

Sharp Memorial Hospital Implementation Strategy Fiscal Years 2024 – 2027

As a not-for-profit organization, Sharp HealthCare (Sharp) places great value on the health and wellness of the San Diego community. This value is reflected in Sharp’s mission to improve the health of those we serve with a commitment to excellence in all that we do.

Sharp participates in a countywide collaborative to conduct a triennial Community Health Needs Assessment (CHNA) to identify the priority health needs facing the San Diego community, and also develops a separate CHNA for each individually licensed hospital. To learn more about Sharp's CHNA process and findings please view Sharp’s 2022 CHNAs (including the Sharp Memorial Hospital (SMH) CHNA) at: <https://www.sharp.com/about/community/community-benefits/health-needs-assessments.cfm>.

In response to the 2022 CHNA findings, each Sharp hospital, including SMH and Sharp Mary Birch Hospital for Women & Newborns (SMBHWN), created an implementation strategy that highlights the programs, services and resources provided by the hospital to address the identified health needs in its community (see graphic below).¹

2022 CHNA Priority Health Needs



The graphic above represents the **top identified community needs**, the **foundational challenges**, and the **key underlying themes** revealed through the 2022 CHNA process. The needs identified as the most critical for San Diegans are listed in the center of the circle in alphabetical — not ranked —

¹ In accordance with the requirements of Section 501(r)(3) within Section 9007 of the Patient Protection and Affordable Care Act (“Affordable Care Act”), and IRS Form 990, Schedule H for not-for-profit hospitals, the Sharp Memorial Hospital 2022 CHNA and implementation strategy also include needs identified for the community served by Sharp Mary Birch Hospital for Women & Newborns, as the two hospitals share a license, and report all utilization and financial data as a single entity to the Department of Health Care Access and Information.



order. The blue outer arrows of the circle represent the negative impact of two foundational challenges — health disparities and workforce shortages — which greatly exacerbated every identified need at the center of the circle. The orange bars within the outer circle illustrate the underlying themes of stigma and trauma — barriers that became more pervasive during the pandemic. In addition, SMH identified Maternal & Prenatal Care, including High-Risk Pregnancy as a priority health need for its community members.

Sharp has numerous support programs for patients and employees to help address the foundational challenges and underlying themes contributing to these needs and will continue to examine them with a goal to expand and improve offerings.

The following pages detail the strategies designed to address the community needs identified through SMH's CHNA process. In addition, the Sharp HealthCare Community Health Needs Assessment Guide (CHNA Guide) provides a general overview of Sharp's CHNA process as well as the programs that address the identified community needs. Please view Sharp's most current CHNA Guide at: <https://www.sharp.com/about/community/community-benefits/health-needs-assessments.cfm>.

For questions regarding SMH's implementation strategy or CHNA, please contact Erica Salcuni, Manager, Community Benefit and Health Improvement, at Erica.Salcuni@sharp.com.

SMH FY 2024 – 2027 Implementation Strategy

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Identified Community Health Need – Aging Care & Support				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
1. Increase access for seniors and other vulnerable populations to flu vaccines.	a. Continue to provide seasonal flu vaccinations at community sites for seniors with limited mobility and access to transportation, as well as for vulnerable adults, including low-income, minority, chronically ill and refugee populations.	September 2023	Sharp Memorial Outpatient Pavilion (OPP) Community Health Librarian & Senior Resource Liaison	<p><u>Fiscal Year (FY) 2023-2024 Plans:</u> In FY 2024, the Sharp Memorial Outpatient Pavilion (OPP)'s Cushman Wellness Center Community Health Library will cease operations.</p> <p><u>FY 2023 and 2022 Activities:</u> In FY 2023 and 2022, the Cushman Wellness Center Community Health Library did not facilitate flu vaccinations due to COVID-19 (coronavirus disease 2019) and staffing restrictions.</p> <p><u>Background:</u> In FY 2022, the Sharp Memorial Hospital (SMH) Senior Resource Center was permanently closed. Since then, the OPP's Cushman Wellness Center Community Health Library has provided health education, information, screenings, and more to community members, including seniors.</p>
	b. Continue to provide access to, as well as notify and direct seniors and vulnerable individuals regarding seasonal flu vaccines in selected community settings. Publicize flu clinics through media and community partners.	September 2023	OPP Community Health Librarian & Senior Resource Liaison	<p><u>FY 2023-2024 Plans:</u> In FY 2024, the Cushman Wellness Center Community Health Library will cease operations.</p> <p><u>FY 2023 and 2022 Activities:</u> Please refer to line item 1a above for details.</p>
2. Increase community awareness of senior health issues and connection to resources through a variety	a. Provide information on various senior issues such as senior mental health, memory loss, hospice,	September 2023 (to be evaluated)	OPP Community Health Librarian & Senior Resource Liaison	<p><u>FY 2023-2024 Plans:</u> In FY 2024, the Cushman Wellness Center Community Health Library will cease operations.</p> <p><u>FY 2023 and 2022 Activities:</u></p>

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of health education and screening programs.	senior services, nutrition, healthy aging and balance and fall prevention.			<ul style="list-style-type: none"> In FY 2023, Sharp, including the Cushman Wellness Center Community Health Library, connected with the City of San Diego’s Public Library to allow Sharp Health Care to provide community presentations, conferences as well as health and wellness screenings in person at various library locations <ul style="list-style-type: none"> This effort will allow the Cushman Wellness Center Community Health Library and other Sharp entities to host free speakers on various health topics for the community In FY 2023, the Community Health Library reached more than 250 community members through free in-person health education classes, as well as hundreds of individuals through quarterly newsletter mailings <ul style="list-style-type: none"> Educational classes covered various aspects of health and wellness, including but not limited to: Healthy Eating at the Holidays, Exercise and Agility, Pulmonary and Cardiac Health, Nutrition for Seniors, Vitamin and Mineral Supplementation for Older Adults, Nutrition: Fats – Healthy or Not?, and Finding Trusted Health Information Online In October 2022, the Cushman Wellness Center Community Health Library staff participated in the Sharp HealthCare Aging Conferences held in Point Loma and Chula Vista <ul style="list-style-type: none"> At the event, Cushman Wellness Center Community Health Library staff provided resources and shared its service offerings to approximately 100 attendees In FY 2022, the Community Health Librarian & Senior Resource Liaison at SMH connected with staff at the San Diego Oasis Tech Tank to develop a strategy to support technology training for the senior community <ul style="list-style-type: none"> The Community Health Librarian & Senior Resource Liaison continued to meet regularly with San Diego Oasis staff as well as staff of the San Diego Public Library to assist in the promotion of free and reduced-cost technology training and class offerings already available in the community for older adults In FY 2022, the Cushman Wellness Center Community Health Library held three classes at the Point Loma Community Presbyterian Church

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				<ul style="list-style-type: none"> ○ Topics included fall prevention and diabetes awareness and served nearly twenty attendees ● In FY 2022, the SMH Senior Resource Center was permanently closed <p><u>Evaluation:</u> The Community Health Library collected evaluations from the participants at all educational offerings in order to assess quality and efficacy of programs and to incorporate feedback to further improve future courses.</p>
	b. Continue to participate in community health fairs and conferences for seniors.	September 2023 (to be evaluated)	OPP Community Health Librarian & Senior Resource Liaison	<p><u>FY 2023-2024 Plans:</u> In FY 2024, the Cushman Wellness Center Community Health Library will cease operations.</p> <p><u>FY 2023 and 2022 Activities:</u></p> <ul style="list-style-type: none"> ● In October, the Cushman Wellness Center Community Health Library participated in the Sharp HealthCare Aging Conferences held in Point Loma and Chula Vista in October <ul style="list-style-type: none"> ○ At the event, the Cushman Wellness Center Community Health Library provided resources and shared its service offerings to approximately 100 participants ● In FY 2022, the SMH Senior Resource Center also donated 300 Vial of Life placards to Stone Ridge Estates senior living community in Warner Springs <ul style="list-style-type: none"> ○ The Vials of Life are also available to community members through the Cushman Wellness Center Community Health Library as well as through offsite Sharp events focused on aging care and support
	c. Offer health screenings, including monthly blood pressure clinics.	September 2023 (to be evaluated)	OPP Community Health Librarian & Senior Resource Liaison	<p><u>FY 2023-2024 Plans:</u> In FY 2024, the Cushman Wellness Center Community Health Library will cease operations.</p> <p><u>FY 2023 and 2022 Activities:</u></p>

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				<ul style="list-style-type: none"> In FY 2023, the Cushman Wellness Center Community Health Library partnered with community organizations to offer free blood pressure screenings at various events in the community <ul style="list-style-type: none"> In February, the Cushman Wellness Center Community Health Library partnered with the Point Loma Community Presbyterian Church to provide approximately 38 community members with blood pressure screenings and heart health information In May, the Cushman Wellness Center Community Health Library partnered with the San Diego Public Library’s North University Community Library to provide blood pressure screenings, as well as heart and lung health information to approximately 17 community members
3. Engage and collaborate with local community organizations that address senior health issues in order to foster future opportunities for collaboration in provision of education, screening, and other resources to seniors and vulnerable populations.	a. Maintain active relationships with community organizations serving seniors throughout San Diego.	September 2023 (to be evaluated)	OPP Community Health Librarian & Senior Resource Liaison	<p><u>FY 2023-2024 Plans:</u> In FY 2024, the Cushman Wellness Center Community Health Library will cease operations.</p> <p><u>FY 2023 and 2022 Activities:</u></p> <ul style="list-style-type: none"> In FY 2023, partnerships between local community organizations serving older adults and the Cushman Wellness Center Community Health Library include: Serving Seniors (all locations, including the New Palace Senior Residence), San Diego Public Library (all locations), Jewish Family Service of San Diego, San Diego Caregiver Coalition, County of San Diego Aging and Independence Services (AIS), County of San Diego Adult Protective Services, Southern Caregiver Resource Center, Alzheimer’s San Diego, San Diego Community Action Network, San Diego County Council on Aging, Community Center for the Blind and Visually Impaired, St. Paul’s PACE (Program of All-Inclusive Care for the Elderly), Point Loma Community Presbyterian Church, and the Peninsula Shepherd Senior Center <ul style="list-style-type: none"> The Community Health Librarian & Senior Resource Liaison meets regularly with staff of these organizations to plan programs, share resources, and assist in promoting their services to seniors and caregivers

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				<ul style="list-style-type: none"> In FY 2022, the Cushman Wellness Center Community Health Library provided informational handouts on several local community organizations and continued to refer patients to these groups based on their needs In FY 2022, several organizations continued to meet virtually in response to the COVID-19 pandemic In FY 2022, the SMH Senior Resource Center was permanently closed
	b. The SMH Senior Resource Center is exploring opportunities with community organizations.	September 2023 (to be evaluated)	OPP Community Health Librarian & Senior Resource Liaison	<p><u>FY 2023-2024 Plans:</u> In FY 2024, the Cushman Wellness Center Community Health Library will cease operations.</p> <p><u>FY 2023 and 2022 Activities:</u> Due to staffing changes in FY 2022, opportunities were paused or severely limited.</p> <p>In FY 2022, the SMH Senior Resource Center was permanently closed.</p>
4. Improve access to quality hospice, palliative and end-of-life care.	a. Maintain active relationships with or participate on local, state and national community boards and committees to expand access to quality hospice, palliative and end-of-life care.	Ongoing	Various, Sharp HospiceCare	<p><u>FY 2023 and 2022 Activities:</u></p> <ul style="list-style-type: none"> Sharp HospiceCare participated on several local, state and national community boards and committees dedicated to hospice, palliative and end-of-life care, and the needs of seniors. This included, but was not limited to, the Caregiver Coalition, East County Senior Service Providers (ECSSP), San Diego County Hospice Veteran Partnership (HVP), California Hospice and Palliative Care Association (CHAPCA), San Diego County Coalition for Improving End-of-Life Care (SDCCEOLC), California Health Care Foundation's (CHCF) California Physician Orders for Life-Sustaining Treatment (POLST) eRegistry Implementation Committee, and San Diego County Medical Society (SDCMS) Bioethics Commission Sharp HospiceCare continued to participate in the Health Services Advisory Group/Sharp Grossmont Care Coordination Collaborative Sharp HospiceCare leadership also continued to serve on the board of directors for CHAPCA

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	b. Collaborate with a variety of experts throughout SDC to provide ethical and equitable crisis care throughout the county in response to the COVID-19 pandemic.	Ongoing (evaluated annually)	Vice President (VP), Sharp HospiceCare Advance Care Planning (ACP) Coordinator, Sharp HospiceCare	FY 2023 and 2022 Activities: As part of the SDCMS Bioethics Commission, in FY 2023 and 2022, Sharp HospiceCare served on the bioethics workgroup for the development of a new framework called the San Diego County Allocation of Scarce Resources During Crisis Care – The Community Standard of Care Consensus. This countywide framework was rapidly developed as a collaborative effort between SDC’s hospital, medical, nursing, bioethics and legal experts to provide ethical and equitable crisis care throughout SDC during the COVID-19 pandemic.
5. Increase the availability of education, resources and support to community members with life-limiting illness and their loved ones.	a. Provide 13 mailings of bereavement support newsletters.	Ongoing (evaluated annually)	Bereavement Department, Sharp HospiceCare	FY 2022-2023 Activities: During FY 2022, up to 1,700 monthly bereavement support newsletters were mailed to community members for the year following the loss of a loved one. Evaluation: Sharp HospiceCare tracks the number of mailings annually through an internal database.
	b. Support the unique advanced illness management and end-of-life care needs of military veterans and their families through participation in veteran-oriented community events and services.	Ongoing (evaluated annually)	Bereavement Department, Sharp HospiceCare	FY 2022-2023 Activities: At a variety of community events throughout 2022, Sharp HospiceCare provided resources and information on veteran programs. FY 2022 veteran-specific community work included: <ul style="list-style-type: none"> In FY 2022, Sharp HospiceCare also participated in pinning ceremonies for approximately 130 veterans throughout SDC, including St. Paul’s Plaza retirement community in Chula Vista; the annual Veterans Day Dance in collaboration with County of San Diego Parks and Recreation; and Westmont of La Mesa senior living’s Memorial Day celebration. In March, Sharp HospiceCare continued to sponsor the facility’s Veterans Honor Wall by arranging photography services and framing veteran residents’ photos at Westmont of La Mesa senior living facility, where Sharp HospiceCare team members added 12 veterans’ photos to the honorary wall.

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				<ul style="list-style-type: none"> In celebration of Veterans Day in November, volunteers recognized 63 Sharp HospiceCare veteran patients through pinning ceremonies, during which volunteers present veterans with a We Honor Veterans (WHV) pin and a certificate of appreciation for their service. <p>Background: Since 2010, Sharp HospiceCare has been a member of the San Diego County HVP.</p> <p>Currently a Level 4 Partner, WHV is a national program developed by the National Hospice and Palliative Care Organization in collaboration with the VA to empower hospice professionals to meet the unique end-of-life needs of veterans and their families. To date, Sharp HospiceCare is expanding their services and keeping staff, volunteers and the community engaged with the necessary annual education and outreach. At Level 4 the organization has achieved improved access to and quality of care for community veterans.</p>
	c. Continue to provide community education and resource services throughout San Diego.	Ongoing effort (programs planned on an annual basis)	Business Development Department, Sharp HospiceCare	<p>FY 2022-2023 Activities: Sharp HospiceCare supports the San Diego community in the areas of end-of-life care and advanced illness management through the provision of education and resources at community health fairs and events, as well as educational presentations to community groups. In FY 2022, activities were conducted both in-person and virtually based on the most current COVID-19 pandemic safety guidelines and served nearly 1,000 community members.</p> <p>Activities included:</p> <ul style="list-style-type: none"> Partnered with the Sharp Grossmont Hospital (SGH) Senior Resource Center to provide the Sharp HealthCare Aging Conference at the La Mesa Community Center Participated in the Sharp Women’s Health Conference, (also planned for FY 2023) Reached more than 400 community members at both events

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				<ul style="list-style-type: none"> Engaged approximately 65 community members in education on understanding hospice and palliative care through presentations provided to residents of Covenant Living at Mount Miguel in October as well as to members of San Diego Oasis in La Mesa in April Provided phone-based education to approximately 300 community members seeking general information about hospice and palliative care <p>Evaluation: Sharp HospiceCare tracks the number of community education events through an internal database.</p>
	d. Continue to offer individual and family bereavement counseling and support groups.	Ongoing (evaluated annually)	Bereavement Department, Sharp HospiceCare	<p>FY 2022 Activities:</p> <ul style="list-style-type: none"> Sharp HospiceCare’s licensed clinical therapists with specific training in grief and loss devoted 170 hours to home-, office-, and phone-based as well as virtual bereavement counseling with people who have lost loved ones <ul style="list-style-type: none"> Referrals to community counselors, mental health services, bereavement support services and other community resources were provided as needed Provided two in-person, interactive workshops, including topics such as facilitating closure in the four-session summer workshop and helping children cope with grief in July In October and March, a Sharp HospiceCare music therapist led a new, in-person Coping With Grief Through Music workshop Provided an eight-session Healing After Loss support group in FY 2022, which focused on practical concerns of adults grieving the loss of a loved one, serving 22 members of the community. Supported more than 20 community members grieving the loss of a loved one during the 2021 holiday season through its virtual Healing Through the Holidays event in FY 2022. Offered an eight-week Widow’s and Widower’s support group, which addressed the concerns of more than 20 men and women who have lost their spouses, including emotional challenges and coping skills.

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Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
				Evaluation: Sharp HospiceCare tracks the number of individual and group counseling sessions through an internal database.
	e. Provide advance care planning (ACP) for community groups as well as individual consultations.	Ongoing (evaluated annually)	ACP Department, Sharp HospiceCare	FY 2023-2024 Plans: <ul style="list-style-type: none"> In FY 2023, Sharp HealthCare (Sharp) Advance Care Planning (ACP) plans to provide information and education to attendees at the Sharp Women's Conference In FY 2023, Sharp ACP plans to host a book study focused on ACP at the Grossmont Healthcare District (GHD) and various ACP 101 presentations at senior residences across SDC FY 2023 and 2022 Activities: <ul style="list-style-type: none"> In FY 2023, Sharp's ACP team hosted various workshops in the community. This included: <ul style="list-style-type: none"> A Legacy Letter Writing Workshop (Sharing Values, Goals, Personal Legacy Wishes) at the Point Loma Presbyterian Church and Scripps Ranch Library to approximately 35 community members A 4-week Legacy Letter Writing Workshop at GHD to approximately 6 community members In FY 2023, in honor of National Healthcare Decisions Day — a nationwide initiative celebrated every April to educate adults of all ages about the importance of ACP — Sharp's ACP team along with the Senior Resource Center, held community events in La Mesa and Chula Vista Throughout FY 2022, Sharp's ACP team engaged more than 700 community members in both in-person and virtual ACP education, including: <ul style="list-style-type: none"> ACP presentations were provided to participants at the Sharp Women's Health Conference, Sharp HealthCare Aging Conference, the GHD, the San Diego Death Talk Meetup group; the SGH Patient and Family Advisory Council in December; the women's auxiliary at Alpine Community Church and residents of Casa de Mañana Retirement Center; and residents of Covenant Living at Mount Miguel.

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Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
				<ul style="list-style-type: none"> ○ An ACP webinar was provided to the community in partnership with the Cancer Centers of Sharp. ○ Sharp HospiceCare’s ACP website offered a variety of resources to the community through PREPARE for Your Care — a free online ACP platform — which includes educational videos and a guided, step-by-step advance directive template to help ensure ongoing community member access to ACP information during the COVID-19 pandemic ● Throughout FY 2022, the Sharp ACP team conducted nearly 150 free consultations in-person and by phone, as well as virtually, with community members seeking guidance with identifying their personal goals of care and health care preferences, appointing an appropriate health care agent and completing an advance directive
6. Provide education and outreach to the San Diego community concerning hospice and palliative services within the care continuum, in order to raise awareness of the choices available toward the end of life and empower community members so that they and their family members may take an active role in their treatment.	a. Provide hospice, palliative care and ACP education and training to physicians, case managers, other health care professionals and health care students.	Ongoing (evaluated annually)	<p>Medical Director, Sharp HospiceCare</p> <p>Business Development Department, Sharp HospiceCare</p> <p>ACP Coordinator, Sharp HospiceCare</p>	<p><u>FY 2022 Activities:</u></p> <ul style="list-style-type: none"> ● In FY 2022, Sharp HospiceCare participated on several local, state and national community boards and committees dedicated to hospice, palliative and end-of-life care, and the needs of seniors including, but not limited to: the Caregiver Coalition, ECSSP, CHCF’s electronic POLST registry (POLST eRegistry) Implementation Committee, San Diego County HVP and SDCCEOLC ● Throughout FY 2022, Sharp HospiceCare provided virtual education on ACP, POLST, End of Life Option Act and goals of care to approximately 80 nursing students at Azusa Pacific University (APU) <ul style="list-style-type: none"> ○ APU students also received training on the role of bioethics in end-of-life care ● In FY 2022, Sharp HospiceCare provided 15 Master of Social Work employees at Kaiser Permanente Hospice in Sacramento a virtual presentation on ACP and POLST ● In FY 2022, Sharp HospiceCare partnered with SDCCC to provide monthly education and training on POLST to 75 community health professionals and students <ul style="list-style-type: none"> ○ Included clinicians from local skilled nursing facilities (SNF), including Sharp facilities, as well as students from California State University San Marcos and San Diego State University (SDSU)

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				<ul style="list-style-type: none"> ○ These web-based seminars helped develop and enhance participants’ skills for facilitating meaningful conversations with patients and families about their care goals ○ Sharp HospiceCare also worked directly with community facilities to provide opportunities for students to shadow clinicians during telehealth ACP and POLST conversations with patients and families ● In FY 2022, Sharp HospiceCare collaborated with a professor from SDSU and other ACP facilitators in SDC to discuss and plan ways to effectively bring ACP education, resources and support to San Diego’s Latinx community <p>Evaluation: Presentations provided to the health care community are evaluated through survey and tracked through an internal Excel database. Survey and data tracking serve to evaluate effectiveness and to document activities for Sharp’s annual Community Benefit Plan and Report.</p>
	b. Continue active involvement with and participation on state and national hospice organizations, including presentations on understanding late-stage illness, changing our culture of Care to one of partnership and a continuum of Care perspective, ACP, etc.	Ongoing (evaluated annually)	VP, Sharp HospiceCare Medical Director, Sharp HospiceCare	<p>FY 2023 and 2022 Activities:</p> <ul style="list-style-type: none"> ● Sharp HospiceCare provides presentations each year in collaboration with state and national organizations ● Sharp HospiceCare leadership continues to serve on the CHAPCA board <p>Evaluation: Community presentations provided through Sharp HospiceCare — including those to professional organizations — are evaluated through survey to evaluate effectiveness and revise program content.</p>

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7. Collaborate with community, state and national organizations to develop and implement appropriate services for the needs of the aging population.	a. Explore partnership with community organizations designed specifically to meet the needs of caregivers.	Ongoing (evaluated annually)	Business Development Department, Sharp HospiceCare	<p>FY 2023 and 2022 Activities: Sharp HospiceCare will continue to explore collaborations — see line items below.</p> <p>Please refer to line item 5b, line item 5c, line item 5e and line item 6b for additional information on current efforts.</p> <p>Background: Since FY 2016, Sharp’s ACP team has partnered with San Diego Health Connect, Health and Human Services Agency’s AIS, Health Services Advisory Group, County of San Diego Emergency Medical Services, and various health care providers in SDC to ensure that community providers have access to POLST forms through the San Diego Healthcare Information Exchange, a countywide program that securely connects health care providers and patients to private health information exchanges. The Sharp HospiceCare ACP team participates in this initiative — funded by CHCF and supported by the CCCC and California Emergency Medical Services Authority — to create a POLST eRegistry.</p> <p>In March 2017, Sharp became the first health care system in SDC to begin electronic uploads of patient POLST forms to the POLST eRegistry. More current data forthcoming.</p>
	b. Continue to collaborate with a variety of local networking groups and community-oriented agencies to provide caregiver classes, end-of-life programs, ACP seminars, web presentations and community-related	Ongoing (evaluated annually)	Business Development Department, Sharp HospiceCare	<p>FY 2023 and 2022 Activities: Sharp HospiceCare coordinated with 2-1-1 San Diego (2-1-1) to identify, register and vaccinate homebound individuals in the community, reaching over 1,100 of SDC’s most vulnerable residents completed in May 2022.</p> <p>Please refer to line item 5b, line item 5c, line item 5e and line item 6b for additional information on current efforts.</p>



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	information for consumers and health care professionals.			
8. Improve care management and clinical-community linkages that address social determinants of health (SDOH) through implementation of a new technology platform that shares health and social services data across health care and social service sectors.	a. Sharp HospiceCare (along with other Sharp HealthCare (Sharp) entities) will continue data sharing and collaboration with the San Diego Community Information Exchange (CIE)/2-1-1 San Diego (2-1-1) to improve access to care and mitigate adverse outcomes related to social determinants of health.	June 2024	Sharp HealthCare (Sharp) VP Integrated Care Management (ICM) Manager, Sharp Community Benefit and Health Improvement VP, Sharp HospiceCare	FY 2023 and 2022 Activities: This strategy also addresses Identified Community Health Need – Access to Health Care 9a . Please refer to that section for details.

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Identified Community Health Need – Behavioral Health				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
1. Not applicable (NA)	a. NA	NA	NA	<p>Background: Behavioral Health is identified as a health need in SMH and Sharp Mary Birch Hospital for Women and Newborns (SMBHWN)'s patient community. Although SMH and SMBHWN are not Lanterman-Petris-Short Act (LPS) facilities, SMH and SMBHWN provide resources to address this priority. SMH and SMBHWN aim to improve behavioral health and psychiatric assessment capabilities to assure quality therapeutic treatment modalities. SMH employs a team of Psychiatric Nurse Practitioners on staff, which work under the direction of a California-licensed Psychiatric Physician. The nurse practitioners provide psychiatric assessment, treatment and medications to patients in the Emergency Department (ED), observation units, and in-patient units at the request of the medical attending physician. An interdisciplinary Behavioral Health Committee provides evaluation, direction and oversight to assure behavioral health-related education for facility staff and processes are optimized. Further, both SMH and SMBHWN maintain Psychiatric Nurse Practitioners on staff that provide consultative services to patients in the ED as well as patients that have been admitted to the hospital.</p> <p>Further, SMH's clinical social workers provide patients with support, education and resources to help address behavioral/emotional health issues that often accompany many health conditions (e.g., cancer, postpartum depression, physical rehabilitation, etc.).</p> <p>In addition, more comprehensive behavioral health needs of SMH's patient community are addressed through the programs/services provided through Sharp Mesa Vista Hospital (SMV) and Sharp McDonald Center, which are the major providers of behavioral health and chemical dependency services in SDC. SMV is located on the same campus as SMH and is a collaborative partner to SMH in providing psychiatric care.</p>
2. Improve care management and clinical-community linkages that address SDOH through implementation of	a. SMH (along with other Sharp entities) will participate in a pilot	June 2024	Sharp Memorial Hospital (SMH) Director, Case	<p>FY 2023 and 2022 Activities: This strategy also addresses Identified Community Health Need – Access to Health Care 9a. Please refer to that section for details.</p>



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Identified Community Health Need – Behavioral Health				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
a new technology platform that shares health and social services data across health care and social service sectors.	partnership with 2-1-1's CIE.		Management & Social Work SMH Lead Medical Social Worker VP, Sharp ICM Manager, Sharp Community Benefit and Health Improvement	

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Identified Community Health Need – Cancer at Sharp Memorial Hospital

Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
1. Improve navigation of the health care system for cancer patients in San Diego County through patient navigation services.	a. Continue to offer the cancer patient navigator program to SMH cancer patients.	Ongoing	SMH Clinical Case Manager, Oncology Administration	<p><u>FY 2023-2024 Plan:</u></p> <ul style="list-style-type: none"> The Cancer Centers of Sharp plan to revamp the current model for navigation and restructure navigator roles and responsibilities to better distribute resources to more disease sites <p><u>FY 2023 and 2022 Activities:</u></p> <ul style="list-style-type: none"> Nurse navigators provided ongoing guidance for patients and families impacted by all cancer diagnoses through myriad supportive services, including referrals to numerous community agencies, explanation of procedures and test results, assistance with financial resources and more In FY 2022, nearly 3,600 patients were assisted by SMH’s cancer patient navigators in person and virtually. The team includes nurse patient navigators, licensed clinical social workers (LCSW), genetics counselors, dietitians and clinical trials specialists During an annual review with the navigators from the Cancer Centers of Sharp HealthCare (Cancer Centers of Sharp), which includes SMH, SGH and Sharp Chula Vista Medical Center (SCVMC), the most significant challenge identified was the shortfall in providing navigation services to all Sharp cancer patients <ul style="list-style-type: none"> An analysis of patients navigated by tumor site was completed using Navigation PowerForm documentation With the recent addition of the hepatobiliary tumor board, Sharp has increased the support this patient population needs from dedicated navigators and dietitians The Cancer Centers of Sharp share direct links to community resources and agencies by service needed as well as information on ACP on sharp.com The Cancer Centers of Sharp also include an online assessment on sharp.com for individuals to assess if at risk and qualify for a lung screening

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Identified Community Health Need – Cancer at Sharp Memorial Hospital

Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
				Representatives throughout the Sharp system are exploring ways to further assist newly diagnosed cancer patients who are particularly anxious at this vulnerable time, including development of accessible community resources and timely support.
	b. Provide and refine SMH Cancer Patient Navigation Distress Screening technology to screen, track and respond to psychological, spiritual, practical and other social needs experienced by cancer patients and their families.	Ongoing (evaluated annually)	VP Oncology Service Line SMH Cancer Patient Navigator Coordinator Oncology Social Workers Sharp Nurses	<p><u>FY 2023-2024 Plan:</u></p> <ul style="list-style-type: none"> Continued goals for the Cancer Centers of Sharp’s distress screening tool include expanded use of the tool to increase the number of patients screened at least one time, as well as the number of patients screened more than one time, especially at times of care transitions <p><u>Distress Screening Background:</u> Distress Screening — to assess psychological, social, spiritual and practical issues contributing to cancer patient distress – has been conducted at SMH over the past several years. This tool identifies patient needs in greater detail in order to make them actionable and rate them by intensity so that they may be prioritized and addressed appropriately. Routine reports including number of patients screened, information on the issues that are most challenging for patients and the percentage of patients rated in high distress are reported to the Integrated Network Cancer Program (INCP) and to hospital entities annually. The information will drive efforts to target and provide additional support and resources to better meet our patient needs.</p>
	c. Provide and refine SMH Cancer Patient Navigator PowerForm technology to screen, track and respond to psychological, spiritual, practical and other social needs experienced by cancer patients and their families.	Ongoing (evaluated annually)	VP Oncology Service Line	<p><u>FY 2023 and 2022 Activities:</u> Similar to the SMH Cancer Patient Navigator PowerForm, a Social Work PowerForm was implemented in 2019. To date, the PowerForm continues to be used for patient assessment and evaluation of both patient and program needs.</p> <p><u>Cancer Patient Navigator PowerForm Background:</u> Cancer patient navigators across Sharp collaborated to define, develop and propose a new Cerner Oncology Navigator PowerForm. The PowerForm was designed to standardize the cancer patient navigator’s documentation, increase efficiency in patient care coordination, and improve overall patient care. By utilizing the PowerForm, navigators can document their assessment of patient needs and</p>

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Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
				barriers to care, in addition to how they addressed patient unmet needs with appropriate internal and external support services and referrals. The documentation is annually reviewed to identify opportunities for improvement to the navigation program.
2. Increase cancer education and support for San Diego community members with cancer diagnoses.	a. Offer educational presentations and physician-led lectures to provide personal information about cancer diagnoses by reviewing pathology reports and explaining in layman's terms.	Ongoing (evaluated annually)	SMH Clinical Case Manager, Oncology Administration	FY 2022 Activities: <ul style="list-style-type: none"> The Cancer Centers of Sharp hosted a Lunch and Learn Cancer Education series that discussed a unique cancer-related topic each month for community members, patients and families A monthly New Cancer Diagnosis webinar provided insight on coping, adjusting and growing through one's new cancer experience Other webinars included breast cancer treatment and life after cancer
	b. Continue to provide ongoing support groups to members of the community diagnosed with cancer.	Ongoing	SMH Medical Social Worker, Oncology Administration SMH Clinical Case Manager, Oncology Administration	FY 2022 Activities: <ul style="list-style-type: none"> In FY 2022, the Cancer Centers of Sharp, including the Laurel Amtower Cancer Institute and Neuro-Oncology Center (Laurel Amtower Cancer Institute) and Sharp outpatient oncology social workers, continued to provide a variety of free support groups for more than 1,700 community members impacted by cancer <ul style="list-style-type: none"> Monthly groups were offered for friends and family members of patients with cancer; patients and survivors of head and neck cancer; women newly diagnosed with cancer; individuals living with a brain tumor or brain cancer and their family and caregivers; and young patients living with cancer (ages 20 through early 40s), including a group for those in cancer stages 0-3, and a group for young patients with advanced cancer Additional groups were available twice per month, including a general cancer support group for individuals with any diagnosis at any stage, men living with cancer at any stage, as well as groups for individuals living with breast cancer and advanced cancer The Cancer Centers of Sharp offered a weekly Art and Chat support group for patients living with cancer, survivors and their loved ones

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Identified Community Health Need – Cancer at Sharp Memorial Hospital

Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
	c. Continue to provide ongoing social and psychosocial support to community member with cancer diagnoses.	Ongoing	SMH Cancer Licensed Clinical Social Worker Nurse navigators	<u>FY 2022 Activities:</u> <ul style="list-style-type: none"> In FY 2022, LCSWs, as well as two student interns, provided free psychosocial counseling and support as well as referrals to community organizations to approximately 1,980 patients and family members. Nurse navigators provided ongoing guidance for patients and families impacted by all cancer diagnoses, including but not limited to breast, head and neck, lung, pancreas, colorectal, testicular, gynecological, and brain and spinal tumors <ul style="list-style-type: none"> This included assistance with appointment scheduling; explanation of procedures and test results; provision of educational resources and supportive services; assistance with financial resources; and referrals to multiple community agencies, including but not limited to San Diego Homecare, Mama’s Kitchen, Meals on Wheels San Diego County, Food Bank, Southern Caregiver Resource Center, JFS, Cancer Angels of San Diego, Nine Girls Ask, Support for People with Oral and Head and Neck Cancer and more Please refer to the FY 2022 Community Benefit Plan and Report for additional details.
3. Increase community education on the signs and symptoms of cancer through education and screening events.	a. Continue to conduct comprehensive community cancer health seminars.	Ongoing	SMH Clinical Case Manager, Oncology Administration	<u>FY 2023-2024 Plan:</u> <ul style="list-style-type: none"> The Cancer Centers plan to continue hosting a virtual community event in fall 2023 The Cancer Centers of Sharp, including the Laurel Amtower Cancer Institute, plan to participate in the 2023 Sharp Women’s Health Conference <u>FY 2023 and 2022 Activities:</u> <ul style="list-style-type: none"> In partnership with the Cancer Centers of Sharp, the Laurel Amtower Cancer Institute reached more than 1,700 community members through free classes and workshops that addressed the mental and emotional well-being of individuals impacted by cancer in FY 2022 <ul style="list-style-type: none"> A monthly Cancer and the Arts class provided participants with an outlet to cope with cancer through creativity and art A Lunch and Learn Cancer Education series that discussed a unique cancer-related topic each month for community members, patients and families

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Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
				<ul style="list-style-type: none"> ○ A monthly New Cancer Diagnosis webinar provided insight on coping, adjusting and growing through one’s new cancer experience ○ Other webinars included breast cancer treatment and life after cancer • In FY 2022, the Cancer Centers of Sharp, including the Laurel Amtower Cancer Institute, offered education on cancer and risk awareness <ul style="list-style-type: none"> ○ Please refer to line item 3c below for details • The Laurel Amtower Cancer Institute collaborated with the Cancers Centers of Sharp to provide a virtual community event in FY 2022 that included presentations on cancer-related topics and a question-and-answer session for more than 40 cancer patient survivors, family members and caregivers • In FY 2022, the Laurel Amtower Cancer Institute, in partnership with the Cancer Centers of Sharp, continued to provide free monthly classes on lymphedema —a condition where swelling occurs because of damage or blockage in the lymphatic system <ul style="list-style-type: none"> ○ Led by a certified lymphedema therapist, the classes taught more than 20 individuals who were at high risk of developing lymphedema about risk factors, prevention strategies, signs and symptoms, and treatment options for the condition ○ Participants also received educational and community resources, including a guide to local medical vendors to purchase a compression garment to help manage their condition • Throughout the year, the Cancer Centers of Sharp, including the Laurel Amtower Cancer Institute, continued to partner with Sharp HospiceCare to provide free, monthly ACP webinars <ul style="list-style-type: none"> ○ The webinars educated nearly 20 community members about the ACP process, including basic tools to help individuals make important health care choices and communication tips to jumpstart the conversation with loved ones ○ Participants also had the opportunity to develop an advance directive with guidance from a Sharp ACP facilitator

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Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
				<ul style="list-style-type: none"> In FY 2022, approximately 60 community members participated in the annual Brain Tumor Workshop <ul style="list-style-type: none"> During the virtual event, Sharp’s cancer team members discussed their various roles in working with patients with brain tumors and what to expect during the care process, as well as answered participants’ questions about diagnosis and treatment <p>Evaluation: Cancer education and screening events offered by SMH are evaluated through participant surveys. Surveys include point scores to measure the value of the program content, as well as opportunities for open-ended feedback from community members.</p>
	b. In collaboration with the Cancer Centers of Sharp, participate in a systemwide initiative to improve community cancer screenings to pre-pandemic (COVID-19) levels.	Ongoing	VP Oncology Service Line	<p>FY 2023 Activities: In FY 2023, screening initiatives were focused on lung cancer, with a goal to improve the lung cancer screening rate by 10%. Please refer to line item 3c below for details.</p> <p>Background: The Cancer Centers of Sharp were selected to participate in a national American College of Surgeons (ACS) Commission on Cancer (CoC) research study with a goal of returning to screenings. This systemwide initiative for the Cancer Centers of Sharp engaged major medical groups, marketing and screening services to achieve breast and colorectal cancer screenings.</p> <p>Findings were reported in February 2022: Sharp’s breast cancer screening goal reached 91% of the target and colorectal cancer screenings exceeded the goal, with 103% of target.</p>
	c. Continue with annual, systemwide Integrated Network Cancer Program community event for prevention, including	Ongoing (Annual Calendar Year (CY) Event)	VP Oncology Service Line	<p>FY 2023 and 2022 Activities: In FY 2023, as part of its CoC Quality Improvement project this year, Sharp partnered with the American Cancer Society for a lung cancer screening improvement initiative project aimed to increase lung cancer screening. The project includes offering physicians' education regarding lung cancer screening eligibility, the relatively low nationwide use of it, and several initiatives to improve Sharp's lung cancer screening</p>

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Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
	provision of education and screenings.	In planning stages for CY 2024 – 2027 events		<p>rates by collaborating with physician partners (Pulmonologists) at each Sharp entity. Before the project, Sharp data indicated that roughly 4% of patients who met lung cancer screening eligibility were completing lung cancer screening, consistent with the rate in the state of California. Year to date 2023, Sharp has reached its goal to increase the lung cancer screening rate by 10%.</p> <p>Beginning in FY 2022, Sharp participated in a Plan-Do-Study-Act (PDSA) clinical study with the CoC addressing smoking cessation as a means to improve patient cancer risk and treatment outcomes. This study reviewed whether all newly diagnosed cancer patients are being asked about their smoking status and offered cessation resources as appropriate. The initial data collection suggested that Sharp providers are consistently asking this question during consultation appointments (99% of the time) but smoking cessation resources offered to patients varied and were inconsistent across the system. Sharp improved its process by creating a new, Sharp-branded patient resource to be shared with all cancer treatment providers. The resource provides patients with information on the impact that smoking cessation has in improving their treatment outcomes, even after a cancer diagnosis, to emphasize that it is never too late to quit.</p> <p>Results: Sharp increased the percentage of patients being asked about their smoking status to 100% of newly diagnosed patients, decreased the number of patients currently smoking to 11%, and provided 98% of patients currently smoking with cessation resources.</p>
	d. Increase access to appropriate cancer screenings for high-risk community members through expansion of cancer genetics program.	Ongoing (evaluated annually)	VP Oncology Service Line	<p>FY 2023 and 2022 Activities:</p> <p>Patients are screened by their physician for potential hereditary risk for several known cancers. Upon referral to the Sharp Cancer Genetics Program, a comprehensive questionnaire is completed, risk models and a pedigree are completed and the patient’s individual hereditary cancer risk is assessed. The genetic counselor reviews the information with the patient to confirm results and adds any pertinent information. If testing requirements are met, testing is completed to confirm the presence of a pathogenic mutation. Based upon the results, the genetics counselor provides a comprehensive care plan to identify appropriate screening modalities and frequencies and risk prevention strategies.</p>

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Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
	e. Provide cancer education and resources to community members through participation in community events.	Ongoing (evaluated annually)	SMH Clinical Case Manager, Oncology Administration	<p><u>FY 2023-2024 Plan:</u></p> <ul style="list-style-type: none"> The Cancer Centers plan to continue hosting a virtual community event in fall 2023 The Cancer Centers of Sharp, including the Laurel Amtower Cancer Institute, plan to participate in the 2023 Sharp Women’s Health Conference <p><u>FY 2022 Activities:</u></p> <ul style="list-style-type: none"> In FY 2022, the Laurel Amtower Cancer Institute participated in the Sharp Women’s Health Conference The Cancer Centers of Sharp, including the Barnhart Cancer Center, also participated in the Sharp Women’s Health Conference held at the Sheraton San Diego Hotel & Marina in FY 2022 <ul style="list-style-type: none"> Approximately 650 community members attended the event During the event, the Cancer Centers of Sharp offered education on how to properly perform a breast self-exam and the importance of performing monthly exams; information on cancer support services, including nurse navigation, social work, nutrition, education and available classes; and informational materials on cancer
4. Improve access to cancer care by addressing socioeconomic factors.	a. Provide patient transportation to assist patients accessing cancer appointments, as well as community resources and connections.	Ongoing	Various	<p><u>FY 2022 Activities</u></p> <p>Sharp continues to partner with the American Cancer Society to provide education, support materials, transportation (including gas cards and rides via Lyft), lodging, and other community connections.</p>
5. Increase support and ongoing education for cancer survivors.	a. Develop a survivorship program in concert with INCP accreditation standards that meets the ongoing needs of cancer survivors	Ongoing (evaluated annually)	Survivorship Program Coordinator Program Manager for	<p><u>FY 2023-2024 Plans:</u></p> <ul style="list-style-type: none"> In 2023, the Sharp Survivorship program plans to host the first annual Cancer Survivors day celebration, improve referrals to lymphedema services for pelvic therapy, and host the annual survivorship webinar

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Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
	and supports family members as well.		Cancer Quality and Outcomes	<ul style="list-style-type: none"> The Sharp Survivorship program plans to host the annual Survivorship conference in November 2023 <p>Services chosen for evaluation in 2022:</p> <ul style="list-style-type: none"> Launch a breast cancer resource page on sharp.com for newly diagnosed cancer patients, as there was no single location or resource for these patients to prepare for the treatment journey. <ul style="list-style-type: none"> Result: This was completed in 2022. The page received 642 views. Provide Survivorship Webinar for oncology patients and family members in November 2022. <ul style="list-style-type: none"> Result: This was completed in 2022. A survey was shared prior to the event to approximately 2,000 patients via e-mails, a social media platform and patient flyers to determine the top four topics of interest to be addressed in the seminar. A total of 72 community members registered for the event, and 53 community members attended the event. Provide a new Sharp HealthCare Cancer Patient Community Group on Facebook for cancer patients and their loved ones to create a sense of community and connection, provide reliable information, thoughtful content, live discussions, and current program and service updates. <ul style="list-style-type: none"> Result: In 2022, 157 community members participated in the online group. To join, prospective members must complete a few screening questions prior to being admitted to the private group. <p>Background: In 2020, Sharp implemented a Survivorship planning committee to develop a survivorship program. The goal of this programming is to grow resources for cancer survivors. Each year, the Cancer Centers of Sharp outline and evaluate at least three services within the program and provide a report at years end.</p>



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Identified Community Health Need – Cancer at Sharp Memorial Hospital				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
6. Improve care management and clinical-community linkages that address SDOH through implementation of a new technology platform that shares health and social services data across health care and social service sectors.	a. SMH Cancer Patient Navigators (along with other Sharp entities) will participate in a pilot partnership with 2-1-1’s CIE.	June 2024	VP Oncology Service Line SMH Cancer Patient Navigator Coordinator Oncology Social Workers VP, Sharp ICM Manager, Sharp Community Benefit and Health Improvement	FY 2023 and 2022 Activities: This strategy also addresses Identified Community Health Need – Access to Health Care 9a . Please refer to that section for details.

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Identified Community Health Need – Cardiovascular Disease – Sharp Memorial Hospital

Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
1. Empower community members living with cardiovascular and cerebrovascular disease through education and support; promote behavioral change to improve their care management.	a. Continue to provide heart disease and stroke support groups to community members; support groups are hosted on the SMH campus.	Ongoing	Sharp Manager of Rehab Services Director, SMH Cardiovascular Service Line	<p><u>FY 2023-2024 Plan:</u></p> <ul style="list-style-type: none"> In FY 2024, SMH’s Stroke Program plans to develop an in-person stroke support group <p><u>FY 2022 Activities:</u></p> <ul style="list-style-type: none"> In FY 2022, the SMH Rehabilitation Center continued to provide meeting space for YESS, a free monthly support group for survivors of stroke and head injuries and their loved ones, as well as professionals and educators <ul style="list-style-type: none"> The group offered support, guest speakers, adaptive exercise classes and opportunities to socialize, reaching 200 attendees and connecting with 700 survivors, family members and health professionals through its mailing list. <p><u>Evaluation:</u> The YESS Program will explore participant satisfaction surveys/evaluation tools for recommendations to implement for the upcoming FY.</p>
	b. Continue to provide support programs for patients and family members.	Ongoing	Supervisor, SMH Cardiac Rehabilitation/ Health Promotion, Cushman Wellness Center	<p><u>FY 2023 and 2022 Activities:</u></p> <ul style="list-style-type: none"> The SMH Cardiac Rehabilitation (Rehab) program continues to provide exercise therapy including cardiovascular, strength and flexibility training Continues to offer a free weekly low-impact circuit training class to patients <p><u>Background:</u> SMH Cardiac Rehab delivers education and support to patients (staff to patient & peer to peer), and community members (family and their significant others) either with or at risk for heart disease. Program goals are to increase exercise tolerance and reduce associated risk factors for both primary and secondary prevention of heart disease. Measurable outcomes include increased exercise tolerance, percentage of patients with controlled blood pressure, body weight, percentage of body fat, COOP Quality of Life questionnaire scores, and improved PHQ-9 depression screening scores post participation.</p>

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Identified Community Health Need – Cardiovascular Disease – Sharp Memorial Hospital

Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
				<p><u>Evaluation</u></p> <p>Data from FY 2022 demonstrated a 45.5% increase in exercise tolerance (measured by submaximal exercise test), a 21.6% improvement in the COOP Quality of Life questionnaire, and a 41.2% improvement in PHQ-9 depression screening scores due to program participation. Minimal changes in body composition and body weight were observed. In addition, 58.7% of patients demonstrated controlled blood pressure as evidenced by pre-exercise blood pressure of < 130/80 on the day of discharge.</p>
	c. Continue to participate in community events as well as provide cardiac education on-site and in the community, including the provision of information on blood pressure and body composition and providing information on reducing stroke and heart attack risk.	Ongoing	Supervisor, SMH Cardiac Rehab/Health Promotion, Cushman Wellness Center	<p><u>FY 2023-2024 Plan:</u></p> <ul style="list-style-type: none"> In FY 2023, SMH Cardiac Rehab plans to send an Exercise Physiologist to perform body composition analysis and provide education for improvements at the annual Sharp Women’s Health Conference In FY 2023, the SMH Diabetes Education Program plans to explore collaboration with SMH’s cardiac rehab and cardiac transplant teams to offer quarterly diabetes education to community members <p><u>FY 2022 Activities:</u></p> <ul style="list-style-type: none"> SMH staff provided fundraising and team participation for the Sharp Women’s Health Conference in May 2022 <ul style="list-style-type: none"> During the event, various hospital departments engaged attendees in educational videos, health risk assessments and live chat sessions with clinical experts on a range of health topics, including cardiovascular health, as well as provided community resources Provided coordination, support and related fundraising activities for the 2022 San Diego Heart & Stroke Walk Offered including four webinars on atrial fibrillation, two on heart failure treatment, and two on heart valve disease, where SMH-affiliated cardiovascular surgeons and other heart

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Identified Community Health Need – Cardiovascular Disease – Sharp Memorial Hospital

Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
				<p>specialists discussed risk factors, symptoms, diagnosis, and the latest treatment options for these conditions, as well as provided question-and-answer sessions</p> <ul style="list-style-type: none"> During American Heart Month, SMH shared three videos on Facebook of an SMH-affiliated cardiologist raising awareness about cardiovascular health <ul style="list-style-type: none"> Topics included common habits that may be damaging the heart; how much exercise is good for heart health and the benefits of exercise; and the Mediterranean diet’s heart benefits Cushman Wellness Center participated in Gratitude Day at the Outpatient Pavilion and continued to provide monthly “lunch & learn” presentations which focus on wellness and integrative medicine modalities to improve health <ul style="list-style-type: none"> In January 2023, services were reduced at the Cushman Wellness Center and providing “lunch and learn” presentations has been handed off to library services The series is offered to live attendees virtually through Microsoft Teams and is available internally to Sharp employees An average of 5 to 10 participants attended in person, while 10 to 15 live viewers attended virtually; viewership of recorded lectures is not available to report
	d. Continue to participate in stroke education events in San Diego, including events targeting seniors & high-risk adults as well as individuals with identified risk factors.	Ongoing	Vice President, Sharp Ortho/Neuro Service Line	<p><u>FY 2023-2024 Plan:</u></p> <ul style="list-style-type: none"> In FY 2023, SMH plans to participate in the annual Sharp Women’s Conference in June to provide community members with health education and screenings on a variety of health topics, including heart health and stroke In FY 2023, Sharp’s systemwide stroke program plans to continue sharing stroke education through social media outlets <p><u>FY 2023 and 2022 Activities:</u></p> <ul style="list-style-type: none"> In May 2023, Sharp’s systemwide stroke program developed educational newsletters and social media content to educate the community on identifying stroke risks and symptoms using BEFAST

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Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
				<ul style="list-style-type: none"> Sharp’s systemwide stroke program and SMH’s Stroke Program resumed community-based stroke education, with increased involvement by Sharp’s systemwide stroke program staff in health fairs and community events focused on heart and brain health (FY 2022) SMH’s Stroke Program and ED staff participated in a fall prevention and balance screening event at GHD, where they provided fall prevention education and resources for seniors to nearly 70 attendees (FY 2022) SMH staff participated in the Sharp Women’s Health Conference, serving nearly 650 community members (FY 2022) During Stroke Awareness Month, Sharp’s systemwide stroke program shared stroke and atrial fibrillation education through social media outlets, reaching more than 17,000 individuals <ul style="list-style-type: none"> Articles discussed computed tomography perfusion imaging for stroke as well as cancer and cardiovascular disease as the leading causes of death in the U.S. in 2022 Sharp’s systemwide stroke program also collaborated with San Diego County Stroke Consortium hospitals in FY 2022 to help alleviate community concerns related to obtaining health care during the COVID-19 pandemic <ul style="list-style-type: none"> Using social media, the hospitals released a message encouraging San Diegans not to delay seeking care during the pandemic Each message sent from Sharp reached 16,000 subscribers on Facebook, Instagram and other Sharp-associated social media outlets
2. Increase access to cardiovascular and stroke health screenings for the San Diego community.	a. Continue to provide the Heart Attack and Stroke Screening Program (HASSP) to community members.	Ongoing	<p>Director, SMH Outpatient Pavilion</p> <p>Supervisor, SMH Cardiac Rehab/Health</p>	<p>FY 2023 and 2022 Activities: The Cushman Wellness Center continues to offer the Heart Attack and Stroke Screening Program (HASSP), utilizing two advanced technologies, the CardioHealth Station and the SphygmoCor XCEL.</p> <p>Results: Since the start of the program in May 2012, the program has screened more than 2,200 participants. In addition, 50 HASSP assessments were performed in CY 2022.</p>

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Community Health Needs Assessment – Implementation Strategy

Fiscal Years 2024 – 2027

Identified Community Health Need – Cardiovascular Disease – Sharp Memorial Hospital

Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
			Promotion, Cushman Wellness Center Clinical Nurse, Lead RN for HASSP Screenings, SMH-OPP Center for Health Assessment and Promotion	<p>Background: The CardioHealth Station, using ultrasound technology, screens for carotid artery plaque and measures carotid artery wall thickness that has been shown to be an early indicator for atherosclerotic disease. The SphygmoCor XCEL non-invasively measures standard and central blood pressure (blood pressure at the heart) and provides important information about artery health and risk for heart disease, stroke, kidney disease and dementia, as well as information helpful in managing hypertension. All participants receive a thorough results review and education regarding making positive lifestyle changes to reduce risk of heart disease and stroke.</p> <p>Evaluation: SMH collects feedback from patients participating in HASSP through survey (after the results are complete). Questions document communication with patient, and evaluate patient satisfaction, as well as any behavioral changes because of their screening.</p> <p>Data from the follow up tool indicate continued excellent patient satisfaction (4.9 mean score/5) and exercise & nutritional lifestyle changes because of participation in the screening (99% of participants reported plans of making positive changes).</p>
3. Collaborate with other health care organizations in San Diego on stroke education and prevention efforts.	a. Continue participation in San Diego County Stroke Consortium — a collaborative effort to improve stroke care and discuss issues impacting stroke care in SDC.	Ongoing	Vice President, Sharp Ortho/Neuro Service Line	<p>FY 2023-2024 Plan:</p> <ul style="list-style-type: none"> In FY 2023, consortium education goals include a focus on Large Vessel Occlusion, or blockages of the proximal intracranial anterior and posterior circulation, identification in the field In collaboration with the San Diego County Stroke Consortium, Sharp’s systemwide stroke program plans to provide community education on BEFAST and promote stroke prevention at Petco Park in 2023 <p>FY 2022 Activities:</p>

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Community Health Needs Assessment – Implementation Strategy

Fiscal Years 2024 – 2027

Identified Community Health Need – Cardiovascular Disease – Sharp Memorial Hospital

Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
				<ul style="list-style-type: none"> SMH actively participated in the quarterly San Diego County Stroke Consortium, a collaborative effort with other SDC hospitals to improve stroke care and discuss issues impacting stroke care in SDC <ul style="list-style-type: none"> In response to COVID-19, meetings were transitioned to a virtual format beginning in March 2020 and continue to be held virtually All 17 hospitals that collaborate in the San Diego Stroke Consortium collectively released two messages to the community via social media to encourage San Diegans not to delay seeking care during the COVID-19 pandemic <ul style="list-style-type: none"> Each message sent from Sharp reached 16,000 subscribers to Facebook, Instagram and other social media outlets with a Sharp following <p>Background: SMH continued its 18-year collaboration with the County of San Diego Emergency Medical Services to provide data for the SDC stroke registry, where data is tracked to identify gaps and determine trends. SMH also continued to actively participate in the quarterly San Diego County Stroke Consortium, a collaborative effort with other SDC hospitals to improve stroke care and discuss issues impacting stroke care in SDC.</p> <p>Evaluation: Sharp’s systemwide stroke program participated in submitting data on stroke codes to SDC on a monthly basis. As a result, data is tracked to determine trends and gap identification in the County of San Diego EMS/hospital arena.</p>
4. Provide heart health education to health care professionals in the community.	a. Provide expert speakers on heart disease, heart failure and stroke at professional conferences and events.	Ongoing	Various	<p>FY 2023-2024 Plan:</p> <ul style="list-style-type: none"> Sharp’s systemwide stroke program, including SMH, will continue to participate at professional conferences and events as opportunities arise <p>FY 2023 and 2022 Activities:</p>



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Community Health Needs Assessment – Implementation Strategy
Fiscal Years 2024 – 2027

Identified Community Health Need – Cardiovascular Disease – Sharp Memorial Hospital				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
				<ul style="list-style-type: none">• SMH provided health education at conferences and events throughout the year (FY 2023)• Sharp’s systemwide stroke program managers provided training to EMS and fire departments throughout San Diego County (FY 2023)<ul style="list-style-type: none">○ Training included BEFAST for large vessel recognition, risk factors, protocol updates and stroke code prehospital training• Sharp’s systemwide stroke program managers attended the virtual International Stroke Conference to learn new advances for stroke care and implement those current advances into the care delivery process in their respective entities (FY 2023)• SMH’s Stroke Program and ED staff participated in a fall prevention and balance screening event at the GHD, where they provided fall prevention education and resources for seniors to nearly 70 attendees (FY 2022)

Sharp Memorial Hospital and Sharp Mary Birch Hospital for Women & Newborns

Community Health Needs Assessment – Implementation Strategy

Fiscal Years 2024 – 2027

Identified Community Health Need – Diabetes at Sharp Memorial Hospital				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
1. Increase education of signs and symptoms of diabetes.	a. Participate in educational health fairs and events throughout San Diego.	Ongoing (evaluated annually)	Sharp Diabetes Leadership Team	<p><u>FY 2023-2024 Plans:</u></p> <ul style="list-style-type: none"> In FY 2023, The Sharp Diabetes Education Program plans to provide fundraising and team participation for the 2023 San Diego Heart & Stroke Walk in September In FY 2023, the Sharp Diabetes Education Program plans to offer diabetes education and support at the annual Sharp Women’s Health Conference in June <p><u>FY 2022 Activities:</u></p> <ul style="list-style-type: none"> SMH Diabetes Education Program assisted with food distribution at the San Diego First Church of the Nazarene, serving more than 250 community members Collaborated with the Balboa Institute of Transplantation and the Sharp Kidney and Pancreas Transplant Program to provide ongoing diabetes education and support to more than 200 community members who are either anticipating or have undergone a kidney transplant or have experienced kidney disease Provided fundraising and team participation for the 2022 San Diego Heart & Stroke Walk Offered diabetes education and support to approximately 650 attendees at the 2022 Sharp Women’s Health Conference Program director participated in a career panel discussing careers in dietetics, including outpatient diabetes care, to approximately 50 dietetics students at the California Academy of Nutrition and Dietetics Career Fair at Point Loma Nazarene University <ul style="list-style-type: none"> During the panel’s question-and-answer session, attendees were able to ask questions about panelists’ experiences in the field of dietetics A Sharp Diabetes Education Program nurse provided first aid in the Sharp medical tent and answered health-related questions at the San Diego Crew Classic rowing event for approximately 200 attendees

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Community Health Needs Assessment – Implementation Strategy

Fiscal Years 2024 – 2027

Identified Community Health Need – Diabetes at Sharp Memorial Hospital				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
				<p>Evaluation Methods: Feedback is collected from community members on educational courses provided, in order to improve and refine educational resources for community member needs.</p> <p>In addition, the Sharp Diabetes Leadership Team meets annually to evaluate the programs over the previous year.</p>
	b. Explore internal and external opportunities to provide additional resources and education to patients in need.	(Ongoing, evaluated annually)	<p>Sharp Diabetes Leadership Team</p> <p>VP, Sharp ICM</p> <p>Manager, Sharp Community Benefit and Health Improvement</p>	<p>The Sharp Diabetes Education Program continues to explore opportunities with new community groups in FY 2023.</p> <p>FY 2023 and 2022 Activities:</p> <ul style="list-style-type: none"> In FY 2023, the Sharp Diabetes Education Program provided support for regional community health fairs with a focus is on the comorbidities of diabetes and heart disease In FY 2023 and 2022, in-person diabetes education resumed through community events In FY 2023 and FY 2022, the Sharp Diabetes Education Program continued to serve as an insulin pump training center <p>Background: In FY 2020, the Sharp Diabetes Education Program serves as an insulin pump training center to support endocrinologists and primary care physician (PCP) groups throughout SDC. Through this effort, the Sharp Diabetes Education Program trains community providers to use diabetes technology, including insulin pumps, continuous blood glucose monitors and blood glucose meters, to improve patient care and health outcomes. Further, in FY 2021, the Sharp Diabetes Education Program implemented an enhanced electronic medical record system to improve care coordination with more than 300 community endocrinologists and PCP groups. This partnership has allowed for higher quality patient care and health outcomes. In FY 2024, the systemwide transition to the Epic electronic health record system will allow for the Sharp</p>

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Community Health Needs Assessment – Implementation Strategy

Fiscal Years 2024 – 2027

Identified Community Health Need – Diabetes at Sharp Memorial Hospital				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
				Diabetes Education Program and other Sharp programs and services to enhance communication with community providers.
	c. Continue to provide education to students in local high schools and colleges as well as health professionals.	Ongoing	Sharp Diabetes Leadership Team	<u>FY 2023 and 2022 Activities:</u> <ul style="list-style-type: none"> In FY 2023, the Sharp Diabetes Education Program developed a Diabetes Grand Rounds education series to provide medical professionals updated information on diabetes In FY 2023 and FY 2022, the Sharp Diabetes Education Program provided virtual diabetes education on different types of diabetes, diagnoses, current technology and medication, community resources for patients, and careers in diabetes to more than 20 dietetic students at SDSU Mentored two dietetic interns from the SDSU Research Foundation’s San Diego Women, Infants, and Children (WIC) Dietetic Internship program The director of the Sharp Diabetes Education Program served as a board member of the San Diego WIC Dietetic Internship program in FY 2022 and provided a presentation on diabetes care, the role of the dietitian, the different types of diabetes, nutrition and meal planning, diabetes and technology and more to all six interns in the program
	d. Utilize findings in the Fiscal Year 2022 Community Health Needs Assessment to assess existing community resources and explore areas where additional diabetes education and resources may be needed in San Diego County.	(Ongoing, evaluated annually)	Manager, Sharp Community Benefit and Health Improvement Sharp Diabetes Leadership Team	<u>FY 2023 and 2022 Activities:</u> <ul style="list-style-type: none"> In FY 2023, the Sharp Diabetes Education Program started using Rfoodx, a company that provides meals for those with diabetes and have Medi-Cal free of charge Continued efforts focus on: <ul style="list-style-type: none"> Clinic collaborations — Exploring the possibility of a clinic collaboration is in process Exploring partnerships to address food insecurity as part of nutrition education and incorporating food insecurity screening into patient diabetes education and counseling
2. Improve access to diabetes educational resources for	a. Explore potential partnerships with community clinics in		Sharp Diabetes Leadership Team	<u>FY 2023 and 2022 Activities:</u> The Sharp Diabetes Education Program continues to explore potential partnerships with community clinics in FY 2023. The Sharp Diabetes Education Program continues to serve

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Community Health Needs Assessment – Implementation Strategy

Fiscal Years 2024 – 2027

Identified Community Health Need – Diabetes at Sharp Memorial Hospital				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
underserved populations in San Diego County.	order to offer diabetes classes at clinic locations.	(Ongoing, evaluated annually)	Manager, Sharp Community Benefit and Health Improvement	patients referred to their clinics by community clinics, and provides consultation to providers at community clinics, such as FHCSD, as needed.
	b. Provide diabetes education to high-risk women with gestational diabetes, through collaboration with community clinics.	Ongoing (evaluated annually)	Sharp Diabetes Leadership Team Manager, Sharp Community Benefit and Health Improvement	<p><u>FY 2023 and 2022 Activities:</u></p> <ul style="list-style-type: none"> In FY 2023 and FY 2022, the Sharp Diabetes Education Program continues to provide gestational services and resources to underserved pregnant women, both at the hospital and in collaboration with community clinics At SMH in FY 2022, the Sharp Diabetes Education Program provided services and education to nearly 1,140 underserved pregnant and breastfeeding women with diabetes <p><u>Background:</u> The Sharp Diabetes Education Program is an affiliate of the California Diabetes and Pregnancy Program’s Sweet Success Program, which provides comprehensive technical support and education to medical personnel and community liaisons to promote improved outcomes for high-risk pregnant women with diabetes. As an affiliate, the Sharp Diabetes Education Program educates underserved pregnant women and breastfeeding mothers with Type 1, Type 2 or gestational diabetes (diabetes developed during pregnancy) on how to manage their blood sugar levels. In collaboration with community clinics, the team provided these patients with a variety of education and resources. Clinic patients also received logbooks to track and manage their blood sugar levels. In addition, the Sharp Diabetes Education Program evaluated patients’ management of their blood sugar levels and collaborated with community clinics’ obstetrician/gynecologists to prevent complications.</p>
3. Improve access to diabetes educational resources for underserved and minority	a. Create language-appropriate and culturally sensitive		Sharp Diabetes Leadership Team	<p><u>FY 2023 and 2022 Activities:</u></p> <ul style="list-style-type: none"> In FY 2023 and FY 2022, the Sharp Diabetes Education Program continued to provide educational resources

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Community Health Needs Assessment – Implementation Strategy

Fiscal Years 2024 – 2027

Identified Community Health Need – Diabetes at Sharp Memorial Hospital				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
populations in San Diego County.	diabetes educational materials.	Ongoing (evaluated annually)		<ul style="list-style-type: none"> Topics included: How to Live Healthy With Diabetes; What You Need to Know About Diabetes; All About Blood Glucose for People With Type 2 Diabetes; All About Carbohydrate Counting; Getting the Very Best Care for Your Diabetes; All About Insulin Resistance; All About Physical Activity With Diabetes; Gestational Diabetes Mellitus Seven-Day Menu Plan; and Food Groups Resources are provided in Arabic, Somali, Tagalog, Vietnamese and Spanish, and food diaries and logbooks are distributed for community members to track blood sugar levels Live interpreter services are available in more than 200 languages via the Stratus Video Interpreting iPad application <p>Sharp team members receive education regarding the different cultural needs of diverse communities</p>
4. Improve care management and clinical-community linkages that address SDOH through implementation of a new technology platform that shares health and social services data across health care and social service sectors.	a. SMH (along with other Sharp entities) will participate in a pilot partnership with 2-1-1's CIE.	June 2024	VP, Sharp ICM Manager, Sharp Community Benefit and Health Improvement Sharp Diabetes Health Educator	<p><u>FY 2023 and 2022 Activities:</u></p> <p>This strategy also addresses Identified Community Health Need – Access to Health Care 9a. Please refer to that section for details.</p>

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Community Health Needs Assessment – Implementation Strategy

Fiscal Years 2024 – 2027

Identified Community Health Need – Obesity				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
1. Provide educational classes for community members that address factors that contribute to obesity.	a. The Sharp Memorial Outpatient Pavilion (OPP) and various departments of SMH will continue to host and/or conduct a broad spectrum of community health education classes. Many classes are offered for free to the community. Topics relevant to obesity included (but were not limited to): integrative therapies and holistic healing (meditation, stress reduction, etc.), diabetes, nutrition, cooking classes, high blood pressure.	Ongoing	Supervisor, SMH Cardiac Rehab/Health Promotion, Cushman Wellness Center	<p><u>FY 2022 Activities:</u></p> <ul style="list-style-type: none"> The OPP and various departments at SMH reached more than 900 patients and community members through free health education classes and support groups as well as hundreds of additional individuals through newsletter mailings Integrative medicine classes offered in-person, virtual and recorded meeting options and served approximately 30 participants <ul style="list-style-type: none"> Reached over 225 community members monthly through its integrative medicine class mailing list Throughout the year, programs were offered either in-person or virtually depending on the most current COVID-19 pandemic safety guidelines Educational classes covered various aspects of health and wellness, including cancer, childbirth and integrative medicine topics. Integrative medicine topics included Holiday Depression Prevention: An Integrative Approach; Quick, Effective Holiday Stress Management Techniques for Self-Care and Resilience; Trauma Perspectives and Strategies for Caregivers and Care Providers in the Age of COVID-19; Emotional Agility; The Many Myths & Singular Truth about Meditation and more. Support groups provided an outlet for community members to share their personal experiences and advice for coping with various challenges, including nutrition and support following bariatric surgery <p><u>Evaluation:</u> OPP collects evaluations from all educational offering to assess quality and efficacy of programs and to incorporate feedback to further improve future courses.</p> <p>However, at this time, resource limitations restrict further growth in this area.</p>
2. Provide free biometric screenings to community members that include risk factors for obesity.	a. OPP and various departments of SMH will continue to provide numerous health	Ongoing	Supervisor, SMH Cardiac Rehab/Health	<p><u>FY 2023 and 2022 Activities:</u> SMH Cardiac Rehab plans to have an exercise physiologist perform body composition analysis and provide education for improvements at the 2023 Sharp Women’s Health Conference.</p>



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Community Health Needs Assessment – Implementation Strategy
Fiscal Years 2024 – 2027

Identified Community Health Need – Obesity				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
	screenings at community events throughout the year.		Promotion, Cushman Wellness Center	<p><u>Evaluation:</u> Screening programs offered by the OPP are evaluated to make recommendations regarding behavior changes needed to reduce health risk.</p> <p>In general, resource limitations restrict growth beyond current programs and services that specifically address obesity at this time.</p>
3. Continue to provide care management in support of weight loss and healthy lifestyle choices for San Diego community members.	a. NA	NA	NA	<p>In general, resource limitations restrict growth beyond current programs and services that specifically address obesity at this time.</p> <p>However, free, Be Well for Life Program (formerly New Weigh) classes are provided to community members through Sharp Rees-Stealy Medical Group, including sites in SDC’s central region. The free ten-week class emphasizes nutrition education and healthy lifestyle development. Classes offer access to a skilled health coach or registered dietitian for continued support and accountability and are offered at various locations around SDC. To create a semi-structured food plan, participants will have the choice of using either their own foods or meal replacements. A free online program is also available for those unable to attend the in-person class.</p>

Sharp Memorial Hospital and Sharp Mary Birch Hospital for Women & Newborns

Community Health Needs Assessment – Implementation Strategy

Fiscal Years 2024 – 2027

Identified Community Health Need – Maternal & Prenatal Care, Including High-Risk Pregnancy

Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
1. Improve outcomes for expectant mothers experiencing high-risk pregnancy, as well as their babies, through research initiatives and provision of specialized care for premature and/or other complicated births.	a. Continue to meet the need for high-risk pregnancy services through the 84-bed Level III Neonatal Intensive Care Unit – the largest in San Diego and one of the largest in Southern California.	Ongoing	Senior Vice President (SVP) and Market Chief Executive Officer (CEO), Sharp Mary Birch Hospital for Women & Newborns (SMBHWN) Director of Maternal Infant, Women’s Support Programs & Neonatal Services	Background: The hospital’s 84-bed Neonatal Intensive Care Unit (NICU) features a 15-bed area with private rooms designed specifically for families who are transitioning their babies from hospital care to home. Specialized, private rooms allow families to spend the night and begin to care for their babies more independently with the care and support of the nursing staff.
	b. Provide a Perinatal Special Care Unit.	Ongoing	SVP and Market CEO, SMBHWN Director, SMBHWN Perioperative & Obstetric Services Manager of Perinatal Special Care Unit, ADC, Labor and Delivery and Triage	Background: One of the few units of its kind in the country, a highly skilled team including nurses and perinatologists, care for the high-risk antepartum patient on this specially designed 36-bed unit. Patients with preterm labor, complicated with diabetes and/or hypertension, and cardiac complications, comprise the majority of the patient population. Patients are admitted for observation due to obstetrical complications and managing fetal conditions or placenta abnormalities such as placenta previa or placenta accrete. As the length of stay ranges from a few days to several months, the care team members are challenged to meet the entire spectrum of needs for the Perinatal Special Care Unit patient and their family.

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Community Health Needs Assessment – Implementation Strategy

Fiscal Years 2024 – 2027

Identified Community Health Need – Maternal & Prenatal Care, Including High-Risk Pregnancy				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
	c. Through the Neonatal Research Institute, conduct critical research and share best practices to transform medical practice and improve outcomes for newborns in San Diego and beyond.	Ongoing	SVP and Market CEO, SMBHWN Manager, Neonatal Research Institute	<p><u>FY 2022 Activities:</u></p> <ul style="list-style-type: none"> The Neonatal Research Institute (NRI) shared its expertise and groundbreaking research developments with the greater health and research communities through virtual and in-person presentations at various national and international conferences <ul style="list-style-type: none"> Presentation topics included, but were not limited to, state-of-the-art delivery room resuscitation, technologies to optimize delivery room resuscitation, and umbilical cord management for newborn infants The NRI continued to offer a Bedside Ultrasound Training for Neonatologists course — a multi-week training that consists of hands-on, one-on-one training sessions and expert lectures on theoretical and practical ultrasound technique for neonatologists <ul style="list-style-type: none"> Open to local, regional, national and international neonatologists, the course is one of only a few similar training programs in the country <p><u>Background:</u> In 2013, the NRI was established to identify and disseminate the latest scientific evidence on newborn care. The NRI includes the Parent Advisory Board (NRI-PAB) consisting of parents and grandparents of infants who have been in the NICU. Among other input, the NRI-PAB provides feedback on proposed and current clinical trials to ensure other parents will understand and feel comfortable participating in them. Clinical trials aimed at improving outcomes for at-risk newborns include milking or delayed umbilical cord clamping; antibiotics in preterm and term neonates; premature infant resuscitation with oxygen or air; and milking in non-vigorous infants, those that need extra help to start breathing.</p> <p>The NRI’s medical discoveries have been featured on multiple news networks, while its research findings have been shared in several distinguished medical journals.</p>
2. Reduce the incidence of neonatal morbidity and mortality associated with	a. Continue to offer free monthly preterm birth prevention classes on the	Ongoing	Director of Maternal Infant, Women’s Support	<p><u>FY 2022 Activities:</u></p> <ul style="list-style-type: none"> SMBHWN continued to offer all maternal and prenatal care classes online to ensure safe, ongoing education for expectant mothers and families during the COVID-19 pandemic

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Community Health Needs Assessment – Implementation Strategy

Fiscal Years 2024 – 2027

Identified Community Health Need – Maternal & Prenatal Care, Including High-Risk Pregnancy

Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
preterm delivery through outreach, education and support to new mothers and their families around preterm birth and prenatal health in San Diego. Target outreach to teenage mothers in San Diego.	warning signs of preterm labor and preventing preterm births.		Programs & Neonatal Services Manager, SMBHWN Women's Support Programs	<ul style="list-style-type: none"> Taught nearly 120 expectant parents about the warning signs of preterm labor and how to help prevent a premature birth through free, monthly Preterm Birth Prevention classes <p>Evaluation: SMBHWN collects evaluations from participants in all of its educational offerings, in order to assess quality and incorporate feedback for improvement of future classes.</p>
	b. Continue to provide a variety of educational programs and workshops for new mothers and their families covering various aspects of prenatal care and women's health. (e.g., preparing for birth, medication choices, newborn characteristics, etc.).	Ongoing	Director of Maternal Infant, Women's Support Programs & Neonatal Services Manager, SMBHWN Women's Support Programs	<p>FY 2023 – 2024 Plans:</p> <ul style="list-style-type: none"> In FY 2023, SMBHWN plans to continue to develop and provide free and low-cost prenatal classes for expectant mothers and families <p>FY 2022 Activities:</p> <ul style="list-style-type: none"> Throughout the year, SMBHWN hosted several new free webinars addressing high-risk pregnancy, including Preparing for Multiples: Pregnancy and Birth as well as Baby on the Way Hosted three free Planning for Pregnancy events, which provided pre-pregnancy education to more than 70 community members <ul style="list-style-type: none"> Topics included preparing the body for pregnancy, having a baby later in life, reproductive planning, optimizing conception, implications of COVID-19 on pregnancy, fertility challenges and treatments and available support groups and classes at SMBHWN Offered low-cost classes for new mothers and their families, including how the body prepares for birth and delivery; hospital procedures; relaxation and breathing techniques; medication choices; caesarean delivery; newborn characteristics and procedures; basic infant care; preparing families with dogs for life with a baby; infant sleep patterns and strategies to support the early months

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Fiscal Years 2024 – 2027

Identified Community Health Need – Maternal & Prenatal Care, Including High-Risk Pregnancy

Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
				<p>of parenting; labor comfort measures and relaxation skills; and the joys and challenges of parents expecting twins, triplets or more</p> <ul style="list-style-type: none"> Fees for these classes were waived specifically for pregnant teens to help improve their access to important prenatal education <p>Evaluation: SMBHWN collects evaluations from participants in all of its educational offerings, in order to assess quality and incorporate feedback for improvement of future classes.</p>
	c. Provide prenatal, postpartum, child and women’s health education and outreach through community health fairs and events and media outlets.	Ongoing	<p>Director of Maternal Infant, Women’s Support Programs & Neonatal Services</p> <p>Manager, SMBHWN Women’s Support Programs</p>	<p>FY 2023 – 2024 Plans:</p> <ul style="list-style-type: none"> SMBHWN plans to participate in the annual Sharp Women’s Health Conference in 2023 SMBHWN plans to provide fundraising support for and participate in the 2023 San Diego Heart & Stroke Walk <p>FY 2022 Activities:</p> <ul style="list-style-type: none"> Throughout the year, SMBHWN health experts provided interviews and articles to educate the community about important prenatal, maternal and child health topics <ul style="list-style-type: none"> Information was shared through media outlets including news stations, newspapers and articles, as well as through the hospital’s Facebook page and Sharp Health News Topics included strengthening the pelvic floor, pregnancy at a later age, high-risk pregnancy, preeclampsia, pregnant women receiving the COVID-19 vaccine, umbilical cord milking, strengthening the pelvic floor, grandparents caring for babies, the positive link between breastfeeding and women’s heart health, the importance of newborn screenings, women’s heart health and the shortage of baby formula Participated in the 2022 Sharp Women’s Health Conference at the Sheraton San Diego Hotel & Marina, where there were 650 attendees

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Community Health Needs Assessment – Implementation Strategy

Fiscal Years 2024 – 2027

Identified Community Health Need – Maternal & Prenatal Care, Including High-Risk Pregnancy				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
				<ul style="list-style-type: none"> ○ Staff answered attendees’ questions on pre- and postnatal health, hospital services, and visitation guidelines during COVID-19 ● Provided fundraising support for and participated in the 2022 San Diego Heart & Stroke Walk
3. Provide support and education to new mothers and their families on postpartum care, in order to improve outcomes for both new mothers and their babies.	a. Continue to provide breastfeeding, postpartum and Baby and Me Time support groups to community members.	Ongoing	<p>Director of Maternal Infant, Women’s Support Programs & Neonatal Services</p> <p>Manager, SMBHWN Women’s Support Programs</p>	<p><u>FY 2022 Activities:</u> In FY 2022, most support groups were provided online to ensure participant health and safety during the COVID-19 pandemic. Beginning in August, relaxed pandemic restrictions allowed for two, in-person breastfeeding support groups each week along with one virtual support group for mothers unable to attend the in-person sessions.</p> <p><u>FY 2022 Summary:</u></p> <ul style="list-style-type: none"> ● Breastfeeding support groups: 264 hours (in FY 2022: 280 new mothers) ● Postpartum support groups: 120 hours (in FY 2022: 429 parents) ● Baby and Me Time support group: 78 hours (in FY 2022: 314 new parents) <p>The impact of COVID-19 continued to be a central topic of discussion within the groups. To promote additional healthy coping opportunities, the support group leader researched and connected participants to online community play groups and other virtual parent groups.</p> <p><u>Evaluation:</u> SMBHWN does not collect evaluations for support groups.</p>
	b. Continue to provide a variety of educational courses to new mothers and their families on postpartum care through Family Home Care classes	Ongoing	Director of Maternal Infant, Women’s Support Programs & Neonatal Services	<p><u>FY 2022 Activities:</u></p> <ul style="list-style-type: none"> ● SMBHWN staff devoted nearly 640 hours to daily Family Home Care classes that provided critical information and support to more than 2,900 new mothers and family members

Sharp Memorial Hospital and Sharp Mary Birch Hospital for Women & Newborns

Community Health Needs Assessment – Implementation Strategy

Fiscal Years 2024 – 2027

Identified Community Health Need – Maternal & Prenatal Care, Including High-Risk Pregnancy

Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
	for patients and community classes (e.g., breastfeeding, car seat safety, postpartum depression and anxiety, infant nutrition, positive parenting techniques, etc.).		Manager, SMBHWN Women’s Support Programs	<ul style="list-style-type: none"> ○ Topics included car seat safety, sudden infant death syndrome, shaken baby syndrome, breastfeeding, jaundice, and signs and symptoms of illness among mothers and babies • Offered several free webinars throughout the year to support new parents, including The Fourth Trimester: Navigating Your Postpartum Recovery, Partner Bootcamp: How to Support Your Partner During Postpartum, and Feeding Your Baby, Your Way <ul style="list-style-type: none"> ○ Topics covered included postpartum body changes; recognizing symptoms of common postpartum conditions; strategies to support mental health; supporting one’s significant other during the early recovery process and the new relationship as parents; feeding methods; expectations for the first month postpartum; planning a return to work; and more • Provided free NICU cardiopulmonary resuscitation education in English and Spanish to nearly 470 family and friends of the hospital’s NICU babies <p>Evaluation: SMBHWN collects evaluations from participants in all of its educational offerings, in order to assess quality and incorporate feedback for improvement of future classes.</p>
	c. Collaborate with community-based organizations who support the needs of new mothers and families.	Ongoing (evaluated annually)	<p>Director of Maternal Infant, Women’s Support Programs & Neonatal Services</p> <p>Manager, SMBHWN Women’s Support Programs</p>	<p>FY 2022 Activities:</p> <ul style="list-style-type: none"> • SMBHWN continued to collaborate with the San Diego Food Bank’s Diaper Bank Program as a Diaper Bank Program distributor to help solve a critical for families facing economic hardship <ul style="list-style-type: none"> ○ SMBHWN distributed nearly 13,700 diapers to 147 patients and has provided approximately 38,335 diapers since first joining the program in summer 2019 • Although typically held in-person, the milk drive was conducted virtually in FY 2022 due to COVID-19 <ul style="list-style-type: none"> ○ Held in celebration of National Breastfeeding Month in August, the event collected approximately 23 gallons of breastmilk from 25 donors

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Community Health Needs Assessment – Implementation Strategy

Fiscal Years 2024 – 2027

Identified Community Health Need – Maternal & Prenatal Care, Including High-Risk Pregnancy				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
			Supervisor, SMBHWN Women’s Clinical Counseling	<ul style="list-style-type: none"> Over the past seven years, the annual drive has collected 375 gallons of breastmilk from more than 240 donors to help feed premature infants and those with specialized health needs <p>Background: For more than 15 years, SMBHWN has served as a donor breastmilk depot, regularly shipping donated breastmilk to the Mother’s Milk Bank in San Jose, California and since 2015, SMBHWN has hosted an annual Donor Breastmilk Drive.</p>
	d. Provide support, community resources and certified lactation experts through an in-house boutique.	Ongoing	Manager, SMBHWN Women’s Support Programs	<p>FY 2022 Activities: In FY 2022, NBB staff dedicated nearly 2,000 hours in free breastfeeding education and support to community members. In FY 2022, SMBHWN’s New Beginnings Boutique & Gift Shop donated more than \$4,900 in clothing, nursing bras and breastfeeding pumps to support nursing mothers served by San Diego Family Care’s Linda Vista Health Care Center.</p> <p>Background: SMBHWN expands its support for community mothers and families through the New Beginnings Boutique & Gift Shop. Located within the hospital, the boutique provides easy access to needed supplies, such as nursing bras and breastfeeding pumps. The boutique’s lactation educators are available to answer questions and provide breastfeeding resources and support to anyone who calls or visits the shop. Among its health education efforts, the lactation educators at the NBB have provided weighted feed assistance to families needing additional support with baby feedings through pre- and post-consumption weighing.</p>
	e. Participate in local and national organizations that support maternal and prenatal care to share specialty expertise and	Ongoing	Various	<p>FY 2022 Activities: In FY 2022, SMBHWN team members served on boards and committees for local and national organizations, including Southern California Association of Neonatal Nurses, Council of Women’s and Infants’ Specialty Hospitals, American Heart Association, Howell Foundation, the Perinatal Social Work Cluster, Health Sciences High and Middle College (HSHMC) and YWCA.</p>



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Fiscal Years 2024 – 2027

Identified Community Health Need – Maternal & Prenatal Care, Including High-Risk Pregnancy				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
	enhance learning for the broader health care community.			

Sharp Memorial Hospital and Sharp Mary Birch Hospital for Women & Newborns

Community Health Needs Assessment – Implementation Strategy

Fiscal Years 2024 – 2027

Identified Community Health Need – Access to Health Care

Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
1. Increase coverage for patients seen in the Emergency Department by providing assistance to secure health coverage for all individuals entitled to the benefit; also provide payment options for individuals that chose not to secure coverage or are not currently eligible for health benefits. Secure benefit concurrent with stay when Medi-Cal Presumptive Eligibility rules apply.	a. Continue to provide services to help every unfunded patient received in the Emergency Department find coverage options.	Ongoing (evaluated annually)	Supervisor, Patient Assistance Navigators	<p><u>FY 2023 and 2022 Activities:</u> From October 2022 through May 2023, Sharp has secured Presumptive Eligibility for 3,317 unfunded patients in the ED. In FY 2022, Sharp secured Presumptive Eligibility for 6,150 unfunded patients in the ED.</p> <p>In the same time period, the COVID-19 Presumptive Eligibility Uninsured Group program secured Presumptive Eligibility for an additional 1,300 unfunded patients in the ED. This program, which was implemented in August 2020, covered diagnostic testing, testing- related services, and treatment services, including vaccination, hospitalization and all medically necessary care, at no cost to the individual. Following the end of the COVID-19 public health emergency, the COVID-19 Presumptive Eligibility Uninsured Group program ceased in May 2023.</p> <p>Continued unknowns in understanding the efficacy of efforts include the increase in the patient out of pocket responsibility resulting from health plan coverage purchased off the exchange; and the transition of qualified unfunded patients directly to Medi-Cal. Sharp has initiated a process of trending straight self-pay collections separate from balance after insurance collections in an effort to closely monitor these two distinct populations. Sharp will continue to monitor results.</p> <p><u>Background:</u> In 2014, Sharp hospitals implemented an on-site process for real-time Medi-Cal eligibility determinations (Presumptive Eligibility), making Sharp the first hospital system in SDC to provide this service.</p> <p>At Sharp, patients use PointCare’s simple online questionnaire to generate personalized coverage options that are filed in their account for future reference and accessibility. The results of the questionnaire enable Sharp staff to have an informed and supportive discussion with the patient about health care coverage and empower them with options. The PointCare program continues to</p>

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Fiscal Years 2024 – 2027

Identified Community Health Need – Access to Health Care

Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
				collect metrics on a number of individuals served and cost savings. From October 2015 to September 2022, Sharp helped more than 86,000 self-pay patients through PointCare, while maintaining each patient’s dignity throughout the process. In year-to-date (YTD) FY 2023, the number of individuals served increased by more than 5,916.
2. Provide payment options, education and support to vulnerable, uninsured, underinsured, and patients admitted to hospital facilities with an inability to pay their financial responsibility after health insurance.	a. Provide the Maximum Out of Pocket Program to patients who express an inability to pay their financial responsibility after health insurance.	Ongoing	All Revenue Cycle Staff	<p><u>FY 2023 Activities:</u> In FY 2022, the Maximum Out of Pocket Program made more than \$482,000 n adjustments to patient bills. The significant change in volume is a result of the COVID-19 pandemic and a decline in scheduled services.</p> <p><u>Background:</u> The Maximum Out of Pocket Program was launched in October 2014. Sharp assists underinsured and vulnerable individuals unable to meet their financial responsibility after health insurance. Through the program, team members meet with patients at all Sharp hospitals to help them better understand their health insurance benefits, payment options and how to access care during their hospital stay.</p>
	b. Provide a Public Resource Specialist for uninsured and underinsured patients, to offer support to patients needing advanced guidance on available funding options.	Ongoing	Patient Financial Services (system-level) Public Resource Specialists	<p><u>FY 2022 Activities:</u> Prior to the COVID-19 pandemic, Public Resource Specialists performed field calls (home visits) to patients who require assistance with completing the coverage application process after leaving the hospital. Field calls were paused due to COVID-19 public health and safety restrictions and have recently been transformed to telehealth (virtual) calls.</p> <p><u>Background:</u> In 2015, positions were created within Sharp’s Patient Access Services department (system-level) entitled Public Resource Specialists — to support patients at all Sharp hospitals in need of extra guidance on available funding options.</p>
	c. The Patient Assistance Team will continue to assist patients in need of assistance gain	Ongoing	Manager of Pharmacy Finance &	<p><u>FY 2022 Activities:</u> In FY 2022, the Patient Assistance Program helped under- and uninsured patients access medications worth a total of \$11.8 million.</p>

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Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
	access to free or low-cost medications.		Regulatory Compliance Supervisor, Patient Assistance Navigators	<p>Background: Patients are referred by population health teams, physicians, pharmacists, case managers, social workers, nurses and at times, other patients. Team members research all available options for these patients, including programs offered by drug manufacturers, grant-based programs offered by foundations, co-pay assistance and other low-cost alternatives. Eligible patients receive assistance that may help reduce readmissions and the need for frequent medical services resulting from the lack of access to medications.</p> <p>Evaluation: Cost savings for replacement drugs is monitored through the pharmacy. The patient accounting staff remove the charges from the patient’s statement, as needed.</p> <p>Sharp also tracks each individual that has applied for financial assistance. The patient account is noted with the findings, and a specific adjustment code is used to track the dollars associated with these reviews.</p>
	d. Continue to participate in the 340B Drug Pricing Program.	Ongoing	Manager of Pharmacy Finance & Regulatory Compliance	<p>FY 2022 Activities: In FY 2022, Sharp continued its participation in the 340B Drug Pricing Program and provided cost savings to help expand programs and medication access to Sharp’s patients in need. Participation in the 340B Drug Pricing Program provided a cost savings of more than \$104 million to help expand programs and medication access to Sharp's patients in need in FY 2022.</p> <p>Through participation in the federal 340B Drug Pricing Program, three Sharp hospitals — SMH, SGH and SCVMC — are permitted to purchase outpatient drugs at reduced prices. The savings from this program are used to offset patient care costs for Sharp's most vulnerable patient populations, as well as to assist with patient access to medications through Sharp's Patient Assistance Program.</p>

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Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
	e. Continue to offer ClearBalance — a specialized loan program for patients facing high medical bills. Through this collaboration with San Diego-based CSI Financial Services, both insured and uninsured patients have the opportunity to secure small bank loans to help pay off their medical bills in low monthly payments and prevent unpaid accounts from going to collections.	Ongoing	Supervisor, Patient Assistance Navigators Manager Patient Access Services, Self-Pay Patients	<u>FY 2023 Activities:</u> To date, in FY 2023, more than 1,000 Sharp patients have received assistance through the ClearBalance zero-interest loan program.
	f. Continue to provide Project HELP funds for pharmaceuticals, transportation vouchers and other needs for economically disadvantaged patients.	Ongoing	SMH Chief Financial Officer	<u>FY 2022 Activities:</u> In FY 2022, funds for SMMC Project HELP totaled more than \$51,400 in free medications and transportation. Project HELP funds are tracked though an internal database.
3. Improve access to health and social services for vulnerable patients and community members, particularly San Diego’s homeless population.	a. Explore and expand Sharp integrated delivery system access to post-acute recuperative care services.	Fiscal Year (FY) 2024	VP, Sharp ICM	<u>FY 2023 - 2024 Plan:</u> During FY 2024, Sharp Integrated Care Management (ICM) seeks to resolve gaps in care through community outreach efforts to identify opportunities as they become available. <u>FY 2023 and 2022 Activities:</u> With regard to this need, Sharp is seeking to identify short-term solutions for immediate needs as they occur, in addition to long-term, sustainable solutions. Each patient is independently considered for exact care need, likely term for the need, and various care setting options immediately available. Sharp continues to coordinate care efforts in partnership such as Whole

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Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
				Person Wellness, PATH (People Assisting the Homeless) and 2-1-1's CIE. Likewise in support of California Senate Bill (SB) 1152, patients experiencing homelessness are screened for insurance and provided weather appropriate clothing, meal prior to discharge, prescriptions and community resources when needed.
4. Seek to provide health care funding options, education, and/or support to the vulnerable, uninsured/underinsured patients admitted to hospitals of the Sharp system.	<p>a. Sharp Integrated Care Management and Patient Financial Services support education and access to:</p> <ul style="list-style-type: none"> • Medi-Cal for CalFresh (Food Stamps) • Hospital Outstation Program (collaboration with the County of San Diego) • Enrollment of qualified patients in CalFresh • San Diego CIE / 2-1-1 Collaboration 	Ongoing (evaluated annually)	<p>Manager, Patient Financial Services</p> <p>VP, Sharp ICM</p>	<p><u>FY 2023 - 2024 Plan:</u> In FY 2024, Sharp ICM intends to expand their ability to leverage 2-1-1's CIE by enrolling individuals in the CIE program if not already completed in the community, allowing for hand-off to community organization and timely post-discharge care.</p> <p>Sharp seeks to identify opportunities to engage payers through the CalAIM (California Advancing and Innovating Medi-Cal) program.</p> <p><u>FY 2023 and 2022 Activities:</u> ICM has expanded efforts for patient education related to funding options/access to health care, as well as San Diego community resources. This largely occurred in concert with California SB 1152.</p> <p>ICM continues to finetune and improve identification of individual's experiencing homelessness, especially for treat and release patients seen through Sharp EDs.</p> <p>ICM has renewed efforts with their relationship and utilization of 2-1-1. In conjunction with the initial patient assessment, individuals are considered for benefit of a 2-1-1 referral (please refer to Identified Community Health Need – Access to Health Care 9a for details). ICM case managers make referrals as needed across all Sharp sites.</p>
	b. Continued partnership and collaboration with Father Joe's Villages in support of Project SOAR.	Ongoing (evaluated annually)	<p>Sharp Clinical Social Workers</p> <p>VP, Sharp ICM</p>	<p><u>FY 2023 - 2024 Plan:</u> Sharp and ICM will continue to seek and optimize opportunities with Father Joe's Villages to serve the needs of patients experiencing homelessness. Given the ongoing state of the pandemic, we continue to assess for the opportunity to establish timelines and priorities.</p>

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Identified Community Health Need – Access to Health Care

Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
				<p><u>FY 2023 and 2022 Activities:</u> Secondary to the global pandemic, the formal Project SOAR’s programming offered through Father Joe’s Villages was suspended. Sharp partners with Father Joe’s Villages to provide assistance for its patients experiencing homelessness.</p> <p><u>Background:</u> Project SOAR, a program through the County of San Diego's AIS:</p> <ul style="list-style-type: none"> • Provides care management services to frail and disabled adults – age 60 years or older • Provides services to adults are at risk for nursing home placement • Provides services to adults who do not have access or qualify for supportive services through other programs and/or in-home-care service programs
<p>5. Continue to explore opportunities for collaboration with community organizations to enhance access as appropriate for individuals experiencing homelessness to:</p> <ul style="list-style-type: none"> • Medical care • Financial assistance • Psychiatric and social services 	<p>a. Ongoing assessment of homeless data to identify interventions though analysis of trends and key indicators. To guide assessment and planning for:</p> <ul style="list-style-type: none"> • Allocation of internal resources • Possible expansion of existing external relationships • Identification of new opportunities for partnership and/or collaboration 	Ongoing	VP, Sharp ICM	<p><u>FY 2023 - 2024 Plan:</u> Sharp ICM will continue to progress data collection to concurrently advance care opportunities. To that end, and in addition to current efforts, Sharp ICM anticipates:</p> <ul style="list-style-type: none"> • Exploring opportunities for introduction of a risk index via the incoming electronic medical record (Epic) that will include consideration of individuals experiencing homelessness to more quickly pair assessment with appropriate intervention (FY 2024) • Introduce methods for considering/distinguishing homelessness as a comorbidity versus SDOH (FY 2024) • Explore data integration with CIE and the incoming electronic medical record to improve the provision of person-centered care for patients experiencing homelessness as well as success of community referrals for housing and other social needs (FY 2024)

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Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
	b. Explore partnership with Healthcare in Action to provide medically necessary outpatient care to unhoused individuals.	June 2024	VP, Sharp ICM	<p><u>FY 2023 - 2024 Plan:</u></p> <p>In FY 2023, Sharp ICM leveraged Healthcare in Action for unhoused individuals and Molina Medi-Cal. In FY 2024, Sharp ICM plans to explore opportunities for an enhanced partnership for any unhoused individual.</p>
6. Collaborate with organizations in San Diego to serve individuals experiencing homelessness.	a. Sponsor and participate in the Downtown San Diego Partnership Family Reunification Program.	FY 2022	Sharp Executive VP, Hospital Operations	<p><u>FY 2022 Activities:</u></p> <p>In FY 2022, with Sharp’s help, the Family Reunification Program has reunited more than 3,500 homeless individuals in Downtown San Diego with friends and family across the nation.</p> <p>This partnership ceased in FY 2022.</p> <p><u>Background:</u> Since 2012, Sharp has sponsored the Downtown San Diego Partnership’s Family Reunification Program, which serves to reduce the number of individuals experiencing homelessness on the streets of downtown San Diego. Through the program, homeless outreach coordinators from the Downtown San Diego Partnership’s Clean & Safe Program identify individuals experiencing homelessness who will be best served by traveling back home to loved ones. Family and friends are contacted to ensure that the individuals have a place to stay and the support they need to get back on their feet. Once confirmed, the outreach team provides the transportation needed to reconnect with their support system.</p>
7. Increase health literacy for patients and community members through education and outreach.	a. Continue to partner with local, national and international organizations to increase health literacy in the community and increase referrals and connections to community resources.	Ongoing (evaluated annually)	Consumer Health Librarian, Community Health Library at the Cushman Wellness Center	<p><u>FY 2023 and 2022 Activities:</u></p> <p>Initially, SMH intended to attend events and collaborate with organizations in FY 2022, but many activities were either canceled or limited due to staffing limitations and the COVID-19 pandemic. In October, the consumer health librarian shared information about the Cushman Wellness Center Community Health Library to approximately 100 attendees of the Sharp HealthCare Aging Conference.</p> <p>Community organization membership and collaboration includes San Diego Council on Literacy, various Sharp departments and others. Connection to community resources includes American</p>

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Identified Community Health Need – Access to Health Care				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
				<p>Cancer Society, Alzheimer’s Association, and the Caregiver Coalition, among others.</p> <p>Background: The OPP offers the Cushman Wellness Center Community Health Library, which features DVDs, CDs, books, pamphlets and internet access in various languages to help patients and community members locate reliable health information in various languages. The library is led by a consumer health librarian with specialized training in community health as well as a store manager with expertise in health-related gifts, assistive devices and community health resources. To keep the public regularly informed of pertinent health news and information, the library publishes and distributes a quarterly newsletter, including a calendar of both in-person and virtual community education classes and support groups offered at the OPP.</p>
	b. Continue to participate in the California Highway Patrol’s Every 15 Minutes program.	Ongoing (evaluated annually)	SMH Trauma Manager	<p>FY 2023 and 2022 Activities:</p> <ul style="list-style-type: none"> • In FY 2023 and 2022, SMH trauma center staff participated in the California Highway Patrol’s Every 15 Minutes program • In March 2023, SMH trauma center staff provided information on personal safety and how their choices affect the lives of others to approximately 1,000 students at Santana High School • In April 2023, approximately 900 juniors and seniors from Mountain Empire High School had the opportunity to visit the trauma resuscitation room at SMH, where the Sharp trauma medical director, six trauma nurses and six ancillary providers provided students with information on the importance of safety • In FY 2022, SMH trauma center staff participated in a two-day Every 15 Minutes program event, including a simulated drunk driving motor vehicle accident, to raise awareness among students at Steele Canyon High School in Spring Valley about personal safety and how their choices affect the lives of others <ul style="list-style-type: none"> ○ SMH supported the event by supplying the hospital’s helipad and emergency room to treat the staged victims as well as by filming portions of the event and speaking to the students

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Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
	c. Continue to provide free STOP the Bleed trainings to community members throughout SDC.	Ongoing (evaluated annually)	SMH Trauma Manager	<p><u>FY 2023 – 2024 Plan:</u> The SMH trauma center staff plans to continue to provide free STOP the Bleed trainings in the community in FY 2023.</p> <p><u>FY 2023 and 2022 Activities:</u> In FY 2022, SMH trauma center staff provided free community trainings on STOP the Bleed at the Lemon Grove Rod and Gun Club in July and at Standley Park in University City in September. Through these trainings, in FY 2022, 35 community members learned how to properly assess and control a hemorrhage (blood loss) and apply a tourniquet, as well as received STOP the Bleed certification upon successful course completion.</p> <p><u>Background:</u> STOP the Bleed is a national awareness campaign to train, equip and empower bystanders to assist in a bleeding emergency before professional help arrives.</p>
8. Facilitate and improve connection and support between patients and their loved ones during times of restricted hospital visiting (e.g., during the COVID-19 pandemic).	a. Provide a Family Resource Center to be the first point of contact for patients and visitors and serve as a liaison for family members with patients in the hospital.	Ongoing	Manager, Patient & Guest Relations	<p><u>FY 2023 and 2022 Activities:</u> In FY 2022, the SMH Family Resource Center (FRC) continued to attend to the needs of thousands of concerned San Diegans during the ongoing community health crisis. Beginning in 2020, SMH went above and beyond in its community response to the COVID-19 pandemic. Following the outbreak, the hospital immediately developed the SMH FRC— a massive tent structure outside of the ED — to help connect family members to their hospitalized loved ones during mandatory visitor restrictions. The location quickly evolved into a place of support for other community members, including individuals searching for their family and friends at other hospitals, as well as seeking guidance about COVID-19 testing and treatment.</p> <p>The SMH FRC ceased operations May 2023.</p>
9. Improve care management and clinical-community	a. SMH (along with other Sharp entities) will continue data	June 2024	Director, SMH Case	<p><u>FY 2023 – 2024 Plans:</u></p>



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Identified Community Health Need – Access to Health Care				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
linkages that address SDOH through implementation of a new technology platform that shares health and social services data across health care and social service sectors.	sharing and collaboration with the 2-1-1’s CIE to improve access to care and mitigate adverse outcomes related to social determinants of health (SDOH).		Management & Social Work SMH Lead Medical Social Worker Directors, ICM Acute Care Facilities & System Manager, Sharp Community Benefit and Health Improvement	<ul style="list-style-type: none">In FY 2024, Sharp Integrated Care Management (ICM) intends to expand their ability to leverage 2-1-1’s CIE by enrolling individuals in the CIE program if not already completed in the community, allowing for hand-off to community organization and timely post-discharge careSharp is engaged with 2-1-1 leadership to explore opportunities to leverage data captured as a part of the CIE<ul style="list-style-type: none">This data exploration includes consideration for integration of data as well as extraction of data identified as pertinent for activities managed through the ICM team <p><u>FY 2023 and 2022 Activities:</u></p> <ul style="list-style-type: none">As of May 2023, there are 8,997 Sharp patients that have a matching client record in the CIE; of those patients, 3,404 are Sharp Health Plan membersHousing, utilities, and nutrition are the top three domains of need <p><u>Background:</u></p> <p>Sharp implemented data sharing and collaboration with the 2-1-1’s CIE team to improve access to care and mitigate adverse outcomes related to SDOH, with pilot rollout and training beginning in 2019.</p>

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Fiscal Years 2024 – 2027

Identified Community Health Need – Children & Youth Well-Being				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
1. Provide an injury and violence prevention program for children, adolescents and young adults throughout SDC.	a. Through partnership with the San Diego County Office of Education College and Career Readiness Team, educate high school students around injury and violence prevention and health care career readiness.	Ongoing	SMH Community Health Educator	<p><u>FY 2022 Activities:</u> In FY 2022, Sharp’s ThinkFirst program offered numerous educational opportunities for community students and residents.</p> <p>Through the partnership with the San Diego County Office of Education ‘s (SDCOE) College and Career Readiness Team (CCR), in FY 2022, Sharp’s ThinkFirst program provided injury prevention education to nearly 200 students in grades nine through 12 from Montgomery, San Ysidro and San Diego high schools. The SDCOE programs consisted of one- to two-hour virtual classes on topics including the modes of injury; disability awareness; the anatomy and physiology of the brain and spinal cord; and career opportunities in physical rehabilitation. These programs were enhanced by powerful testimonies from Sharp’s VIPs (Voices for Injury Prevention). Virtual presentations included question-and-answer segments to enhance the feeling of connectedness between the students and the VIP speakers. Despite the virtual format, students often showed greater engagement and participation compared to previous in-person presentations.</p> <p><u>Background:</u> Sharp’s ThinkFirst/Sharp on Survival program is a chapter of the ThinkFirst National Injury Prevention Foundation, a nonprofit organization dedicated to preventing brain, spinal cord, and other traumatic injuries through education, research and advocacy.</p> <p>The SDCOE CCR connects school learning to the world of work. This is accomplished through project and work-based learning as well as developing career technical education programs designed to prepare students for careers in high-wage, high-growth industries.</p>
	b. Increase knowledge and awareness of the causes and risk factors of brain and spinal cord	Ongoing	SMH Community Health Educator	<p><u>FY 2023 Plans:</u> In FY 2023, Sharp’s ThinkFirst program plans to expand beyond the scope of the SDCOE’s College and Career Readiness Department to provide and provide educational presentations to schools in</p>

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Identified Community Health Need – Children & Youth Well-Being				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
	injury and injury prevention measures.			<p>North County, Coronado and the South Bay. In FY 2023, the program also plans to partner with the SDCOE's College and Career Readiness Department through participation in conferences, round table events and collaborative projects.</p> <p><u>FY 2022 Activities:</u> In FY 2022, Sharp's ThinkFirst program continued to offer numerous educational opportunities for community students and residents through virtual platforms. Please see line item 1a above for additional details.</p>
2. Increase education and awareness of health care professionals and community members in San Diego around violence and trauma, including human trafficking.	a. Collaborate with community organizations to support, empower and protect vulnerable San Diego youth.	Ongoing	SMH Assistant Librarian	<p><u>FY 2023 and 2022 Activities:</u> In FY 2023, Sharp plans to expand the Sharp Like Me program and collaborate with Clairemont High School, while continuing its partnership with Lincoln High School.</p> <p><u>Background:</u> The Sharp Equality Alliance partnered with San Diego Unified School Districts' College Career and Technical Education Department to mentor at-risk youth by providing health care career pathways with its Sharp Like Me program. Through a goals-based curriculum, Sharp mentors assisted students in navigating next steps to their desired health care career, including pay range and education level requirements. The curriculum also included a checklist of one- and five-year plans for attainable goals, life hacks such as maintaining a credit score and reading through contracts before signing, and a mock interview. Presentations included An Introduction to Sharp Healthcare, Culture and Expectations, Turning Points and Pathways and Workplace Skills. The students were encouraged to share their perspective, enhancing their communication skills. This program was piloted in summer 2021 at La Jolla High School and Lincoln High School, serving a total of 13 students.</p>
3. Improve care management and clinical-community linkages that address SDOH through implementation of a	a. SMH (along with other Sharp entities) will participate in a one-year pilot utilizing 2-1-1's CIE.	June 2024	SMH Director, Case Management & Social Work	<p><u>FY 2023 and 2022 Activities:</u> This strategy also addresses Identified Community Health Need – Access to Health Care 9a. Please refer to that section for details.</p>



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Identified Community Health Need – Children & Youth Well-Being				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
new technology platform that shares health and social services data across health care and social service sectors.			SMH Lead Medical Social Worker VP, Sharp ICM Manager, Sharp Community Benefit and Health Improvement	

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Community Health Needs Assessment – Implementation Strategy

Fiscal Years 2024 – 2027

Identified Community Health Need – Community Safety				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
1. Increase education and awareness of health care professionals and community members in San Diego around violence and trauma, including human trafficking.	a. Collaborate with community organizations and health care professionals to share best practices and provide education around human trafficking.	Ongoing	SMH Assistant Librarian Trauma-Informed Care (TIC) team at Sharp Mesa Vista	<p><u>FY 2023 – FY 2024 Plans:</u></p> <ul style="list-style-type: none"> Collaborate with the Hospital Association of San Diego and Imperial Counties (HASD&IC) to address human trafficking by improving and implementing protocols in regional health care systems to identify and support patients who have been trafficked Collaborate with HASD&IC on additional continuing education addressing human trafficking in health care settings Explore training human trafficking survivors to teach best practices to health care systems Join the SoCal Safe Shelter Collaborative to help improve patient access to community resources and promote trauma-informed best practices Share the trauma-informed care (TIC) series with other stakeholders and organizations <p><u>FY 2023 and 2022 Activities:</u></p> <p>In FY 2023, as part of the Health Subcommittee for the San Diego Regional Human Trafficking and Commercial Sexual Exploitation of Children Advisory Council (Health Subcommittee), the SMH assistant librarian contributed to trainings and other events that helped equip community health care professionals and students with best practices to identify and support patients who have experienced human trafficking. This included:</p> <ul style="list-style-type: none"> A poster presentation on the PEARR (provide privacy, education, ask, respect and respond) Tool — an effective, evidence-based and trauma-informed assessment for human trafficking, at Sharp’s 8th Annual Interprofessional Research & Innovations Conference A panel at the California Association for Nurse Practitioners Virtual Town Hall on TIC & human trafficking (hosted approximately 97 attendees) Facilitated the Two-Hour Training: Health Subcommittee, San Diego Human Trafficking & Commercial Sexual Exploitation of Children Advisory Council & Training Institute on Strangulation Prevention (hosted approximately 180 attendees)

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Community Health Needs Assessment – Implementation Strategy

Fiscal Years 2024 – 2027

Identified Community Health Need – Community Safety				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
				<ul style="list-style-type: none"> Facilitated the Health, Education, Advocacy, Linkage Trafficking Train the Trainer Academy for the 3rd year in a row Shared best practices for health care providers, including nurses and physician assistant (PA) students, at the Nursing Grand Rounds for Sharp Healthcare and other lectures <p>In FY 2023, monthly meeting topics for the Health Subcommittee included: Assessment for non-fatal strangulation, the 2022 San Diego County Community Health Needs Assessment (CHNA), IRC Support for Asylees & Human-Trafficking Survivors, Your Safe Place a Family Justice Center, Trauma-Informed Assessment versus Screening and HPV Vaccines for Survivors. More than 330 community members attended the live meetings, which were also recorded and shared on YouTube, as appropriate. Overall, more than 550 community members received meeting details, best practices, and topic resources throughout the year.</p> <p>The Health Subcommittee continues to voice challenges faced by clinicians with safety planning and referring patients without local hotline support.</p> <p>Background: In 2018, the SMH assistant librarian created the Health Subcommittee. This multidisciplinary group — including physicians, nurses, mental health professionals, social workers, executives and community stakeholders — was established to support health care systems in addressing human trafficking through best practice sharing, protocol development and education. Sharp representations include the Continuing Medical Education (CME) Department, Sharp clinicians, two Sharp Chief Medical Officers and more.</p> <p>Sharp’s CME Department has provided numerous CME activities targeted to Sharp and non-Sharp community physicians and providers related to human trafficking. The Health Subcommittee is</p>

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Fiscal Years 2024 – 2027

Identified Community Health Need – Community Safety				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
				<p>collaborating with local stakeholders and HASD&IC to include human trafficking in HASD&IC’s CHNA and promote TIC in all clinical settings.</p> <p>To equip Sharp and community health systems with TIC skills, Sharp collaborated with the Health Subcommittee, Palomar Health and the Institute on Violence, Abuse and Trauma to create a TIC CME series for physicians, PAs, nurse practitioners, nurses, licensed marriage and family therapists, LCSWs, and other interested individuals within and outside the medical profession. Topics include ACE (Adverse Childhood Experience) score — a metric that represents the amount of toxic stress endured during childhood; PEARR Tool, domestic violence and related violence; Neurobiology of Trauma; Vicarious Trauma; and TIC Principles. By incorporating and sharing best practices in TIC, such as the use of screenings like the PEARR Tool, Sharp is able to better support patients who have been trafficked as well a SDOH contributing to human trafficking and similar exploitation that result in poor health outcomes.</p>
	b. Collaborate with community organizations to improve data collection and assessments for non-fatal strangulation.	Ongoing	SMH Assistant Librarian	<p><u>FY 2023 and 2022 Activities:</u></p> <p>In FY 2022, the SMH assistant librarian continued to share Sharp’s TIC CME modules with community partners. In FY 2022, Sharp hosted a 2-hour CME training with the Training Institute on Strangulation Prevention. In collaboration with local stakeholders and organizations, the training included recommendations to assess for non-fatal strangulation with sex trafficking and domestic violence survivors, and resulted in the creation of a resource to prevent trafficking for LGBTQ+ communities, named Action Guide: Trafficking Prevention for LGBTQ+ Communities in San Diego.</p> <p>Currently, Sharp diagnoses and treats non-fatal strangulation to reduce the number of stroke and homicide events, which is prevalent in patients who have experienced domestic violence, sex trafficking and prostitution. Sharp plans to train clinicians in this area to prioritize safety planning for these patients.</p>
	c. Collaborate with community organizations to support,	Ongoing	SMH Assistant Librarian	<p><u>FY 2023 and 2022 Activities:</u></p>

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Identified Community Health Need – Community Safety				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
	empower and protect vulnerable San Diego youth.			This strategy also addresses Identified Community Health Need – Children & Youth Well-being 2a . Please refer to that section for details.
	d. Implement human trafficking and TIC trainings and protocols at Sharp.	Ongoing	SMH Assistant Librarian SMH Emergency Department Leadership Sharp’s Continuing Medical Education Department	<p><u>FY 2023 – FY 2024 Plans:</u></p> <p>In FY 2023 and FY 2024, Sharp’s plans include:</p> <ul style="list-style-type: none"> • Creating a corporate workgroup to establish TIC as “standard work” and protocols centered around best practices • Joining the SoCal Safe Shelter Collaborative • Teaching TIC as an extension of person-centered care • Implementing completed protocols, which include replacing previously used screening tools with the PEARR Tool, teaching TIC as a universal precaution and establishing processes for a paid Survivor consultant • Integrating best practices on human trafficking and TIC into new nurse orientations • Including the PEARR Tool in the Epic electronic health record system for personal safety questions <p>In FY 2024 and 2023, Sharp plans to expand implementation of TIC protocols for SMV, SMBHWN, SGH, SCVMC, Sharp Rees-Stealy Medical Centers and Sharp Community Medical Group clinicians to support patients who have been trafficked or have experienced similar exploitation/abuse. The SMH ED currently has a protocol in place for clinicians identifying patients who have been trafficked.</p> <p><u>FY 2023 Activities:</u></p> <p>To date, in FY 2023, the SMH assistant librarian has provided TIC trainings for Palomar Health's California Clinical Forensic Medical Training Center, Sharp Nursing Grand Rounds, Sharp Metropolitan Medical Campus’s Rehabilitation department, Sharp’s Social Work department, Point</p>

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Community Health Needs Assessment – Implementation Strategy

Fiscal Years 2024 – 2027

Identified Community Health Need – Community Safety				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
				Loma Nazarene University (PLNU) School of Nursing, PLNU’s Physician Assistant Program and National University School of Nursing.
2. Increase health literacy for patients and community members through education and outreach.	a. Continue to participate in the California Highway Patrol’s Every 15 Minutes program.	Ongoing (evaluated annually)	SMH Trauma Manager	FY 2023 and 2022 Activities: This strategy also addresses Identified Community Health Need – Access to Health Care 7b . Please refer to that section for details.
	b. Continue to provide free STOP the Bleed trainings to community members throughout SDC.	Ongoing (evaluated annually)	SMH Trauma Manager	FY 2023 and 2022 Activities: This strategy also addresses Identified Community Health Need – Access to Health Care 7c . Please refer to that section for details.
3. Improve care management and clinical-community linkages that address SDOH through implementation of a new technology platform that shares health and social services data across health care and social service sectors.	a. SMH (along with other Sharp entities) will participate in a pilot partnership with 2-1-1’s CIE.	June 2024	SMH Director, Case Management & Social Work SMH Lead Medical Social Worker VP, Sharp ICM Manager, Sharp Community Benefit and Health Improvement	FY 2023 and 2022 Activities: This strategy also addresses Identified Community Health Need – Access to Health Care 9a . Please refer to that section for details.

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Community Health Needs Assessment – Implementation Strategy

Fiscal Years 2024 – 2027

Identified Community Health Need – Economic Stability				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
1. Improve outcomes for vulnerable, underfunded patients and community members through facilitated referral and connection to social, practical and other services in the community.	a. Connect vulnerable, underfunded patients and community members to local resources and organizations for low-cost medical equipment, housing options and follow-up care.	Ongoing	SMH Director, Case Management & Social Work SMH Lead Medical Social Worker	<p><u>FY 2022 Activities:</u></p> <ul style="list-style-type: none"> SMH provided assessments for those at risk for psychiatric and developmental disorders and substance use issues, as well as referrals for housing, medication management and supportive community services SMH continued to participate in the County of San Diego’s Whole Person Wellness pilot program to help provide comprehensive care management for Medi-Cal beneficiaries who are homeless and experience high utilization of medical services SMMC provided more than \$51,400 in free medications and transportation to individuals with financial barriers through its Project HELP program SMH funded temporary housing or skilled nursing care for several patients, including individuals experiencing homelessness <p><u>Background:</u> SMH assists high-risk, underserved patients with transportation home from the hospital as well as with connections to community resources for food, clothing and housing. Each year the SMH provides new items of clothing to patients who lack usable clothing at discharge, including individuals experiencing homelessness, trauma patients from the ED and any other patient who lacks clothing when leaving the hospital. SMH may also provide uninsured patients with financial assistance for medication and medical equipment.</p>
2. Collaborate with organizations in San Diego to serve individuals experiencing homelessness.	a. Sponsor and participate in the Downtown San Diego Partnership Family Reunification Program.	Ongoing	Sharp Executive VP, Hospital Operations	This strategy also addresses Identified Community Health Need – Access to Health Care 6a . Please refer to that section for details.
3. Improve care management and clinical-community linkages that address SDOH through implementation of a	a. SMH (along with other Sharp entities) will participate in a pilot partnership with 2-1-1’s CIE.	June 2024	SMH Director, Case Management & Social Work	<p><u>FY 2023 and 2022 Activities:</u> This strategy also addresses Identified Community Health Need – Access to Health Care 9a. Please refer to that section for details.</p>



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Identified Community Health Need – Economic Stability				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
new technology platform that shares health and social services data across health care and social service sectors.			SMH Lead Medical Social Worker VP, Sharp ICM Manager, Sharp Community Benefit and Health Improvement	

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Community Health Needs Assessment – Implementation Strategy

Fiscal Years 2024 – 2027

Identified Community Health Need – Workforce Development				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
1. Increase professional development in health care careers for both students and current health care professionals in San Diego.	a. Provide opportunities for health care professionals through speaking engagements and professional development courses.	Ongoing	Various	<p><u>FY 2022 Activities:</u></p> <p>In FY 2022, SMH team members supported the development of community health professionals.</p> <ul style="list-style-type: none"> SMH trauma center staff provided a presentation titled Traumatic Hemorrhage and Bloodless Management – A Little Goes a Long Way to approximately 50 members of the San Diego Chapter of the AACN <ul style="list-style-type: none"> Topics included accident prevention, risk mitigation, STOP the Bleed, rapid transport to care, blood transfusion and more Sharp Rehab provided free, online professional development opportunities for community and Sharp professionals, including a Compassion Cultivation Training (CCT) course and Mindful Self-Compassion (MSC) course <ul style="list-style-type: none"> CCT is an eight-week course designed to help professionals develop compassion for themselves and others Through lectures, guided exercises and group discussions, CCT can improve communication, resilience to stress and feelings of well-being MSC is an eight-week course that teaches mindfulness, self-kindness and self-compassion skills to help health professionals recognize difficult situations and respond with greater resilience SMH continued to provide several mobile intensive care nurse (MICN) training programs in SDC <ul style="list-style-type: none"> Eight MICNs and 20 medic student interns received more than 2,800 hours of training through the program in FY 2022 The MICN program is an extensive, six-week classroom course for any San Diego EMS base station in need of new MICNs — RNs who are specially trained to provide care in the pre-hospital setting MICNs must meet the following criteria: successful completion of a 36-hour classroom component; a passing score of 85% or higher on the County of San

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Community Health Needs Assessment – Implementation Strategy

Fiscal Years 2024 – 2027

Identified Community Health Need – Workforce Development				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
				<p>Diego EMS protocol examination; and completion of mandatory ride-along hours with a paramedic unit</p> <p>Please refer to Identified Community Health Need – Community Safety for details on other Sharp efforts and opportunities for health professionals.</p>
	b. Provide opportunities for college and university students through internships, presentations and professional development courses.	Ongoing	Various	<p><u>FY 2023 and 2022 Activities:</u></p> <p>In FY 2023 and 2022, SMBHWN and SMH collaborated with local, state and national colleges and universities to provide hospital-based opportunities for students to explore and train for a variety of careers in health care. SMBHWN team members also contributed their expertise to the broader health care community through participation in professional conferences and events.</p> <ul style="list-style-type: none"> • In FY 2023, The SMH Clinical Pastoral Education program continued to train five chaplain students, and has had an enrollment of over 200 students to since its inception <ul style="list-style-type: none"> ○ This program has served the San Diego community by training chaplains who have serve in health care, prison, SNFs, hospices and congregations ○ The SMH Clinical Pastoral Education program will cease operations in August 2023 • In FY 2022, SMBHWN served as a training site for more than 130 nursing students and eight ancillary (non-nursing) students, who spent over 11,800 hours on the hospital campus • In FY 2022, the NRI shared its expertise and groundbreaking research developments with the greater health and research communities <ul style="list-style-type: none"> ○ Virtual presentations were also provided to support socially distanced professional learning during COVID-19 ○ The NRI also continued to offer a Bedside Ultrasound Training for Neonatologists course — a multi-week training that consists of hands-on, one-on-one training sessions and expert lectures on theoretical and practical ultrasound techniques for neonatologists

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Identified Community Health Need – Workforce Development				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
				<ul style="list-style-type: none"> ○ Open to local, regional, national and international neonatologists, the course is one of only a few similar training programs in the country • In FY 2022, SMBHWN participated in Sharp’s virtual Annual Interprofessional Research & Innovations Conference <ul style="list-style-type: none"> ○ A SMBHWN neonatal clinical nurse specialist provided a panel presentation on recognizing and mitigating implicit bias as well as insight on SMBHWN’s Project Aim, a quality improvement project to increase skin-to-skin contact among parents and their infants with the goal of decreasing disparities in care • SMH offered students and interns throughout SDC various placement and professional development opportunities <ul style="list-style-type: none"> ○ More than 245 nursing students, 17 midlevel practitioner students and more than 230 ancillary (non-nursing) students from a variety of colleges and universities spent more than 80,700 hours at SMH in FY 2022 ○ In FY 2022, SMH and SMBHWN partnered with Midwestern University in Glendale, Arizona, to provide physician-led mentorship opportunities for 14 medical students • Through affiliations with EMSTA College, Palomar Community College, Southwestern College and the San Diego Fire-Rescue Department’s paramedic training program, SMH provided both clinical training and observation hours for 32 community paramedic interns in FY 2022 <ul style="list-style-type: none"> ○ Each student completed more than 140 hours of clinical training primarily in the ED, with scheduled rotations in the trauma bay, catheterization lab, operating room, labor and delivery, and pulmonary services ○ ED staff contributed approximately 4,600 hours of clinical training and supervision to these specialized community programs in FY 2022
	c. Provide career pathway programs and early professional development for high school students.	Ongoing	Various	<p>FY 2022 Activities:</p> <p>In FY 2022, SMH and SMBHWN resumed its participation in the HSHMC program, providing early professional development and career pathways for high school students. For two weeks in September, approximately 85 students shadowed SMH staff from various hospital teams, including</p>



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Identified Community Health Need – Workforce Development				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
				<p>but not limited to radiology, nursing, patient transport, and library services. During the school year, at SMBHWN, 21 HSHMC students devoted nearly 980 hours to rotations with maternal infant services, the NICU and the transport team.</p> <p>This strategy also addresses Identified Community Health Need – Children & Youth Well-being 1a. Please refer to that section for details.</p> <p>Background: Through Sharp’s partnership with HSHMC, students shadow health care providers in both patient and non-patient care environments to explore real-world applications of their school coursework.</p>
2. Improve care management and clinical-community linkages that address SDOH through implementation of a new technology platform that shares health and social services data across health care and social service sectors.	a. SMH (along with other Sharp entities) will participate in a pilot partnership with 2-1-1’s CIE.	June 2024	Director, SMH Case Management & Social Work SMH Lead Medical Social Worker VP, Sharp ICM Manager, Sharp Community Benefit and Health Improvement	<p>FY 2023 and 2022 Activities: This strategy also addresses Identified Community Health Need – Access to Health Care 9a. Please refer to that section for details.</p>