mental health of children and youth

This is the final year in our 2017 – 2019 grant funding cycle. The upcoming section titled, "A look Ahead: 2020 – 2022 Health Initiatives," highlights the results of our 2019 CHNA and how it defined our focus for the coming three years.

View our most recent CHNA at communitybenefit.stanfordchildrens.org.

The Four-Step Community Benefit Process



“We know it takes an entire community to move the needle on these complex health needs. That’s why we partner with others on a deep level and leverage our resources to make real impact in the communities we serve.”

—Sherri Sager, chief government relations officer,
Lucile Packard Children’s Hospital Stanford

Awarding Community Health Improvement Grants

Some of our most exciting work is selecting nonprofits and providing funding to carry out our Community Health Initiatives. By partnering with experts in the community already providing related care, we deepen our ability to impact health in our community. Our 22 grantees, receiving \$2,253,520 million from Lucile Packard Children’s Hospital Stanford, are located throughout our service area. Their efforts reach well beyond keeping kids physically and mentally healthy; they also serve to elevate socioeconomically sensitive children and their families so they can lead productive, satisfying lives.

Our Community Health Improvement Grants program funds a wide array of programs and projects. In the upcoming “2017 – 2019 Community Health Initiatives” section of this report, you will find a list of our grantees.

Community Benefit Oversight

The Packard Children’s Board of Directors reviews and approves Community Benefit programs, activities, and funding. Our Community Benefit Advisory Council, composed of local community leaders, advises Community Benefit staff throughout the year.

This report was approved by the full Board of Directors on February 4, 2020.

**View our most recent CHNA at
communitybenefit.stanfordchildrens.org.**

Grantee Collaborative Unites Efforts

For the past four years, Lucile Packard Children’s Hospital Stanford has hosted a full-day mini-conference for our grantees, helping them build connections, learn from community health experts, and foster deeper community collaboration. The content of the day changes annually, but the focus remains on creating organizational sustainability through sharing of best practices, expert-led presentations, and small-group workshops. Recent conferences have focused on building organizational sustainability with our partners, as well as providing technical assistance to ensure their continued success.

“I look forward to the mini-conference every year. It inspires us to find better ways to work together to tackle important issues.”

—Elizabeth Franco,
Project Cornerstone



2017 – 2019 Community Health Initiatives

Through our Community Health Needs Assessment (CHNA), conducted in San Mateo and Santa Clara counties, we prioritized local health needs and identified areas of improvement, resulting in our three health initiatives. Local public health departments, nonprofit organizations, hospital partners, and community leaders—with their fingers on the pulse of the community—gave valuable input.

For each health initiative, we established a strategy, proposed actions, and anticipated impacts.



Improve access to primary health care services for children, teens, and expectant mothers.

This initiative strengthens comprehensive medical homes (primary care clinics) for children, youth, and expectant mothers. It increases access and services to ensure that individuals are receiving the care they need.



Prevent and treat pediatric obesity.

Nationwide, childhood obesity is a pressing concern, and it is no different in our communities. This initiative aims to reduce the prevalence and severity of overweight and obese children. It addresses the social determinants of health, including access to health care, affordable housing, child care, education, and employment. Our partners offer evidence-based clinical treatment programs to children and families in their respective communities and bring accessible prevention programs into schools. Lucile Packard Children's Hospital Stanford joins with other nonprofit organizations to engage in advocacy efforts to reduce the number of obese and overweight children in our community.



Improve the social, emotional, and mental health of children and youth.

Our assessment brought to light a lack of access to mental health services in nearly all of the communities we serve. For example, suicide rates, depression, and substance abuse are on the rise in select youth populations. Therefore, we aim to ensure adequate access to quality mental health services, remove barriers to care, and provide prevention services for children and youth.

2019 Grant Recipients

At Lucile Packard Children’s Hospital Stanford, we are proud to offer an extensive grants program to area nonprofit organizations. Our ability to direct resources to partners in our community is just one step in this important process. We believe organizations like ours have a duty to go above and beyond providing funding—that’s why we partner with our grantees to carry out their mission by building deep and authentic relationships, providing expert advice through service on boards and committees, and focusing our work on building ongoing sustainability. By joining forces with our grantees, we move the needle on health needs in our community far beyond our hospital walls.

Each grantee was selected with care. We reviewed their status in the community, services offered, and ability to deliver outcomes. We met with leaders of each organization to develop an open working relationship and to ensure that our goals aligned. Together, we listed desired impacts for the three-year grant cycle for each of our three health initiatives. It’s satisfying to see the difference we have made by partnering with our grantees (see below for impacts).

Our Collective Impact

Key Grantee Outcomes, 2019

Legal Aid:

97% of legal cases taken on had a favorable outcome.

Teen Success:

88% of children whose mothers were in the program have met their language milestones due to intervention with their mothers.

Peer Health Exchange:

77% of students reported that they had used something they learned from PHE to make a healthy decision, and 89% of students reported that they planned to do so.

Challenge Success:

Reached over 4,000 parents and students through live presentations on social-emotional health, a 36% increase.

Puente:

Provided over 200 unique health education and fitness classes to the community.

2019 Community Health Improvement Grant Recipients

- 5210+
- Challenge Success
- Gardner Packard Children's Health Center
- Go for Health
- Health Care Alliance for Response to Adolescent Depression (HEARD)
- Legal Aid Society of San Mateo County
- March of Dimes
- MayView Community Health Center
- Palo Alto Family YMCA—Reach & Rise
- Peer Health Exchange
- Project Cornerstone
- Puente
- Ravenswood Family Health Center
- Ronald McDonald House Charities Bay Area
- Santa Cruz Community Health Centers
- San Mateo Medical Center
- School Mental Health and Adolescent Suicide Prevention program
- Stanford Center for Youth Mental Health and Wellbeing
- Stanford Early Life Stress and Pediatric Anxiety program
- Stanford Pediatric Advocacy program
- Strengthening Connections for Families
- Teen Success Inc.



Improve access to primary health care services for children, teens, and expectant mothers.

Lucile Packard Children’s Hospital Stanford named health care access and delivery our top health need for 2017 – 2019, and as stated earlier, it will remain a top need moving into 2020 – 2022. While the percentage of children with health insurance and those receiving routine checkups was high in general, the CHNA found that low-income children were much less likely than higher-income children to have a well-child visit annually. The CHNA discovered a shortage of primary and specialty practitioners who take certain insurances, as well as other barriers to care, including long wait times, linguistic isolation, and transportation challenges.

To increase access, Packard Children’s funded eight programs focused on health care access for a total of \$2,350,161 in 2019. Nearly all provide health care services on site or bring health care providers to select neighborhoods. Some provide advocacy around social determinants of health to resolve discrepancies and increase access.

Overview

Access to comprehensive, quality health care is crucial for improving overall health status and for increasing the quality of life for all members of our community. Providing quality, accessible, and affordable health care to children is critically important for their physical and mental health. While children are almost universally accessing health care in our community, more than half of children in California lack a medical home, which is higher than the nationwide average. Troubling still, ethnic disparities exist when it comes to health care insurance and access to a medical home. Access and delivery are driven by socioeconomic conditions, such as the social determinants of health, as well as the availability of primary care physicians. Optimal health care delivery should occur within a medical home—a model of delivering primary care that is accessible, continuous, comprehensive, family-centered, coordinated, compassionate, and culturally effective. In this model, the patient and family are the focal point. While insurance coverage rates remain near universal for children in our community, we are increasingly concerned by the possibility of the rate of uninsured children rising again. When children have health insurance, they are more likely to receive preventive care and acute care and miss less school, and their families are at less financial risk from unpaid medical bills.

Strategy

Improve access to primary health care services for children and youth ages 0 to 25, and for expectant mothers through support of community health clinics, through funding of health programs, and by addressing barriers to care. Interventions will include improved care coordination between health care organizations and systems as well as sustainable adoption and implementation of the medical home model.



Access to Care

- Increased capacity of clinics to serve patients by funding staff, expanding clinic hours, and funding things that are in high demand, such as oral health care and anesthesia for oral health. Funded the creation of tools and methods to improve clinical coordination and services.
- Over 30,000 unduplicated people served.
- Over 122,000 encounters (average of four encounters per person,) including physical health and dental health.

MayView Community Health Center:

- MayView is providing care to the most vulnerable: 33% are uninsured and 53% are undocumented immigrants.
- MayView increased medical and behavioral health services by 40%.
- 76% of MayView's toddlers completed their immunizations.

Ravenswood Family Health Center:

- Addressed a critical need for general anesthesia related to oral health (77 children received the anesthesia they needed to receive oral health care through Ravenswood).
- Over two-thirds of kids or adolescents received their complete set of vaccinations.
- 67% of adolescents completed their HPV vaccines, better than the national average of 49%.

Santa Cruz Community Health Centers:

- 53% fewer ED visits among Santa Cruz Health Center patients.
- Santa Cruz Health Center made over 100 new referrals to county programs.

Partner Programs That Improve Health Care Access

In 2019, Lucile Packard Children's Hospital Stanford supported the following programs to expand health care access to our community.

Care-A-Van for Kids

Care-A-Van for Kids is a no-cost transportation service for low-income children and families receiving medical treatment at Packard Children's with no reliable means of transportation. Care-A-Van for Kids collaborates with community transportation programs to expand access for low-income patients who travel a long distance and even to out-of-state families.

Total investment: \$273,000

Individuals served: 520

Gardner Packard Children's Health Center

Gardner Packard Children's Health Center, a Federally Qualified Health Center, has lowered health care costs and increased access to health care services for uninsured and underinsured children in our primary service area. The Gardner Packard Health Center is part of our ongoing efforts to increase access to care for our patients and the community. Services provided include general pediatric care; comprehensive treatment including immunizations, complete physical exams, and acute illness and injury care; health education; social services assessment and assistance; mental health counseling; nutrition counseling; and more.

Total investment: \$577,520

Individuals served: 5,001

MayView Community Health Center

MayView Community Health Center operates three clinics in the cities of Palo Alto, Mountain View, and Sunnyvale with a mission to provide high-quality primary health care to low-income people from all cultural and ethnic backgrounds, regardless of ability to pay. MayView is an essential part of the health care safety net and a medical home for the uninsured in our community. With more than 20,000 visits per year from over 6,000 patients, MayView serves low-income families and individuals who live and work in the northern part of Santa Clara County. Packard Children's partners with MayView to provide prenatal and pediatric care to low-income and uninsured patients.

Total investment: \$75,000

Individuals served: 8,112

Mobile Adolescent Health Services: Teen Van

Stanford Children's Health provides expert care for our community's high-risk kids and young adults ages 10 to 25 through the Mobile Adolescent Health Services program. The multidisciplinary staff of this program provide custom-designed care for those who rely exclusively on the Teen Van as their only link to a network of services and knowledge they urgently need. All services and medications are provided free of charge to the patients. Services include acute illness and injury care; physical exams; family planning services; pregnancy testing; HIV and STD testing, counseling, and treatment; immunizations; mental health services; nutrition counseling; and more. To learn more and view the Teen Van's locations and schedule, visit teenvan.stanfordchildrens.org.

Total investment: \$755,641

Individuals served: 867

The Teen Van provides free-of-charge multidisciplinary care to high-risk kids and young adults ages 10 to 25 in Santa Clara, San Mateo, and San Francisco counties.

Peninsula Family Advocacy Program

The Legal Aid Society of San Mateo County's Peninsula Family Advocacy Program (FAP) strives to improve the health and welfare of expectant mothers, low-income children, and their families. FAP provides no-cost legal representation, advocacy, and education to help address underlying causes of poor health among low-income children receiving care in our primary service area. FAP assists community members with medical insurance and financial issues, housing problems, enrolling in public benefits, domestic violence, and enrolling in educational programs; it also provides assistance for teen parents and family caregivers.

Total investment: \$70,000

Individuals served: 3,033

Puente

In the San Mateo County South Coast communities of Pescadero, La Honda, Loma Mar, and San Gregorio, Puente is the only community resource center. Puente advocates for its community and leverages resources that foster economic prosperity and security as well as promote individual and community health and wellness. Beginning in fiscal year 2017, Packard Children's partnered with Puente to increase access to primary health care services in the South Coast region.

Total investment: \$65,000

Individuals served: 13,510

Ravenswood Family Health Center

Our long-standing partnership with Ravenswood Family Health Center, a Federally Qualified Health Center, spans multiple services, including pediatric medical and dental visits. By leveraging our financial support and human capital, Ravenswood Family Health Center has been able to expand its culturally competent pediatric services and build capacity for uninsured or underinsured children and mothers in our community.

Total investment: \$449,000

Individuals served: 7,509

Santa Cruz Community Health Centers

Through the Santa Cruz Women's Health Center and the East Cliff Family Health Center, Santa Cruz Community Health Centers (a Federally Qualified Health Center) provides comprehensive primary care services in English and Spanish to all ages, genders, ethnicities, abilities, and sexual identities and orientations, regardless of their ability to pay. Santa Cruz Community Health Centers is driven by its originator's 40-year commitment to social justice and access to health care as a human right. Beginning in FY2017, Packard Children's partnered with Santa Cruz Community Health Centers to expand access to health care services and to improve care coordination services.

Total investment: \$85,000

Individuals served: 939

A Deeper Look: Puente

Packard Children's is invested in providing meaningful programs and services throughout our service area, however, geographic disparities do exist in some communities. In order to increase access we partner with local organizations to ensure residents can receive the care they need in their community. Introducing Puente, a multiservice community center that serves 164 square miles of unincorporated San Mateo County, including Pescadero, La Honda, Loma Mar, and San Gregorio. In partnership with San Mateo County, Puente has a pop-up clinic that offers bilingual primary care to children and women, including lab work. The center has two examination rooms on site, with visiting medical staff once a week. That's good news to area families, since the closest established medical clinic is 25 miles away.

Besides the clinic, Puente promotes good health in a variety of ways. Exercise classes are offered on-site to children, youth, and adults. Every August, Puente sponsors a 5k Fun Run/Walk, offering a training group to help people prepare. They organize soccer tournaments and folklore dance classes. Puente staff meet field workers where they are to provide health information to this population. Partner agencies provide dental services to field workers and preschoolers. Cooking classes teach families how to make healthy cultural classics. Every fall, Puente sponsors a flu clinic. Staff members enroll families in health insurance plans. To top it all off, Puente puts on a health fair in Pescadero every year, drawing close to 300 people.

"Puente provides services, but we also advocate for people," says Rita Mancera, Puente's executive director. "Recently, a woman came in needing surgery, and one of our staff members acted as interpreter and advocate, and helped her get answers to her questions. Little by little the power dynamic changed. Over time, the family felt empowered enough to advocate for themselves. That's ideally how we want to work with our local families."

As the region's only community resource center, Puente has its hands full promoting community health and wellness and advocating for fair, equitable, prevention-oriented policies and practices in the areas of education, youth employment, housing, medical care, transportation, and food security.

It's a lot of work. Puente relies heavily on its nearly 300 volunteers and 23 full-time staff members to get it all done, always welcoming new ideas from community members.

"Puente's ultimate goal is to have a healthy, sustainable, and inclusive community. Packard Children's helps us do that. They are very respectful of our community needs. They know us and push us to do a good job," Mancera says.

Puente Highlights in 2018 – 2019

3,462

outreach and health touches provided by community health workers

183

local students received academic support, including \$106,186 in scholarships

612

families received behavioral health counseling



ENFERMERA

PUENTE
SINCE | DESDE 1998

114/78 88





Prevent and treat childhood obesity.

Lucile Packard Children’s Hospital Stanford named preventing and treating pediatric obesity a top three health need for 2017 – 2019. As discussed earlier, it will remain a top need moving into 2020 – 2022, coupled with diabetes. While an unhealthy diet and lack of physical activity are primary reasons for childhood obesity, there are several risk factors that set up children for unhealthy weight. These include genetic factors, underlying medical issues, family models, social and economic factors, and hormonal changes due to lack of sleep, pregnancy, or age. According to the Food Research and Action Center, food insecurity and obesity often coexist because both are consequences of economic and social disadvantage.

As with health care access, certain populations are more susceptible to obesity. For example, in Santa Clara County, the number of white children who were overweight or obese was under 25 percent, while the number of Latino children was closer to 45 percent, as reported in the 2019 CHNA. Providing accessible outlets for teaching healthy eating and exercise habits to children was a goal of this health initiative.

Overview

Childhood obesity occurs when a child is well above the healthy weight for his or her age and height. Multiple factors often contribute to obesity, including poor nutrition, lack of exercise, and the low availability of fresh food and high prevalence of fast food in the physical environment. Childhood obesity often leads to health problems that were once confined to adults, such as diabetes, high blood pressure, and high cholesterol. It can also lead to poor self-esteem and depression. For children and adolescents, proper nutrition promotes their optimal growth and development and is associated with improved cognitive function, reduced school absenteeism, and improved mood.

Strategy

Reduce the prevalence and severity of overweight and obese children by promoting healthy nutrition and weight and addressing the social determinants of health.



Obesity Prevention

Packard Children's funded three programs for a total of \$501,393 in 2019. Nearly all brought healthy eating and exercise programs into schools and neighborhoods.

Jóvenos SANOS:

- 75% of Jóvenos SANOS youth limit their screen time to healthy benchmarks, and 65% are physically active every weekday.

Puente:

- Puente provided over 200 unique health education and fitness classes to the community.
- Puente increased knowledge of health, diet, and lifestyle and how to control blood pressure.

Pediatric Weight Control program:

- 233 community members received health education
 - 66 children
 - 79 parents
 - 88 returning program alumni children and parents

Partner Programs That Lower Obesity

In 2019, Lucile Packard Children's Hospital Stanford supported the following programs to address childhood obesity.

5210+

Based on an acclaimed national program, 5210+ seeks to improve the health of children and their families using a social marketing message to encourage children to eat fruits and vegetables, participate in active play, reduce screen time, and eliminate consumption of sugary beverages. Research shows the importance of consistent messaging where kids and families live, learn, work, and play. 5210+ partners with doctors, teachers, child care providers, and community organizations to share healthy habits every day.

Total investment: \$65,000

Individuals served: 1,687

Go for Health!

The Go for Health! program is embarking on a journey toward collectively addressing health issues that do not discriminate, while honoring the rich diversity that makes up our communities by working collaboratively to address the epidemic of childhood obesity. The Go for Health! collaborative is focused on reducing obesity by 10 percent by 2022 through policy and environmental change, education and awareness, and leadership development.

Jóvenes SANOS

Jóvenes SANOS, a project of the United Way of Santa Cruz County, strives to empower, educate, and raise awareness about childhood obesity within the community. The development and implementation of new policies shift the local culture through promoting healthy eating and increasing physical activity. Jóvenes SANOS works to build an environment that embraces a culture of health by promoting access to affordable and healthy food options. Jóvenes SANOS is committed to growing a thriving community based on equity and justice.

Total investment for Go for Health! and Jóvenos SANOS: \$40,000

Individuals served: 2,714

“In order to live healthy and prosperous lives, we need homes, neighborhoods, workplaces, schools, and communities that positively affect the health of individuals.”

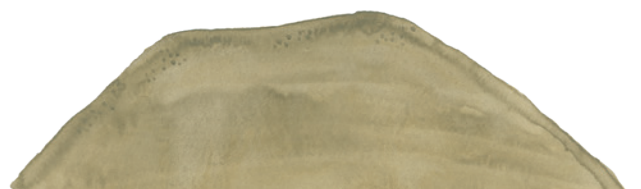
—Joey Vaughan, Packard Children's manager of community partnerships and community benefits

Pediatric Weight Control Program

A nationally recognized, evidence-based initiative, the Packard Children's Pediatric Weight Control program is a family-focused, 26-week behavior modification program for overweight children and their families. Insurance plans do not yet reimburse for weight management programs, so families must pay out of pocket. In response to this, Packard Children's has established a process for families to apply for partial or full financial support based on need. The program has been highly successful, with over 97 percent of children completing the entire program. Eighty-nine percent of children and 84 percent of their parents saw a significant reduction in weight.

Total investment: \$396,393

Individuals served: 233



A Deeper Look: 5210+ Program Increases Healthy Habits in Kids

Children may love to play with slime, but that doesn't mean they want it in their bodies. The Monterey and Santa Cruz County Medical Societies, now Physicians for a Healthy Central Coast, are giving children a truly hands-on lesson on what a glob of fat looks like in the body—and it's changing kids' behaviors around healthy eating and exercise.

"In one of our many lessons, we pass around a huge, wobbly, yellow, sticky ball of slime, and we say, 'If you consume a soda every day, this is what grows inside your body,'" says Donna Odryna, chief executive officer. "It becomes a very connected process for kids."

Before-and-after surveys are showing that 5210+ lessons are really sinking in. The simple acronym helps kids remember to eat five fruits and vegetables a day, limit recreational screen time to two hours or less each day, participate in one or more hours of daily active play, and drink zero sweetened beverages. The plus was added in recent years to make sure that children get age-appropriate levels of sleep each night and that they begin life with breastfeeding.

The monthly lessons revolve around the five principles of 5210+ and build on each other. For example, the slime lesson is coupled with a physical game called Good Fat Bad Fat, whereby the kids who are bad fat try to clog the good fat kids from getting through—signifying what happens when arteries get clogged. Kids also participate in art and poster projects, bring materials home to share with their families, and are encouraged to talk about their experiences with 5210+.

"Thanks to the grant from Lucile Packard Children's Hospital Stanford, we were able to evolve our focus and pilot a yearlong engagement program that let us reach students once a month over a year rather than just six weeks," says Lara Jung, senior program coordinator of youth and adult wellness. "The results have been remarkable. We've seen a 30 percent pre- to post-behavior change in the number of kids who are eating five fruits and vegetables a day."

This year, all K-8 classrooms in the entire Live Oak School District will receive the yearlong program, including three elementary schools and one middle school. In previous years, the program focused on fourth and fifth graders in nine to 12 schools. The program will be in fewer schools but reach substantially more children.

Jung works shoulder-to-shoulder with teachers to provide the lessons, which all meet state core curriculum standards. 5210+ is part of the philanthropic arm of the medical society—helping physicians reach beyond their office walls and improve their communities. "The Packard Children's three-year grant allowed us to really focus on moving the needle on our goal to lower obesity rates 10 percent by 2022," Odryna concludes.

5210+ Yearlong Pilot Results



30% increase in children eating five servings of fruits and vegetables a day



30% increase in children drinking zero sugary drinks a day



169% increase in knowledge gain of kids identifying that soda is unhealthy



adidas

GRANIS

Drink Water

5210+zzz

TABLE

EMENTS

METALS



Improve the social, emotional, and mental health of children and youth.

Lucile Packard Children’s Hospital Stanford named improving the behavioral health and well-being of children and teens a top-three health need for 2017 – 2019. It will remain a top need moving into 2020 – 2022.

Mental health and well-being is key to personal health, satisfaction, and the ability to function in society. Substance abuse, chronic disease, bullying, and financial troubles can all affect mental health and personal well-being. The 2019 CHNA found that low socioeconomic status contributes to depression and drug and alcohol use, and that various mental health indicators are worsening among youth, from insufficient sleep and inadequate social and emotional support to feelings of loneliness and isolation, fear, anxiety, and panic. The report named an increase in bullying rates as a concern, with one in five adolescent girls in San Mateo County reporting being harassed or bullied online versus more than one in 10 adolescent boys. More alarming, two in five adolescent girls reported having suicidal thoughts.

Overview

The social, emotional, and mental health of children and youth continues to be a major concern in our community. Positive mental health is defined as a state of successful performance of mental function, resulting in productive activities, fulfilling relationships with other people, and the ability to adapt to change and to cope with challenges. It is essential to personal well-being, family and interpersonal relationships, and the ability to contribute to the community or to society. Social and emotional health play a major role in people’s ability to maintain good physical health.

Strategy

Partner with and link health care providers with mental health providers, school professionals, and community agencies to increase the emotional and social well-being of children and youth ages 0 to 25.

Social-Emotional Health

Packard Children's funded eight programs for a total of \$1,119,746 in 2019. The programs cast a wide net in their work to improve behavioral health in children and teens throughout the community we serve. Care was delivered in schools, at the hospital, and in community centers.

Teen Success:

- 88% of children whose mothers are in Teen Success have met their language milestones due to intervention with their mothers.
- 84% of Teen Success mothers have graduated from high school or are on track to graduate. 100% of mothers maintained their family size (no new pregnancies).

Reach & Rise:

- Reach & Rise has developed and is rolling out Mindfulness/Social-Emotional Healthy Skills workshop for youth participating in their mentorship program and their families.

Project Cornerstone:

- 98% of Project Cornerstone students said that they will support students that they see being bullied.
- 76% of 140 Project Cornerstone parents said that the six-week training course improved their parenting skills.

Challenge Success:

- Reached over 4,000 parents and students through live presentations on social-emotional health, a 36% increase.

Peer Health Exchange:

- 77% of students reported they have used something they learned from PHE to make a healthy decision, and 89% of students reported that they planned to do so.

Partner Programs That Improve Mental Health

In 2019, Lucile Packard Children's Hospital Stanford supported the following programs to improve behavioral health in children and youth.

Challenge Success

Challenge Success partners with over 130 middle and high schools to implement policies and practices that increase academic engagement and well-being for their students. Schools send teams of educators, parents, and students to an annual fall conference at Stanford University where they hear the latest research on best practices in education and learn from each other how to create effective school reform.

Total investment: \$65,000

Individuals served: 4,375

Hospital Educational Advocacy Liaisons (HEAL)

Children who have survived or are continuing to battle a chronic illness may have to deal with the cognitive effects of their illness and treatment. Returning to some semblance of "normal" is critical for a child's optimal adjustment. An important part of normal life for children is continuing their education, whether through homebound teaching or attending school. Unfortunately, parents and children often face new obstacles when a child returns to school. We created the HEAL program, staffed by educational professionals, to help address a child's educational care. HEAL helps medically fragile children experience success in learning—despite limitations imposed by their illness—by educating students, parents, and school staff about the unique cognitive and social and emotional needs of medically fragile children and their impact on school success.

Total investment: \$444,746

The Mental Health Dissemination and Innovation Initiative

The Mental Health Dissemination and Innovation Initiative's activities focus on research into biological and sociological risk factors for stress vulnerability, aiming to prevent the outcomes of traumatic events in young children and adolescents, and to mitigate these effects in youth already experiencing functional impairment. The initiative develops and disseminates innovative treatments and interventions for youth with a focus on community engagement.

Total investment: \$140,000

Peer Health Exchange

Peer Health Exchange's mission is to empower young people with the knowledge, skills, and resources to make healthy decisions. They do this by training college students to teach a skills-based health curriculum in underresourced high schools across the country with the ultimate goal of advancing health equity and improving health outcomes for young people.

Total investment: \$70,000

Individuals served: 2,692

Project Cornerstone

An initiative of the YMCA of Silicon Valley, Project Cornerstone helps children and teens thrive by building positive values, promoting meaningful relationships, and teaching skills and experiences that lead to a successful future. Project Cornerstone partners with schools and communities to create positive and caring environments for social and emotional development through trainings for faculty, students, parents, and community members. In addition to grant funding, Packard Children's provides support to the Project Cornerstone Advisory Board.

Total investment: \$65,000

Individuals served: 13,510

Project Safety Net and Health Care Alliance for Response to Adolescent Depression (HEARD)

Born out of the 2009 teen suicide cluster in Palo Alto, both of these community efforts seek to improve the emotional and social well-being of youth. The Project Safety Net collaborative formed to develop and implement an effective, comprehensive, community-based mental health plan for youth well-being in Palo Alto. Focusing on education, prevention, and intervention, the collaborative is designed to increase help-seeking behaviors and build connections between peers and caring adults that provide a safety net for youth in the community. Like Project Safety Net, the HEARD Alliance was formed as a response to social and emotional challenges facing youth in the Palo Alto community.

The HEARD Alliance is composed of child psychiatrists, nonprofit agencies, and school psychologists working to prevent crisis situations and intervene when they may arise. The alliance's goal is to increase awareness of mental disorders, decrease the stigma surrounding them, and increase access to treatment. Community partners: City of Palo Alto, Palo Alto Unified School District, Palo Alto PTA, Adolescent Counseling Services, Youth Community Service, Palo Alto Medical Foundation, Developmental Assets Coalition, Palo Alto Family YMCA, and the Stanford University Department of Psychiatry.

Total investment for both Project Safety Net and HEARD: \$140,000

Reach & Rise

A project of the YMCA, Reach & Rise is a national one-to-one mentoring program whose goal is to move youth from risk to resiliency. The program helps build a better future for youth by matching them with an adult mentor for one year. Free of cost to families, the program provides trained mentors who work to understand cultural and social development as well as mental health issues and risk factors, and offer ways to communicate and relate to youth. The goal of the program is to help youth gain positive, consistent, and nurturing relationships with adults to build self-esteem, improve decision-making skills and school performance, and promote healthy interpersonal relationships.

Total investment: \$45,000

Individuals served: 55

Stanford Center for Youth Mental Health and Wellbeing

The Stanford Center for Youth Mental Health and Wellbeing was created out of recognition that U.S. youth are in the midst of a national public health crisis. The center is committed to spearheading a new national vision for adolescent and young adult wellness and mental health support. Clinical and research experts within the Stanford Department of Psychiatry and Behavioral Sciences have laid the groundwork for a national initiative for youth through their expertise in early mental health support, development of self-regulation tools, school mental health, and suicide prevention. By creating an innovative health system and a new culture of health for the adolescent and young adult population, Stanford hopes to create a model for the country in how to better support our young people as they navigate the transition to adulthood and realize their full potential.

Total investment: \$100,000

Teen Success Inc.

Teen Success Inc.'s mission is to help underserved teen mothers and their children become educated, self-sufficient, valued members of society. Teen Success Inc. does this by empowering and inspiring young mothers to reach their full potential in order to break the cycle of poverty for themselves and their children. The program includes one-on-one weekly coaching, a teen mothers peer learning group, and a competitive scholarship program aimed at helping teen mothers pursue postsecondary education.

Total investment: \$50,000

Individuals served: 186

A Deeper Look: Project Cornerstone

One parent, one book. That's how it all began for Project Cornerstone, an initiative of the YMCA of Silicon Valley dedicated to helping young people feel valued, respected, and known. What started as one parent using a book to teach valuable lessons of conflict resolution, acceptance, and respect to a classroom of kids in the late 1990s has grown into 300 school partners and 6,000 parent volunteers who work collectively to empower 96,000 youth annually.

Project Cornerstone's school-based programs ABC and Los Dichos train parent volunteers in the Developmental Assets Framework for positive youth development. These two programs use specially selected children's books and related activities to provide the building blocks of respect, anti-bullying, and prosocial behavior and attitudes. Research shows a positive correlation between parent engagement in schools and student achievement. The YMCA-based nonprofit also offers training to school staff—including coaches, bus drivers, and custodians—in asset-building techniques to help students thrive.

"With ABC and Los Dichos, our parents read the book, then provide an activity to bring what they learn into the real world," says Ziem Nguyen Neubert, Project Cornerstone's executive director. "When kids are older, they revisit the book with a new lesson. It all builds on itself to empower kids."

For example, a book titled *Have You Filled a Bucket Today?* teaches kids how to notice when someone's bucket (emotional well-being) is not full and gives ideas on how to help fill it. Another book, titled *Simon's Hook*, helps kids deal with put-downs.

One mom who has a special needs child reported that her family doctor was amazed at her son's growth in social and emotional skills. She credits his ability to stay in mainstream schools to the program.

Project Cornerstone honors its grassroots beginnings by welcoming new innovations from parents at their local schools. For example, parents at an elementary school started the idea of a "buddy bench" where kids can sit on the bench if they need someone to play with at recess. In a middle school, parents created a "zen lounge" where kids can go to relax and feel safe. All activities feed their unofficial slogan that "everyone belongs here."

"We have eight team members, and seven of us were volunteers before we joined the staff. We all saw firsthand how our programs change kids' lives," says Elizabeth Franco, director of development. "Packard Children's supports all of our school-based programs and gave us the ability to expand considerably, reaching more schools in North Santa Clara County and South San Mateo County."

Packard Children's is honored to partner with Project Cornerstone to improve the social and emotional health of children and youth.

School Partners in LPCH Targeted Schools

2015 → 2019
46 → 75



I've got to **think up** bigger things.
I'll bet I **can**, you **know**.
I'll **speed** my **thinker-upper** up
as **fast** as it will **go**!

PETE T

Watch for smiles to light up their faces. You will feel like reading too.
A smile is a good idea that you have filed in back.

If you practice, you'll become a great reader like
the children in the picture. You will be able to read
and know what you are reading.

BRING
SLIM

July
7
019
2 3
6
1 2
Weather
Snowy
Foggy

Wish Reading

A Look Ahead: 2020 – 2022 Health Initiatives

Since our health initiatives set out to address entrenched health needs, it is not surprising that the 2019 CHNA once again identified health care access and delivery, social and emotional health, and obesity prevention as top pressing needs. For that reason, we continue our focus on these health initiatives moving forward to 2020 – 2022. We are adding maternal and infant health as our fourth focus, fitting with Lucile Packard Children’s Hospital Stanford’s commitment to not only care for children and youth but also care for expectant mothers.

Overall Implementation Strategy

Lucile Packard Children’s Hospital Stanford will implement these strategies through a combination of grants, sponsorships, in-kind support, and collaborative partnerships with selected community-based organizations, as well as with community health centers, clinics, and Federally Qualified Health Centers (FQHCs). Our overall goal is to improve community health. To us, community health encompasses all aspects of health, including physical, social, emotional, and environmental determinants of health (access to health care, affordable housing, child care, education, and employment). In our view, it is often these determinants of health that serve as barriers to care. Our implementation strategy meets the requirement of the federal government as reflected in our Implementation Strategy Report (ISR).



Social-Emotional Health

Goal

Children, adolescents, and young adults experience good social and emotional health (mental health) and are able to cope with life’s stressors.

Overview

The 2019 CHNA informed us that children and adolescents in San Mateo and Santa Clara counties—the Packard Children’s service area—sometimes face greater obstacles to social and emotional health than their peers elsewhere in California. This is particularly true with bullying and cyberbullying in San Mateo County. The county’s adolescent report found that nearly 2 out of 5 girls report being bullied online, as do 1 out of 10 boys. Another area of concern is a higher than state average of suicidal thoughts among high school students in both counties. Low access to mental health services contributes to poorer mental health outcomes for children and teens in our service area.

Strategies

- Expand access to programs and services that prevent poor mental health, and address stress, depression, and suicidal ideation.
- Support school-based interventions to improve school climate, and prevent or reduce bullying.
- Support programs and policies that prevent or reduce domestic violence, and increase healthy relationships.
- Increase early identification of mental health issues by primary care physicians, and support referrals and collaboration among providers, educators, social workers, etc.
- Advocate for mental health parity legislation.

Anticipated Impacts

Overall, we expect our efforts to improve the social and emotional health of those we serve. Through our efforts over the upcoming three-year funding cycle, we specifically plan to improve school climate, reduce bullying, and reduce the rate of disciplinary actions within schools. We also aim to increase coping skills among youth, for stress and depression in particular, and improve healthier relationships among youth. In addition, we will work to increase collaboration among providers, schools, and others for better care and treatment, and open access to provide easier care for social and emotional health services.



Pediatric Diabetes and Obesity

Goal

Reduce obesity and overweight among children and adolescents.

Overview

Obesity remains a top concern in both San Mateo and Santa Clara counties. Both have more fast-food restaurants and fewer grocery stores than the state average. Both have higher rates of food insecurity, especially among ethnic youth and families. Activity is also a concern, as rates of diabetes and obesity are still rising.

Strategies

- Expand access to clinical intervention programs and health education, including nutrition education and physical activities.
- Expand access to physical activity, and support interventions and practices aimed at reducing recreational, sedentary screen time among children and adolescents.
- Expand access to healthy food in the community.
- Advocate for and support initiatives and public policies that address systemic/institutional drivers of obesity.
- Develop high-quality interactive digital media for children and adolescents.
- Participate in collaboratives and partnerships to promote a healthier food and recreation environment in the community.

Anticipated Impacts

Overall, we expect our efforts to increase healthy eating and active living among children and adolescents in the area we serve. Specifically, we aim to increase physical activity and reduce sedentary activities, including screen time, partly by increasing access to affordable physical activity outlets. We also aim to improve the eating habits of youth by teaching them about healthy choices and behaviors, and by increasing access to healthy foods.





Access to Care

Goal

Increase the number of infants, children, adolescents, and young adults who have access to needed health care services.

Overview

Health care access and the social determinants of health are closely tied. In our two counties, there are fewer FQHCs providing health care than in other areas of the state. This poses a hardship to all residents, especially minority residents, who have a higher rate of being uninsured. CHNA participants often reported that health care was simply unaffordable, causing many to go without. Health clinics also voiced concern over attracting and retaining staff in our expensive Bay Area. Others asked for health care providers to offer greater cultural competence. These barriers solidify the need for better access to care.

Strategies

- Support health care clinics in close geographic proximity to populations of low socioeconomic status.
- Widen access to care, including more telemedicine, after-hours availability, etc.
- Provide training to health care professionals.
- Advocate for health care policy change at the local, state, and federal levels that improves health care access for vulnerable children and families.

Anticipated Impacts

Overall, we expect our efforts to increase health care services for vulnerable children and youth by providing direct care, and by addressing systemic barriers to care. Our aim is to increase the number of children who receive acute care, preventive care, and vaccinations. We also anticipate that our efforts will improve patient relationships with primary care physicians and increase the number of qualified providers in our communities. By doing so, we expect to reduce unnecessary ED visits and hospitalizations, and decrease outbreaks of vaccine-preventable diseases. Finally, we anticipate that our efforts will create systemwide improvements in health care access for children and families.





Maternal and Infant Health

Goal

Improve the health of infants and new mothers.

Overview

The 2019 CHNA revealed concerns over adequate prenatal care, maternal nutrition, and healthy births among families in our service area. Health disparities exist for our ethnic residents with low incomes, whose expectant mothers experience less access to prenatal health care and subsequently deliver more low-birth-weight infants. We plan to increase levels of adequate prenatal care. We also plan to influence the rate of teen births and improve the lives of teen mothers and their children, including a reduced risk of infant injuries.

Strategies

- Expand access to teen pregnancy prevention programs.
- Expand access to depression screening programs for pregnant and new teen mothers, individual- or group-based parenting programs, home visits, and nurse/family partnerships.
- Expand access to enhanced prenatal care programs and group prenatal care.
- Support public campaigns, advocacy, education, and/or programs aimed at reducing unintentional injuries (e.g., SIDS, vehicular accidents, falls).
- Support public campaigns, advocacy, education, and/or programs aimed at reducing child abuse and neglect.
- Support efforts that increase access to nurse home visiting programs.

Anticipated Impacts

Overall, we expect to increase prenatal care for expectant mothers, increase birth weights, reduce teen births, and improve the lives of teen mothers and their children. Specifically, we anticipate increasing home visits, prenatal care visits, and favorable birth outcomes for low-income pregnant women. We also aim to improve circumstances for teen moms and their children by providing access to mental health care, increase infant safety awareness, and reduce infant injuries.

Prioritized 2019 CHNA Health Needs

- Increasing access to primary health care and dental services
- Improving the social, emotional, and mental health of children, youth, and adolescents
- Treating and preventing childhood obesity
- Improving maternal and infant health



Community-Building Efforts in 2019

While our Community Benefit program concentrates on advancing our health initiatives and working with grant partners to help meet our shared goals, Lucile Packard Children's Hospital Stanford embarks on broader efforts to care for our community. These efforts touch on health in a wider sense beyond individuals, working to create health communities as a whole.

To that end, we collaborate with a variety of entities to influence the health of children, youth, and expectant mothers through community health education programs offered throughout our service area.

We also realize that large-scale change starts with influencing policy leaders on the health needs of children, youth, and families, and involves participating in determining the direction of health outcomes in our community. For these reasons, we are active in robust advocacy and outreach efforts. We also know that healthy communities need more than just health care. We know that the health of our homes, schools, workplaces, and neighborhoods is determined by a number of social and economic factors. That's why in addition to advocating for health care access, we are also committed to ensuring that the social determinants of health are being addressed in our community. As a major regional institution, we are focused on advocating for solutions to some of the most pressing challenges. Whether it be education, housing, or transportation issues, we are committed to improving the health and well-being of our community by meaningful engagement in public policy solutions.

Finally, we fund workforce development programs, as we know that skilled health care professionals substantially influence patient outcomes. We take this a step further and help train select youth to become future leaders in the world of work.



Spotlight: Offering Continued Health Education

In 2019, the community classes program provided over 564 classes, lectures, and support groups in 11 Bay Area locations to 19,199 participants.

Community Health Programs

In 2019, Lucile Packard Children's Hospital Stanford supported the following programs to enhance the lives of parents and children through educational support and community programming

Community Classes and Support Groups

Our commitment to family wellness and preventive care is demonstrated through our health education classes and community lectures held at the hospital and throughout the Bay Area. We offer classes and support groups to enhance the lives of parents and children. Our prenatal, infant, and child classes are designed to guide and support families through pregnancy, childbirth, and the first few months of a growing family. Our preteen, teen, and parent classes offer lessons on key topics of puberty, body changes, and communication for parents and their children through adolescence. In addition, our free community lectures provide education from our clinical experts to help our families stay updated on how to keep their children safe and healthy. Learn more at

classes.stanfordchildrens.org.

Total investment: \$25,616

Individuals served: 2,408



Safety and Injury Prevention Programs

Packard Children's is dedicated to preventing injuries in children. Through collaboration with the Pediatric Trauma program, the Childhood Injury Prevention program plays a key role in reducing harm to Bay Area children by addressing the leading mechanism of injuries facing children with a number of education programs in communities across the region.

Total investment: \$251,680

- **Safely Home car seat fitting program**
 To ensure that all children are traveling safely in cars, the Safely Home program is dedicated to assisting and educating parents on proper car seat fit and installation techniques. With the support of bilingual certified technicians on staff and volunteer technicians in our community, the program provides a daily passenger safety education program for patients, monthly car seat check-up events and classes in the community, and trainings and continuing education for child passenger safety technicians across the Bay Area.
- **Pedestrian and bike safety**
 To help children in our community bike and walk safely, our pedestrian/bike safety program was developed to provide a unique opportunity for kids to learn how to stay safe in a realistic environment. Safetyville, a kid-friendly mobile town complete with a hospital, a school, a library, traffic lights, crosswalks, stop signs, and more, partners with local schools and organizations to teach kids pedestrian and bike safety skills.
- **Supporting new parents**
 To support expectant and new parents, the Injury Prevention team partners with local programs to provide education and safety equipment to expectant and new parents. The program collaborates with Nurse Family Partnership (NFP) in San Mateo County, which works with young mothers in the first two trimesters of pregnancy and follows them until their child turns 2 years old. Stanford Children's Health hosts quarterly safety education classes for NFP participants, where they are provided with safety education on child passenger safety, safe sleep, and in-home safety.
- **Safe Kids Coalition**
 As a leader in children's health in our community, Lucile Packard Children's Hospital Stanford also serves as the host agency for the Safe Kids Santa Clara / San Mateo Coalition. The coalition network brings together local public and private agencies, health care professionals, educators, and business leaders that work collaboratively to keep children safe through a variety of prevention activities and events.

Spotlight: Mental Health Advocacy

In 2018, Lucile Packard Children’s Hospital Stanford held its second annual adolescent mental wellness conference, bringing five audiences to the table—teens, educators, families, policy makers, and clinicians—to hear each other’s perspectives. Packard Children’s outreach and advocacy efforts has also resulted in new state funding to support freestanding clinics that serve as one-stop shops for adolescents, providing mental and physical health care as well as substance abuse solutions and school support.

Advocacy and Outreach Programs and Efforts

In 2019, Lucile Packard Children’s Hospital Stanford participated in the following advocacy and outreach activities. Packard Children’s is committed to the principle that all members of our community deserve access to high-quality health care services. As we traverse uncertainties in our nation’s health care system, we continue to prioritize advocating on behalf of kids and expectant mothers.

Advocacy for children’s health

As part of our mission, Packard Children’s advocates on behalf of children, teens, and expectant mothers before governmental bodies to ensure that all children and their families have access to quality care. Our advocacy includes educating the community and policy leaders on the health needs of children and expectant mothers, being involved in legislation that affects children’s health, and working with physicians as they advocate for their patients and families.

Total investment: \$548,701

Lucile Packard Children’s Hospital Stanford leadership on boards and committees

Members of our leadership team and faculty play a pivotal role across the nation with nonprofit groups. Some of the organizations are listed below:

- Health Plan of San Mateo
- Health Improvement Partnership
- Jacob’s Heart Children’s Cancer Support Services
- Kids in Common
- March of Dimes
- National Collaborative on Childhood Obesity Research
- Project Cornerstone
- Ravenswood Family Health Center
- Ronald McDonald House
- Santa Clara Family Health Plan
- Santa Cruz County Community Assessment Project
- San Mateo County Health System – Nurse Family Partnership

Santa Clara County Children’s Agenda

Packard Children’s is an active supporter of the Kids in Common Children’s Agenda. The Children’s Agenda, a project of Planned Parenthood of Mar Monte, provides a common framework to ensure that every child is safe, healthy, successful in learning, and successful in life. A member of our faculty serves as co-chair and sits on the vision council.

The Children’s Agenda goals are to ensure the following:

- Children are physically, socially, and emotionally healthy.
- Children are prepared for and successful in school.
- Children live in safe and stable homes and communities.

Project SEARCH

Packard Children's, through a partnership with Palo Alto Unified School District, participates in Project SEARCH to help young adults with developmental disabilities find jobs and internships in order to build their careers. Participants work with our hospital for one year with the goal of gaining hands-on experience and training. Participants gain real experience in several departments, including human resources, housekeeping, patient financial services, respiratory services, the gift shop, food services, and patient access services. Project SEARCH interns complete their rotations with the goals of working 80 percent independently and learning valuable career skills that will be useful in their search for full-time employment.

Community partners: Palo Alto Unified School District, Hope Services

Total investment: \$205,049

Chambers of commerce, regional economic development associations, and service clubs

As part of our ongoing advocacy efforts and as a major regional employer, leaders at Packard Children's play an active role in the following local and regional organizations working to build economic vitality and ensure improvements in the social determinants of health for all residents:

- Chambers of commerce: Palo Alto, Menlo Park, Redwood City, Mountain View, Sunnyvale, Los Altos, San Jose / Silicon Valley, Santa Cruz, and Capitola
- Regional economic development associations: Silicon Valley Leadership Group, Joint Venture Silicon Valley, San Mateo County Economic Development Association, Innovation Tri-Valley Leadership Group, and Monterey Bay Economic Partnership
- Service clubs: Rotary Club of Palo Alto

Total investment: \$102,045

Nonprofit sponsorship support

Another way we show our support for community organizations is by providing valuable financial contributions to their fundraising efforts through sponsorship of events that support their mission and align with our CHNA-derived Community Health Improvement Initiatives. This support allows local nonprofit organizations to leverage our initial funding to raise funds for programs and activities that complement our mission and improve the health of the community.

Total investment: \$210,867

Spotlight: Training the Next Generation of Health Professionals

Within the hospital and clinics, clinical excellence is paramount, with an emphasis on direct patient care. We emphasize bedside skills and clinical decision making, along with a thoughtful, compassionate approach to patient care.

Workforce Development Programs and Efforts

In 2019, Lucile Packard Children's Hospital Stanford participated in the following efforts to help train the next generation of health professionals and youth.

Cristo Rey San Jose Work Study Program

As part of our efforts to improve the social determinants of health in our community, Lucile Packard Children's Hospital Stanford partners with Cristo Rey San Jose Jesuit High School to provide workforce development training to high school students in need. Students learn a range of tasks from administrative to research that help prepare them for college and beyond.

Total investment: \$31,179

Individuals served: 2

Mid-Coastal California Perinatal Outreach Program (MCCPOP)

The Mid-Coastal California Perinatal Outreach Program, funded in part by the State of California, seeks to improve birth outcomes through education, consultation, and collaboration. MCCPOP provides obstetrical and neonatal education to health care providers in San Mateo, Santa Clara, Santa Cruz, San Benito, Monterey, and San Luis Obispo counties. MCCPOP advocates for exceptional family-centered care in affiliated hospitals. MCCPOP is a partnership of the Department of Pediatrics, Division of Neonatal and Developmental Medicine, at Stanford University; the Johnson Center for Pregnancy and Newborn Services at Packard Children's; and 25 hospitals in six counties.

Total investment: \$232,503

Individuals served: 100

Nurse and allied health professionals training

Packard Children's is committed to training the many professionals who make exceptional family-centered care possible. This includes nursing students and allied health professionals such as social work fellows, audiology professionals, pharmacists, clinical nutritionists, and others.

Total investment: \$3,604,786

Individuals served: 883

Pediatric Advocacy Program

The Pediatric Advocacy program at Packard Children's provides pediatric residents with opportunities to:

- Learn about critical community agencies and resources through the Community Pediatrics and Child Advocacy Rotation
- Support local community partners in their efforts to address pressing child health needs through the longitudinal Stanford Advocacy Track (StAT)
- Promote child health and well-being through community-driven systems and policy change

Total investment: \$80,000

Residency and fellowship training

Packard Children's is one of the top destinations for physician training for students from the Stanford University School of Medicine. We provide clinical training for medical students, residents, and fellows from the medical school through our pediatric residency training program. Our pediatric residency program began more than two decades ago with the goal of training the doctors of the future through a robust and well-rounded program with emphasis on advocacy and community service. During this time, the number of residents and post-resident fellowship opportunities has significantly increased. We also provide training for students and fellows in nursing, pharmacy, social work, audiology, occupational and physical therapy, and clinical nutrition.

Total investment: \$13,764,792

Individuals served: 226

Revive Initiative for Resuscitation Excellence

The Revive Initiative's mission is to provide health care professionals and bystanders in our communities the lifesaving skills needed to promote the best neurological outcomes in the event of an infant or child suffering a respiratory or cardiopulmonary arrest. The most comprehensive component of Revive encompasses all stakeholders, including parents, bystanders with CPR training, community prehospital first responders, and our Packard Children's staff and faculty. Revive teaches first responders and code team members how to recognize and initially treat and manage patients who are in trouble. It also provides them with ongoing practice and simulations in their actual environment to familiarize them with emergency equipment and resuscitation skills in these infrequent but extremely high-risk events. These educational endeavors support early intervention and improve team competency when a patient's condition has deteriorated. Finally, the Revive Initiative provides Pediatric Advanced Life Support courses—which include education, training, and integrated simulation—and Basic Life Support courses to hundreds of hospital and community health care professionals annually at our AHA Training Center.



We sincerely thank the 2019 members of our advisory council for their invaluable guidance.

Janine Bruce	Stanford Pediatric Advocacy Program
Laura Brunetto	Santa Clara County Public Health
Leslie Bulbuk	Office of Assemblymember Marc Berman
Dana Bunnett	Kids in Common, Planned Parenthood Mar Monte
Anand Chabra, MD	San Mateo County Health
Jessica Chiu	Ravenswood Family Health Center
Anne Ehresman	Project Cornerstone
Patricia Gardner	Silicon Valley Council of Nonprofits
Vicki Harrison	Stanford Center for Youth Mental Wellbeing
Tyler Haskell	Office of Supervisor Joe Simitian
Brooke Heymach	Law Foundation of Silicon Valley
Carol Marks	Office of Supervisor Warren Slocum
Lee Pfab	YMCA of Silicon Valley
Anne Ream	Office of Congresswoman Anna G. Eshoo
Kathleen Wortham	Silicon Valley Leadership Group



New Fifth Floor Delivers Novel Treatments at Packard Children's

In the fall of 2019, we opened a brand-new inpatient floor for patients with cancer and blood diseases, as well as a new outpatient center for cardiac care, neurodiagnostics, and pulmonary diagnostics.

The inpatient care units of the Bass Center for Childhood Cancer and Blood Diseases are being moved from the hospital's West building onto the 5th floor of the Main building, which had previously been shell space. The 65,000-square-foot floor now houses two inpatient care units dedicated to patients with cancer, those with blood disorders, and patients undergoing stem cell transplantation, including 49 new private rooms as well as a den for teens and playrooms for younger patients.

The look and feel of the new space matches the hospital's healing nature theme. Patient rooms are spacious and bright with natural light, and include sleeping accommodations for family. They also have all the latest technology, such as iPads, TVs, and gaming consoles.

Comprehensive Care Network

We are more than an award-winning hospital. We offer comprehensive health care for kids and expectant mothers in more than 60 locations across the Bay Area through pediatric and obstetric services, specialty locations, and partnerships with community hospitals.

Hospital partnerships and affiliations


Stanford Children's Health has close relationships with hospitals throughout the Bay Area and beyond to support and provide the best pediatric and obstetric care close to where our patients live.




Our Network Locations




 Lucile Packard Children's Hospital Stanford


 Hospital partnerships and affiliates


 Specialty services locations (Multi-specialty)

 Specialty service locations (Single-specialty)

 Primary care locations

 Women's care and obstetrics locations

 Perinatal diagnostic centers

 California outreach locations

Outreach also found in these cities

- | | | |
|-----------------|---------------|-------------------|
| ● Chico | ● Marysville | ● San Luis Obispo |
| ● Crescent City | ● Orange | ● Santa Maria |
| ● Eureka | ● Paso Robles | ● Sonora |
| ● Fresno | ● Sacramento | ● St Helena |
| ● Lakeport | ● San Diego | ● Truckee |

Outreach locations are where our physicians see referred patients on select days to provide care closer to the communities that we serve.

Lucile Packard Children's Hospital Stanford

PALO ALTO Lucile Packard Children's Hospital Stanford 725 WELCH RD

Multi-specialty center locations ▲

BRENTWOOD	Specialty Services – Brentwood	2400 BALFOUR RD
CAPITOLA	Specialty Services – Capitola	824 BAY AVE
EMERYVILLE	Specialty Services – Emeryville	6121 HOLLIS ST
FREMONT	Specialty Services – Fremont	2299 MOWRY AVE
LOS GATOS	Specialty Services – Los Gatos	14601 S BASCOM AVE
MENLO PARK	Specialty Services – Menlo Park	321 MIDDLEFIELD RD
MONTEREY	Specialty Services – Monterey	1900 GARDEN RD
MOUNTAIN VIEW	Specialty Services – Mountain View	1174 CASTRO ST
NOVATO	Specialty Services – Novato	101 ROWLAND WAY
PALO ALTO	Children's Services Watson Court – Palo Alto	2452 WATSON CT
PALO ALTO	Mary L. Johnson Specialty Services	730 WELCH RD
PALO ALTO	Specialty Services – Welch Road	770 WELCH RD
PLEASANTON	Orthopedics – Pleasanton	5000 PLEASANTON AVE
SAN FRANCISCO	Specialty Services – San Francisco	1100 VAN NESS AVE
SUNNYVALE	Specialty Services – Sunnyvale	1195 W FREMONT AVE
WALNUT CREEK	Specialty Services – Walnut Creek	106 LA CASA VIA

Single-specialty locations ●

LOS GATOS	Audiology – Los Gatos	14651 S BASCOM AVE
LOS GATOS	Los Gatos Orthopedic Clinic	555 KNOWLES DR
LOS GATOS	Pediatric Cardiology Associates – Los Gatos	14651 S BASCOM AVE
LOS GATOS	Pediatric Gastroenterology – Los Gatos	14777 LOS GATOS BLVD
PALO ALTO	Child and Adolescent Mental Health	401 QUARRY RD
PALO ALTO	Outpatient MRI Center	732 WELCH RD
PLEASANT HILL	Diablo Valley Child Neurology	400 TAYLOR BLVD
SALINAS	Pediatric Cardiology Associates – Salinas	258 SAN JOSE ST
SANTA ROSA	SF/North Bay Pediatric Cardiology Practice	990 SONOMA AVE

Primary care locations ○

ALAMEDA	Bayside Medical Group – Alameda	1359 PARK AVE
BERKELEY	Bayside Medical Group – Berkeley	2915 TELEGRAPH AVE
BRENTWOOD	Bayside Medical Group – Brentwood	100 CORTONA WAY
BURLINGAME	Peninsula Pediatric Medical Group – Burlingame	1720 EL CAMINO REAL
FREMONT	Bayside Medical Group – Fremont	2299 MOWRY AVE
LIVERMORE	Bayside Medical Group – Livermore	1134 MURRIETA BLVD
LIVERMORE	Livermore Pleasanton San Ramon Pediatrics – Livermore	1133 E STANLEY BLVD
LOS ALTOS	Altos Pediatric Associates	842 ALTOS OAKS DR
LOS GATOS	South Bascom Pediatrics	15899 LOS GATOS ALMADEN RD
MENLO PARK	Peninsula Pediatric Medical Group – Menlo Park	103 GILBERT AVE
MILL VALLEY	Town and Country Pediatrics – Mill Valley	61 CAMINO ALTO
MONTEREY	Pediatric Group of Monterey	1900 GARDEN RD
MOUNTAIN VIEW	Juvvadi Pediatrics	2204 GRANT RD

PINOLE	Bayside Medical Group – Pinole	2160 APPIAN WAY
PLEASANTON	Bayside Medical Group – Pleasanton	5720 STONERIDGE MALL RD
PLEASANTON	Livermore Pleasanton San Ramon Pediatrics – Pleasanton	5575 W LAS POSITAS BLVD
SAN FRANCISCO	Town and Country Pediatrics – San Francisco	2100 WEBSTER ST
SAN JOSE	Pediatric Associates – Camden Avenue	6475 CAMDEN AVE
SAN JOSE	Pediatric Associates – Samaritan Drive	2577 SAMARITAN DR
SAN JOSE	Silicon Valley Pediatricians	2505 SAMARITAN DR
SAN MATEO	Peninsula Pediatric Medical Group – San Mateo	50 S SAN MATEO DR
SAN RAMON	Bayside Medical Group – San Ramon	5601 NORRIS CANYON RD
SAN RAMON	Livermore Pleasanton San Ramon Pediatrics – San Ramon	11030 BOLLINGER CANYON RD
TRACY	Bayside Medical Group – Tracy	4598 S TRACY BLVD
WALNUT CREEK	Bayside Medical Group – Walnut Creek	1776 YGNACIO VALLEY RD

Perinatal diagnostic centers ●

FREMONT	Perinatal Diagnostic Center – Fremont	2147 MOWRY AVE
MODESTO	Perinatal Diagnostic Center – Modesto	1401 SPANOS CT
MOUNTAIN VIEW	Perinatal Diagnostic Center – Mountain View	2485 HOSPITAL DR
PALO ALTO	Perinatal Diagnostic Center – Palo Alto	725 WELCH RD
REDWOOD CITY	Perinatal Diagnostic Center – Redwood City	2900 WHIPPLE AVE
SALINAS	Perinatal Diagnostic Center – Salinas	212 SAN JOSE ST
SANTA CRUZ	Perinatal Diagnostic Center – Santa Cruz	1685 COMMERCIAL WAY

Women’s care and obstetric locations ○

MOUNTAIN VIEW	Altos Oaks Medical Group	2485 HOSPITAL DR
PALO ALTO	Women’s Health – Palo Alto	211 QUARRY RD
REDWOOD CITY	Women’s Care Medical Group	2900 WHIPPLE AVE

Hospital partnerships and affiliates +

BERKELEY	Alta Bates Summit Medical Center	2450 ASHBY AVE
HONOLULU	Kapi’olani Medical Center	1319 PUNAHOU ST
MADERA	Valley Children’s Hospital	9300 VALLEY CHILDREN’S PL
MOUNTAIN VIEW	El Camino Hospital	2500 GRANT RD
PLEASANTON	ValleyCare Medical Center	5555 W LAS POSITAS BLVD
REDWOOD CITY	Sequoia Hospital	170 ALAMEDA DE LAS PULGAS
RENO	Renown Health	1155 MILL ST
SACRAMENTO	Sutter Medical Center Sacramento	2825 CAPITOL AVE
SALINAS	Salinas Valley Memorial Hospital	450 E ROMIE LN
SAN JOSE	Good Samaritan Hospital	2425 SAMARITAN DR
SAN JOSE	Santa Clara Valley Medical Center	751 S BASCOM AVE
SANTA CRUZ	Dominican Hospital	1555 SOQUEL DR
WALNUT CREEK	John Muir Health Walnut Creek Medical Center	1601 YGNACIO VALLEY RD
WATSONVILLE	Watsonville Community Hospital	75 NIELSON ST

725 Welch Rd.
Palo Alto, CA 94304



Stanford
Children's Health

Lucile Packard
Children's Hospital
Stanford

Find us



jovaughan@stanfordchildrens.org
community.stanfordchildrens.org