

**UCSF Benioff Children's Hospital
Oakland**
747 52nd St.
Oakland, CA 94609

**UCSF Benioff Children's Hospital
San Francisco**
1975 4th St.
San Francisco, CA 94158



UCSF Benioff Children's Hospitals Affiliation Fact Sheet

JULY 2018



In 2014, UCSF Benioff Children's Hospital and Children's Hospital Oakland affiliated, uniting two respected organizations that were individually committed to, and recognized for, excellence in children's health. Together, as UCSF Benioff Children's Hospitals, we have established Northern California's largest network of pediatric providers with the sole aim of advancing our mission to protect and advance children's health and well-being through clinical care, teaching and research.

As of June 2018, UCSF Benioff Children's Hospitals ranked among the nation's top-tier pediatric medical centers, according to U.S. News & World Report's annual survey, placing among the country's finest in all 10 pediatric specialties surveyed and the best in Northern California in six specialties.

Honoring Our Mission

The affiliation strengthens the ability of UCSF Benioff Children's Hospitals to address the challenges that are confronting health care organizations and, in particular, organizations dedicated to serving children and vulnerable populations. The national trend of declining hospital inpatient volume, historically a primary revenue driver for health care systems nationwide, has impacted our Oakland hospital. Further, the hospital's heavy reliance on government funding in providing care for under-resourced communities leaves our Oakland hospital especially vulnerable to changing legislation and cuts in Medicaid. Growing competition for privately insured patients has been another challenge, as seen with the expanded partnership of John Muir and Stanford Children's in Walnut Creek, a key referral region for our hospital, the expansion of Stanford Children's into Emeryville, and the consolidation of Kaiser Permanente's children's services in Oakland.

Throughout, UCSF Benioff Children's Hospital Oakland has remained committed to serving the most vulnerable patients, with 70 percent of its patients receiving coverage under Medi-Cal, despite reimbursements that only cover about 60 percent of the cost of this care.

Amidst these challenges, UCSF Benioff Children's Hospitals is laying a foundation for long-term success for children's health on both sides of the Bay, through a focus on collaborative leadership, integrated programs and a clear vision of our future as a premier pediatric medical center for our communities and nationwide.

Collaborative Leadership and Integrated Faculty

Balanced leadership across both campuses, with a unified faculty model, is central to our integration strategy. The Physician Advisory Group, represented by both campuses, is creating a new organizational structure for the Oakland hospital that will complement San Francisco's. This structure includes a new, Oakland-based UCSF School of Medicine Associate Dean to focus on integration efforts. It also will include new physician leadership at the Oakland hospital to facilitate strong physician input. This new structure is critical to creating a stable financial model for the hospitals.



Growing and Reinvesting in Critical Programs

Despite universal challenges in health care, UCSF Benioff Children's Hospital Oakland is allocating resources to adapt and grow critical areas of patient care. Since the affiliation, UCSF Benioff Children's Hospitals has created new and expanded programs in Oakland, including Dermatology, Down Syndrome, Gender Identity, Headache and Rheumatology, with new faculty practices in Orthopedics, Ear/Nose/Throat and Pulmonology. The affiliation also has enabled Oakland to recruit new physicians in Gastroenterology and Psychiatry.

OUTPATIENT CARE

The new UCSF Benioff Children's Hospital Oakland Outpatient Center, which opened in May 2018, increased clinic space by more than 40 percent, enabling the hospital to see more outpatients than ever before.

Oakland Outpatient Center



SURGERY CASES

The number and complexity of surgeries at Oakland has increased 7 percent since 2015, reaching 8,883 surgeries in FY2017, as we continue to recruit providers and grow our programs.

PULMONARY CASES

The pulmonology program had approximately 4,000 patient visits in FY2017, and expects to increase the number of patients by as much as 10 percent each year, as it continues to recruit new pediatric pulmonologists.

MENTAL HEALTH

Our psychiatry and mental health programs are seeing more patients than ever, with 20 percent more visits in FY2017 than FY2015, and a projected 23 percent increase this year. Meeting the need for professional mental health care is a challenge nationwide. To meet our patients' needs, we established a new consultation line for psychiatry and behavioral health for referring/community physicians and are recruiting new clinical providers.

Attracting Talent and Building Teams

Hiring and recruiting physicians to support and grow our programs is the highest priority. Before the affiliation, some physicians practicing in Oakland also were associated with other health organizations in the area. When we affiliated, some of these physicians left to join these organizations. Since then, we have been recruiting and hiring new physicians to build our programs and also have increased access to subspecialists in the East Bay.

Furthering Community Impact

As a combined pediatric enterprise, UCSF Benioff Children's Hospitals have been better able to attract philanthropy and increase financial support services for children in Alameda County. The affiliation has yielded notable benefits:

- In fiscal year 2017, Benioff Children's Oakland raised more than \$42.4 million in philanthropy, more than double what it had raised each year from 2010 through 2013, before the affiliation. This includes significant support for the new Oakland Outpatient Center.
- UCSF has contributed \$53.6 million in support of children's services over the last four years in collaboration with Alameda County, as part of the federal matching funds program, resulting in an additional \$107.2 million in funding for the Oakland hospital since fiscal year 2015.
- The affiliation has allowed UCSF Benioff Children's Oakland to access \$50 million in bond funds, which will go towards completely remodeling the hospital's intensive care units and inpatient areas.