

Sharp Grossmont 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 Grossmont Hospital (SGH) 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 SGH, created an implementation strategy that highlights programs, services and resources provided by the hospital to address the identified health needs in its community (see graphic below).

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 — 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, SGH 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 SGH'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 SGH's implementation strategy or CHNA, please contact Erica Salcuni, Manager, Community Benefit and Health Improvement, at Erica.Salcuni@sharp.com.



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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. Support the safety net for seniors living alone in East County.	a. Maintain daily contact through phone calls with East County individuals (often elderly and home-bound) in rural and suburban settings who are at risk for injury or illness and continue supporting telephone reassurance call services for East County residents.	Ongoing (evaluated annually)	Program Coordinator, Sharp Grossmont Hospital (SGH) Senior Resource Center	<p><u>Fiscal Year (FY) 2023 and 2022 Activities:</u> The Sharp Grossmont Hospital (SGH) Senior Resource Center has updated their collateral to be more diverse and began distributing fliers to local independent living communities as well as mobile home parks. The SGH Senior Resource Center also offered classes and education in those locations to explain how the program works.</p> <p>In FY 2022, the Sharp Grossmont Checks In program and staff placed more than 4,500 phone calls, as well as 100 follow-up phone calls to family and friends of participants to check make sure older adults living independently were safe.</p> <p><u>Evaluation:</u> Telephone reassurance call data are tracked internally by the SGH Senior Resource Center team.</p>
2. Continue to host a variety of senior health education, screening and support programs to raise awareness, identify risk factors, and connect seniors to helpful resources.	a. Provide information on various senior issues such as senior mental health, memory loss, hospice, senior services, nutrition, healthy aging and balance and fall prevention.	Ongoing (evaluated annually)	Program Coordinator, SGH Senior Resource Center	<p><u>FY 2023-2024 Plans:</u></p> <ul style="list-style-type: none"> • Provide community presentations, conferences as well as health and wellness screenings at City of San Diego Public Library locations • Present free fall prevention and balance screening event, planned to take place again September 2023 <p><u>FY 2023 and 2022 Activities:</u></p> <ul style="list-style-type: none"> • In FY 2023, Sharp, including the SGH Senior Resource Center, 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 their 36 library locations <ul style="list-style-type: none"> ○ Provided free education, resources and consultations to seniors at various East County public libraries, with an average of 15 community members served per event ○ Also offers a booth to provide resources and answer questions at these events



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				<ul style="list-style-type: none">Hosted several senior health education and screening programs and reached over 13,000 individuals via resource consultations (mail, phone and email), collateral distribution and a variety of interactions (FY 2022)Reached community members through free in-person health education programs presented by experts from community organizations as well as Sharp HealthCare (Sharp) professionals<ul style="list-style-type: none">Educational topics included how the emergency department (ED) works and when to visit; Advance Care Planning (ACP); nutrition; transportation; managing Type 2 diabetes; tools and resources for caregivers; understanding how Medicare works; Medicare insurance changes; heart health and risk factors; estate planning; safe driving practices; medication management; tips on how to sleep well; healthy eating in the new year; skills and strategies for communicating with individuals experiencing memory loss; coping with grief during the holidays; coping with personality and behavior changes; assisted living and memory care; senior programs; and finding reliable health informationIn collaboration with Grossmont Healthcare District (GHD) and Sharp Memorial Hospital (SMH), SGH hosted a free fall prevention and balance screening event to help raise awareness during National Fall Prevention Week (FY 2022)<ul style="list-style-type: none">The event provided more than 60 attendees with education and screenings related to fall prevention, balance concerns and safetyIn addition, the SGH Senior Resource Center provided community seniors with resources during the pandemic such as grocery and food deliveries; assistance with paying outstanding bills; Vials of Life; COVID-19 (coronavirus disease 2019) information; transportation; caregiver tools; information on independent, assisted living and memory care facilities; health insurance information and more

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				<ul style="list-style-type: none"> The SGH Senior Resource Center also assisted with scheduling COVID-19 vaccination appointments for seniors. <p>Evaluation: Each education program provided by or in collaboration with the SGH Senior Resource Center was evaluated by participants in FY 2022. Evaluations included point scores and average evaluation scores, as well as open-ended questions such as: what was the most important thing participants learned, what other programs seniors (participants) would like. This feedback is provided to speakers so that they may refine future educational offerings.</p> <p>In addition, SGH’s Senior Resource Centers track attendance for each educational event and screening held throughout the year. Metrics on community members referred for follow-up are also tracked, and often participants’ names and phone numbers are collected to facilitate follow-up. Often the community member talks to the department directly, or their provider (if a Sharp provider) is forwarded the information directly. In addition, community members receive their results and feedback to take to their doctor on their own time.</p>
	b. Continue to participate in community health fairs for seniors.	Ongoing (evaluated annually)	Program Coordinator, SGH Senior Resource Center	<p>FY 2023-2024 Plans:</p> <ul style="list-style-type: none"> In FY 2023, the SGH Senior Resource Center plans to participate at the 2023 Sharp Women’s Health Conference <p>FY 2023 and 2022 Activities: The SGH Senior Resource Center resumed its participation in health fairs and events in FY 2023 and is actively seeking new opportunities for community outreach and participation in community events.</p> <ul style="list-style-type: none"> Participated in the planning and execution of the Spring Into Healthy Living event at the McGrath Family YMCA



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				<ul style="list-style-type: none">○ The event featured the latest in health and wellness information for seniors, with more than 50 community members in attendance• Sponsored and provided aging care and support resources during the Fall Health Fair Saturday event at Westfield Parkway Plaza<ul style="list-style-type: none">○ The event offered free health screenings, interactive demonstrations, resources and more to over 60 attendees• Began attending a monthly health fair at the Jackie Robinson YMCA, bringing resources and health information to underserved older adults<ul style="list-style-type: none">○ Each month, SGH Senior Resource Center reaches more than 100 individuals through this effort
	c. Continue to coordinate conferences dedicated to aging care and support, including a collaboration with Sharp HospiceCare.	Ongoing (evaluated annually)	Program Coordinator, SGH Senior Resource Center	<u>FY 2023 and 2022 Activities:</u> <ul style="list-style-type: none">• In FY 2023, the SGH Senior Resource Center and Sharp HospiceCare collaborated to provide ACP workshops at Grossmont and Chula Vista to nearly 20 participants at each event• In collaboration with Sharp HospiceCare, the SGH Senior Resource Center hosted Sharp’s Aging Conference: Experience the Spectrum of Care, and shared valuable aging resources with more than 60 community members in FY 2022
	d. Promote a healthy lifestyle, including an increase in physical activity, among senior community members.	Ongoing	Program Coordinator, SGH Senior Resource Center	<u>FY 2023 and 2022 Activities:</u> <ul style="list-style-type: none">• Continued to sponsor the Grossmont Mall Walkers, a free fitness and socialization program for community adults and seniors<ul style="list-style-type: none">○ Nearly 50 community members participated each month in the program in FY 2023○ Additional socialization opportunities (i.e., parties) on a quarterly basis• In Fall 2022, the SGH Senior Resource Center concluded its partnership with the City of Santee Parks & Recreation to provide a monthly walking program in Santee called Sharp Grossmont Moves in Santee for seniors and their family members

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	e. Provide caregiver support services in SDC's east county.	Ongoing	Program Coordinator, SGH Senior Resource Center SGH Medical Social Worker	<u>FY 2023 and 2022 Activities:</u> <ul style="list-style-type: none"> The SGH Senior Resource Center partnered with the SGH Case Management department to create a caregiver support group to support both the geriatric emergency department (GED) and the Comprehensive Stroke Center at SGH SGH SRC partnered with physical therapy, speech therapy, case management and nurse education to provide a caregiver basics class to 15 community members at each class to help train family caregivers to provide basic care at home when they cannot afford an outside agency
3. Engage and partner 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.	Ongoing (evaluated annually)	Program Coordinator, SGH Senior Resource Center	<p>As the Senior Resource Center increases the number of community partners it collaborates with, it is expected that additional opportunities will arise.</p> <u>FY 2023 and 2022 Activities:</u> <ul style="list-style-type: none"> Continued to collaborate with Sharp Community Medical Group (SCMG) to provide an educational speaker series to four assisted living centers — Mount Miguel Covenant Village, La Vida Real, Lantern Crest and Westmont of La Mesa <ul style="list-style-type: none"> Topics included heart health, skin health, sleep brain health, diabetes and more To date since 2020, the SGH Senior Resource Center's partnership with the accredited SGH GED has helped nearly 1,000 seniors with connections to community resources post-discharge to reduce the chance for readmission to a hospital or ED <ul style="list-style-type: none"> Included follow-up telephone call after 30 days to connect with seniors who were hospitalized and provide them with helpful resources In FY 2022, SGH Senior Resource Center also began to offer post-discharge phone calls to inpatients of SGH, which has reached over 400 community members to date Maintained active relationships with organizations that enhance professional networking and provide quality programming for seniors in SDC's east region, including the East County Action Network, East County Senior Service Providers (ECSSP), County of San Diego Aging &

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				<p>Independence Services Health Promotion Committee, County of San Diego AIS Advisory Board, St. Paul’s PACE, and many others</p> <ul style="list-style-type: none"> The SGH Senior Resource Center Program Coordinator participates in the Sharp Equality Alliance, an internal committee that provides outreach to various community organizations on diversity, equity and inclusion issues
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, 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 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
	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)	<p>Vice President (VP), Sharp HospiceCare</p> <p>Advance Care Planning (ACP) Coordinator, Sharp HospiceCare</p>	<p><u>FY 2023 and 2022 Activities:</u></p> <p>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.</p>



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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	<p>FY 2022 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.</p> <p>Evaluation: Sharp HospiceCare tracks the number of mailings annually through an internal database.</p>
	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	<p>FY 2022 Activities: At a variety of community events throughout 2022, Sharp HospiceCare provided resources and information on veteran programs.</p> <p>FY 2022 veteran-specific community work included:</p> <ul style="list-style-type: none">• Pinning ceremonies for approximately 130 veterans throughout SDC, including St. Paul’s Plaza retirement community in Chula Vista; the annual Veterans Day Dance (with County of San Diego Parks and Recreation; and Westmont of La Mesa senior living facility).• Sponsorship of the facility’s Veterans Honor Wall by arranging photography services and framing veteran residents’ photos at Westmont of La Mesa senior living facility.• Veteran’s Day recognition of 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 a national program developed by the NHPCO 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</p>

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				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.
	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><u>FY 2022-2023 Activities:</u> Sharp HospiceCare supports the San Diego community in the areas of end-of-life care and Advanced Illness Management (AIM) 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 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. 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><u>Evaluation:</u> 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><u>FY 2022 Activities:</u></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

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				<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 Fall and Spring, 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, which focused on practical concerns of adults grieving the loss of a loved one, serving 22 community members. • Supported more than 20 community members grieving the loss of a loved one during the holiday season through its virtual Healing Through the Holidays event. • 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 <p><u>Evaluation:</u> Sharp HospiceCare tracks the number of individual and group counseling sessions through an internal database.</p>
	e. Provide ACP for community groups as well as individual consultations.	Ongoing (evaluated annually)	ACP Department, Sharp HospiceCare	<p><u>FY 2023 - 2024 Plans:</u></p> <ul style="list-style-type: none"> • In FY 2023, Sharp’s Advanced Care Planning (ACP) team plans to provide information and education to attendees at the Sharp Women's Conference • In FY 2023, Sharp’s ACP team plans to host a book study focused on ACP at GHD and various ACP 101 presentations at senior residences across SDC <p><u>FY 2023 and 2022 Activities:</u></p> <ul style="list-style-type: none"> • In FY 2023, Sharp’s ACP team hosted various workshops in the community. This included:



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				<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 (NHDD) — 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 at the Sharp Women’s Health Conference, Sharp HealthCare Aging Conference, GHD, the San Diego Death Talk Meetup group, the SGH Patient and Family Advisory Council, the women’s auxiliary at Alpine Community Church, and residents of Casa de Mañana Retirement Center and Covenant Living at Mount Miguel○ An ACP webinar was provided 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• 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	a. Provide hospice, palliative care and ACP education and training to physicians, case managers, other	Ongoing (evaluated annually)	Medical Director, Sharp HospiceCare	<u>FY 2022 Activities:</u>



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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.	health care professionals and health care students.		Business Development Department, Sharp HospiceCare ACP Coordinator, Sharp HospiceCare	<ul style="list-style-type: none">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 (see partnership list in line item 4a)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 careProvided 15 Master of Social Work employees at Kaiser Permanente Hospice in Sacramento a virtual presentation on ACP and POLSTPartnered with SDCCC to provide monthly education and training on POLST to 75 community health professionals and studentsIncluded 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)<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 goalsSharp HospiceCare also worked directly with community facilities to provide opportunities for students to shadow clinicians during telehealth ACP and POLST conversations with patients and familiesCollaborated 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><u>Evaluation:</u></p>



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				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.
	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	<u>FY 2023 and 2022 Activities:</u> <ul style="list-style-type: none">Sharp HospiceCare provides presentations each year in collaboration with state and national organizationsSharp HospiceCare leadership continues to serve on the CHAPCA board <u>Evaluation:</u> Community presentations provided through Sharp HospiceCare — including those to professional organizations — are evaluated through survey to evaluate effectiveness and revise program content.
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	<u>FY 2023 and 2022 Activities:</u> Sharp HospiceCare will continue to explore collaborations — see line items below. Please refer to line item 4a , line item 5c , line item 5e and line item 6b for additional information on current efforts. <u>Background:</u> Since FY 2016, Sharp’s ACP team has partnered with San Diego Health Connect, Health and Human Services Agency’s Aging and Independence Services, 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 —



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				<p>funded by CHCF and supported by the CCCC and California Emergency Medical Services Authority — to create an electronic POLST registry (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 information for consumers and health care professionals.	Ongoing (evaluated annually)	Business Development Department, Sharp HospiceCare	<p>FY 2023 and 2022 Activities:</p> <p>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 4a, line item 5c, line item 5e and line item 6b for additional information on current efforts.</p>
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) Vice President (VP) Integrated Care Management (ICM) Manager, Sharp Community Benefit and	<p>FY 2023 and 2022 Activities:</p> <p>This strategy also addresses Identified Community Health Need – Access to Health Care 8a. Please refer to that section for details.</p>



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			Health Improvement VP, Sharp HospiceCare	



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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. Provide comprehensive behavioral health programs to adults and older adults in the east region with acute or persistent psychiatric disorders. Programs will help individuals in crisis regain their optimal level of functioning and achieve a renewed sense of emotional stability and wellness.	a. Continue to provide a dedicated psychiatric assessment team in the emergency department (ED) and acute care.	Ongoing	Director, SGH Behavioral Health Services Manager, SGH Behavioral Health Services Chief Medical Officer, Sharp Behavioral Health	<u>FY 2023 and 2022 Activities:</u> SGH is the only hospital in East County to provide a dedicated psychiatric assessment to patients in the ED. As of May 2023, average daily census of psychiatric consults in the ED is 16 patients per day. This is 5% of the total patient population seen in the ED. 95% of psychiatric admissions are from the ED. Psychiatric consultations in the ED remain at 6% for the period from 2020 to 2022. Although Behavioral Health is identified as a health need in the communities served by SGH, beyond clinical services, the facility does not have the resources to comprehensively address the elements of community education and support (groups) for behavioral health. Consequently, the community education and support elements of behavioral health care at SGH are limited, and instead are addressed through collaboration with 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.
	b. Continue to provide hospital-based outpatient programs that serve individuals dealing with a variety of behavioral health issues, including schizophrenia, depression and bipolar or anxiety disorders, as well as psychiatric diagnosis for patients 18 or older.	Ongoing	Director, SGH Behavioral Health Services Manager, SGH Behavioral Health Services	<u>FY 2023 and 2022 Activities:</u> Current outpatient programs include: Adult Mental Health Program for adults with acute and chronic disorders such as schizophrenia and bipolar disease; Bridges Program, based on the Recovery Model for adults diagnosed with schizophrenia and bipolar disorder; Dual Recovery Program for adults with co-existing mental illness and chemical-use/addictive behavior disorder; Senior Intensive Outpatient Program for adults age 60 and older who have addiction or substance use issues, anxiety, bipolar disorder and depression; Outpatient Electroconvulsive Therapy (ECT) Program; and Medication Clinic for adults that benefit from long-acting injectable medications.
	c. Continue to offer specialized inpatient treatment programs designed to address the specific needs and conditions of patients.	Ongoing	Director, SGH Behavioral Health Services	<u>FY 2023 and 2022 Activities:</u> Current inpatient programs include comprehensive program for adults suffering from psychiatric illness such as psychosis, delusions, depression, grief, anxiety, panic, obsessive-compulsive disorder, and traumatic stress syndromes; and Intensive treatment programs for short-term crisis intervention, rapid recovery and return home.



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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
			Manager, SGH Behavioral Health Services Chief Medical Officer, Sharp Behavioral Health	
2. Raise awareness and reduce stigma by providing behavioral health education and resources for community members.	a. Provide behavioral health education and resources at community sites and events.	Ongoing	Manager, SGH Community Relations	<u>FY 2023 and 2022 Activities:</u> <ul style="list-style-type: none">• In FY 2023, SGH staff provided memory screenings at the GHD library in La Mesa• In FY 2022, SGH featured behavioral health services at the Virtual Forum for Community Leaders event



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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
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. SGH (along with other Sharp entities) will participate in a pilot partnership with 2-1-1’s CIE.	June 2024	Director, SGH Case Management & Social Work SGH Lead Medical Social Worker Manager, Sharp Community Benefit and Health Improvement	FY 2023 and 2022 Activities: This strategy also addresses Identified Community Health Need – Access to Health Care 8a . Please refer to that section for details.

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Fiscal Years 2024 – 2027

Identified Community Health Need – Cancer at Sharp Grossmont 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's east region through patient navigation services.	a. Continue to offer the cancer patient navigator program to SGH cancer patients.	Ongoing	SGH Cancer Patient Navigator Coordinator	<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 2022 Activities:</u></p> <ul style="list-style-type: none"> SGH's cancer patient navigators assisted 125 patients both in person and via telephone call <ul style="list-style-type: none"> SGH provides a cancer patient navigator for patients with head and neck, lung and esophageal cancers, as well as cancer patients with complex care needs The cancer patient navigator offers psychosocial support and education about the side effects of radiation therapy, as well as supports patients and family members through care coordination and connection to needed resources SGH breast health navigator facilitated access to care for approximately 275 breast cancer patients in need, both in person and via telephone call <ul style="list-style-type: none"> Patients were offered support, guidance, education, financial assistance referrals and recommendations for community resources The team also includes a clinical trials nurse, an oncology certified licensed clinical social worker (LCSW), a genetics counselor and a dietitian. <ul style="list-style-type: none"> Nutrition plays a vital role in cancer care, where the dietitian provided one-on-one nutrition assessments, education and follow-up to 150 patients in FY 2022 At the David & Donna Long Cancer Center, the dietitian assists patients receiving radiation therapy or combined radiation and chemotherapy who are at high risk for malnutrition <ul style="list-style-type: none"> This most often includes patients with head and neck, esophageal, lung, pancreatic and pelvic cancers — including some cervical and rectal



Sharp Grossmont Hospital
Community Health Needs Assessment – Implementation Strategy
Fiscal Years 2024 – 2027

Identified Community Health Need – Cancer at Sharp Grossmont 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">• The LCSW provides psychosocial support as well as navigation services to patients and families regardless of diagnosis<ul style="list-style-type: none">○ Assists patients in accessing needed services, and provides counseling and support following diagnosis, during treatment and into survivorship○ Served more than 520 patients and family members and provided an additional 240 community member consultations regarding support groups and other cancer center services and community resources• During an annual review with the navigators from the Cancer Centers of Sharp HealthCare (Cancer Centers of Sharp), which includes SGH, Sharp Chula Vista Medical Center (SCVMC) and SMH, 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 advance care planning 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 <p>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.</p> <p><u>Cancer Navigation Background:</u></p>



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Fiscal Years 2024 – 2027

Identified Community Health Need – Cancer at Sharp Grossmont Hospital				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
				<p>SGH offers a cancer patient navigator program through which trained and certified navigators provide personalized education, support and guidance to patients. At SGH, a clinical trials nurse, oncology certified nurses, an oncology certified LCSW, and an oncology certified registered dietitian work in unison to provide the patient with the necessary services based upon their needs.</p> <p>Genetics counselors assist patients and family members at the Cancer Centers of Sharp through risk assessment, counseling, genetic testing for personal and family history of cancer, and referrals for vulnerable patients.</p>
	b. Provide and refine SGH 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 SGH 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<ul style="list-style-type: none">SGH aims to increase their number of patients screened to 100% <p><u>FY 2022 Activities:</u></p> <ul style="list-style-type: none">Cancer patients continue to be at risk for depression and/or anxiety, with 31% of patients at SGH reporting anxiety, 18% reporting depression and 14% reporting experiencing both <p><u>Distress Screening Background:</u></p> <p>Distress Screening — to assess psychological, social, spiritual and practical issues contributing to cancer patient distress — has been conducted at SGH 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</p>

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Identified Community Health Need – Cancer at Sharp Grossmont Hospital				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
				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.
	c. Provide and refine SGH 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 SGH 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 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.</p>
2. Increase cancer education and support for community members in the east region with cancer diagnoses.	a. Continue to offer free education, support sessions and community resources	Ongoing	SGH Cancer Patient Navigator Coordinator	<p><u>FY 2023-2024 Plan:</u></p> <ul style="list-style-type: none"> In FY 2023, David & Donna Long Cancer Center plans to offer two new support groups: a general cancer support group in Spanish and a monthly cancer survivor support group <p><u>FY 2023 and 2022 Activities:</u></p> <ul style="list-style-type: none"> 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 In FY 2022, the Cancer Centers of Sharp, including the David & Donna Long Cancer Center 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



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Identified Community Health Need – Cancer at Sharp Grossmont 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">• In FY 2022, support groups included: a twice-monthly breast cancer support group, twice-monthly general cancer support group, twice-monthly Man Cave support group for men with cancer, twice-monthly General Cancer support group, twice-monthly Living with Advanced Cancer support group, monthly brain tumor or brain cancer groups for patients as well as loved ones and care partners, monthly head and neck cancer support group for survivors and patients, monthly women newly diagnosed with cancer support group, monthly young patients living with cancer at any stage support group, a weekly Art and Chat support group for cancer patients, and a support group for adults who have a loved one with any type of cancer<ul style="list-style-type: none">○ The new virtual format enabled SGH to expand this group’s reach to individuals living outside of SDC• Continued to offer virtual educational classes, including nutrition management and healthy eating before, during and after treatment for all cancers; structured art activities to promote healing and improve overall well-being; a Lunch and Learn education series focused on a unique cancer-related topic each month; cancer and lymphedema; life after cancer; and information for individuals newly diagnosed with cancer<ul style="list-style-type: none">○ Several webinars were recorded and shared on sharp.com for community members to view later• Free virtual workshops for patients and community members, including advance care planning and POLST, relaxation skills, scanxiety (anxiety related to diagnostic scans), managing the stress and anxiety of a cancer diagnosis, improving memory and concentration, managing the fear of cancer recurrence, sleeping well and journaling<ul style="list-style-type: none">○ More than 420 community members attended these classes and workshops• Offered a free Advanced Treatment Options for Prostate Cancer Webinar which discussed prostate cancer symptoms, diagnosis and treatments

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Identified Community Health Need – Cancer at Sharp Grossmont 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"> 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
	b. Continue to provide ongoing social and psychosocial support to community member with cancer diagnoses.	Ongoing	SGH Cancer Licensed Clinical Social Worker	<p><u>FY 2022 Activities:</u></p> <ul style="list-style-type: none"> Served more than 520 patients and family members, as well as provided an additional 240 community member consultations regarding support groups and other David & Donna Long Cancer Center services and community resources <ul style="list-style-type: none"> This included improving patient and family connections to community resources, such as the American Cancer Society, San Diego Brain Tumor Foundation, Leukemia and Lymphoma Society, Lung Cancer Alliance, Mama’s Kitchen, 2-1-1, Jewish Family Service of San Diego’s Breast Cancer Case Management program and food pantry, as well as other food and financial assistance programs Resumed Moving Ahead Clinic programming after a pause due to COVID-19 pandemic restrictions which provides support for patients with feeding tubes after radiation therapy to ensure they stay nourished, hydrated, and continue utilizing muscles for swallowing <ul style="list-style-type: none"> Patients meet monthly with a nurse, social worker, dietitian, and speech pathologist SGH continues to reach out to patients via telephone as well <p>Due to the COVID-19 pandemic, many patients with cancer and their family members experienced increased isolation compounded by a shortage of available community support services. Consequently, the LCSW noted higher than normal amounts of distress in patients and an increase in requests for assistance, both emotional and practical.</p> <p><u>Background:</u></p>

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Identified Community Health Need – Cancer at Sharp Grossmont Hospital

Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
				The LCSW offers psychosocial services (assessments, crisis intervention, counseling, bereavement, cognitive behavioral therapy and stress management), support group leadership, and advocacy and resources for transportation, palliative care and hospice, food and financial assistance.
3. Increase community education on the signs and symptoms of cancer through education and screening events.	a. Continue to conduct health screenings in SDC's east region.	Ongoing (evaluated annually)	Manager, SGH Radiation Oncology HBO/WHC SGH Cancer Patient Navigator Coordinator	<u>FY 2022 Activities:</u> <ul style="list-style-type: none"> The Cancer Centers of Sharp, including the David & Donna Long Cancer Center, offered community screenings as well as education on cancer and risk awareness <ul style="list-style-type: none"> Please refer to line item 3e below for details The Cancer Centers of Sharp, including the David & Donna Long Cancer Center, continued to participate in the Sharp Women's Health Conference <ul style="list-style-type: none"> The event served nearly 650 community members During the event, the Cancer Centers of Sharp offered education on the proper breast-self exam technique and the importance of performing this exam monthly; information on cancer support services including nurse navigation, social work, nutrition, education and available classes; several cancer resources; as well as a breakout session from Sharp registered dietitians (RD) focused on cancer and diet, including lifestyle changes to help reduce the risk of cancer or cancer recurrence
	b. Provide education and awareness on cancer on-site, virtually and through participation in community events throughout San Diego's east region.	Ongoing	Various	<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 David & Donna Long Cancer Center, plan to participate in the 2023 Sharp Women's Health Conference <u>FY 2022 Activities:</u> <ul style="list-style-type: none"> Participated in the Sharp Women's Health Conference <ul style="list-style-type: none"> Please see line item 3a above for details In collaboration with the Cancer Centers of Sharp, the David & Donna Long Cancer Center offered free, virtual workshops



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Identified Community Health Need – Cancer at Sharp Grossmont 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">○ Topics included: Chemo Brain, Scanxiety: Managing the Fear of Cancer Recurrence, Managing Sleep and Fatigue, Relaxation and Quieting the Mind, Relaxation Skills, and ACP in collaboration with Sharp’s ACP program, as well as a three-part journaling workshop○ Assisted more than 420 community members• The Cancer Centers of Sharp offered a webinar titled Surviving Cancer: Thriving After a Diagnosis to more than 50 individuals<ul style="list-style-type: none">○ At the webinar, a Sharp-affiliated physician discussed her personal journey with breast cancer, and Sharp oncology social workers and a dietitian presented on thriving after a cancer diagnosis, nutrition and exercise for survivors, and cancer-related cognitive impairment• Provided coffee cup sleeves and information on the importance of breast cancer screening for anyone stopping by the SGH coffee cart in the fall for breast cancer awareness• In collaboration with the Cancer Centers of Sharp, the David & Donna Long Cancer Center hosted a monthly Lunch and Learn Cancer Education series<ul style="list-style-type: none">○ Local experts presented about a unique cancer-related topic each month, including managing anxiety, coping with cancer and COVID-19, cancer prevention lifestyle habits and more○ More than 15 classes were offered, reaching more than 390 individuals through virtual platforms, with an additional 75 individuals receiving recorded session• Collaborated with the Cancers Centers of Sharp to provide a virtual community event on cancer-related topics, and a question-and-answer session for more than 40 cancer patient survivors, family members and caregivers
	c. Continue to share relevant cancer information through various community news outlets.	Ongoing	Various	<u>FY 2022 Activities:</u> <ul style="list-style-type: none">• Throughout year, SGH helped raise community awareness of cancer through television interviews on various local news stations

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Identified Community Health Need – Cancer at Sharp Grossmont 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"> ○ Hospital physicians from a variety of specialties, including oncology and pulmonary disease, as well as an oncology social worker and breast cancer survivor, shared cancer information through these outlets ○ Topics included breast cancer risk factors and screening; Lung Cancer Awareness Month; increased awareness during Colorectal Cancer Month; and more • Featured an SGH-affiliated urologist in a video on Sharp.com who introduced Aquablation therapy — an advanced, minimally invasive surgical treatment for benign prostatic hyperplasia (prostate gland enlargement), which received over 6,000 views on YouTube • Shared numerous articles through sharp.com, Sharp Health News (Sharp’s online news center) and SGH’s monthly e-newsletters. <p>Background: Social media, including Facebook, was utilized to educate the community on cancer, offered services and the SGH cancer team.</p>
	d. 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: Screening initiatives were focused on lung cancer, with a goal to improve the lung cancer screening rate by 10%. Please refer to line item 3e 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>



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Identified Community Health Need – Cancer at Sharp Grossmont Hospital				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
	e. Continue with annual, systemwide Integrated Network Cancer Program community event for prevention, including provision of education and screenings.	Ongoing (Annual Calendar Year (CY) Event) In planning stages for CY 2024 – 2027 events	VP Oncology Service Line	<p>FY 2023 and 2022 Activities:</p> <p>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 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 is it 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>

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Identified Community Health Need – Cancer at Sharp Grossmont Hospital

Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
	f. Increase access to appropriate cancer screenings for high-risk community members through expansion of cancer genetics program.	Ongoing (evaluated annually)	VP Oncology Service Line	FY 2023 and 2022 Activities: 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.
4. 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 and supports family members as well.	Ongoing (evaluated annually)	Survivorship Program Coordinator Program Manager for Cancer Quality and Outcomes	FY 2023-2024 Plans: <ul style="list-style-type: none"> Plans to host the first annual Cancer Survivors day celebration, improve referrals to lymphedema services for pelvic therapy, and host the annual survivorship webinar Plans to host the annual Survivorship conference in November 2023 Services chosen for evaluation in 2022: <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.



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Identified Community Health Need – Cancer at Sharp Grossmont 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">Provide a new Sharp 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>
5. 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. SGH Cancer Patient Navigators (along with other Sharp entities) will participate in a pilot partnership with 2-1-1's CIE.	June 2024	Manager, Sharp Community Benefit and Health Improvement VP Oncology Service Line SGH Cancer Patient Navigator Coordinator	FY 2023 and 2022 Activities: This strategy also addresses Identified Community Health Need – Access to Health Care 8a . Please refer to that section for details.



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Identified Community Health Need – Cancer at Sharp Grossmont Hospital				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
			Oncology Social Workers	

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Identified Community Health Need – Cardiovascular Disease – Sharp Grossmont 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, screening and support; promote accountability and behavioral change through education on chronic disease self-management.	a. Continue to provide free congestive heart failure education classes and support groups.	Ongoing	Lead, SGH Cardiac Rehabilitation SGH Heart Failure Senior Specialist Manager, Noninvasive Director, SGH Cardiac/Vascular Services Director, SGH Marketing and Communication	<p><u>FY 2023-2024 Plan:</u></p> <ul style="list-style-type: none"> SGH’s Cardiac Rehabilitation Department plans to continue to offer the monthly CHF class and support group virtually in FY 2024. <p><u>FY 2023 and 2022 Activities:</u></p> <p>Educational programs were offered virtually in FY 2023 and 2022.</p> <ul style="list-style-type: none"> Provided education and support to patients and community members impacted by congestive heart failure SGH’s free, virtual CHF class and support group was offered monthly <ul style="list-style-type: none"> Provided an average of five to 10 individuals per session with a supportive environment to discuss various topics about living well with CHF Shared a series of videos on exercise and CHF to educate community members with CHF and their loved ones <p><u>Evaluation:</u></p> <p>SGH educational programs are evaluated by participants through survey for live presentations.</p>
	b. Provide educational sessions focused on heart disease and cardiovascular health for the east region communities.	Ongoing (evaluated annually)	Manager, SGH 5 West, Cardiac Rehabilitation Director, SGH Cardiac/Vascular Services	<p><u>FY 2023-2024 Plan:</u></p> <ul style="list-style-type: none"> Plans to continue to participate in the community lecture for seniors during National Heart Month in collaboration with the SGH Senior Resource Center (February 2024) <p><u>FY 2023 and 2022 Activities:</u></p> <ul style="list-style-type: none"> Continued to participate in a variety of community events Provided an in-person class for seniors in collaboration with the SGH Senior Resource Center during 2023 National Heart Month

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Identified Community Health Need – Cardiovascular Disease – Sharp Grossmont Hospital				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
			Director, SGH Marketing and Communication	<ul style="list-style-type: none"> ○ Approximately 20 seniors attended the event and received education on maintaining a healthy heart through exercise • Sharp-affiliated cardiac electrophysiologist hosted two webinars on atrial fibrillation (FY 2022) <ul style="list-style-type: none"> ○ 50 attendees attended the event and received education on about the symptoms, diagnosis and surgical and non-surgical treatment options for individuals living with atrial fibrillation • Sharp-affiliated interventional cardiologist offered a webinar educating nearly 30 attendees about mitral valve regurgitation symptoms, diagnosis and treatment (FY 2022) • Sharp-affiliated interventional cardiologist shared aortic heart valve disease information and advanced treatments to nearly 10 attendees during a webinar (FY 2022)
	c. Continue to provide educational resources on cardiac health. virtually and at community events throughout San Diego.	Ongoing (evaluated annually)	Director, SGH Cardiac/ Vascular Services	<u>FY 2023-2024 Plan:</u> In FY 2024 and 2023, the Cardiac Rehabilitation Department plans to participate in in-person community events, including health fairs, as opportunities arise.
	d. Continue to provide preventative cardiovascular screenings to community members in San Diego’s east region.	Ongoing (evaluated annually)	Manager, SGH Community Relations Director, SGH Cardiac/ Vascular Services Manager, Noninvasive	<u>FY 2022 Activities:</u> Preventive cardiovascular screenings (fee-based) are comprehensive, include ultrasound, lab tests, and calcium scoring as well as assessing and educating the patient on their risk of a heart attack or stroke. SGH has screened more than 1,200 individuals since 2008.

Sharp Grossmont Hospital

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Fiscal Years 2024 – 2027

Identified Community Health Need – Cardiovascular Disease – Sharp Grossmont Hospital				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
			Director, SGH Marketing and Communications	
	e. Continue to provide stroke education and screening for SDC’s east region; education events to include events targeting seniors & high-risk adults as well as individuals with identified risk factors.	Ongoing	Vice President, Sharp Ortho/Neuro Service Line Director, Sharp Neuroscience Service Line Director, SGH Acute Care Nursing Administration Program Coordinator, Sharp Senior Resource Center	<p><u>FY 2023-2024 Plan:</u></p> <ul style="list-style-type: none"> Sharp’s systemwide stroke program plans to resume community classes at SGH, focusing on stroke recognition, treatment and rehabilitation SGH 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 Sharp’s systemwide stroke program plans to continue sharing stroke education through social media <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 In FY 2022, SGH staff participated in the Sharp Women’s Health Conference, serving nearly 650 community members <ul style="list-style-type: none"> SGH’s Stroke Center and the Progressive Care Unit for Acute Stroke provided attendees with stroke education, screening of personal risk factors, risk modification strategies, and information about the signs and symptoms of stroke SGH also provided conference attendees with blood pressure and pulse checks During 2022 Stroke Awareness Month, Sharp’s systemwide stroke program shared stroke and atrial fibrillation education through social media outlets, reaching more than 17,000 individuals

Sharp Grossmont Hospital

Community Health Needs Assessment – Implementation Strategy

Fiscal Years 2024 – 2027

Identified Community Health Need – Cardiovascular Disease – Sharp Grossmont 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"> 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 and SGH’s Stroke Center resumed community-based stroke education in FY 2022, with increased involvement by Sharp’s systemwide stroke program staff in health fairs and community events focused on heart and brain health
	f. Continue to collaborate with community organizations to provide free support groups for community members impacted by stroke and their families.	Ongoing	Director, Sharp Neuroscience Service Line Director, SGH Acute Care Nursing Administration	<p><u>FY 2023-2024 Plan:</u> In FY 2023, the SGH Stroke Center plans to offer a stroke support group in conjunction with the hospital’s Outpatient Rehabilitation Department.</p> <p>In addition, this need is addressed by currently existing support groups at Sharp, including YESS (Young Enthusiastic Stroke Survivors) and the Community Re-Entry Program.</p>
2. 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 Director, Sharp Neuroscience Service Line Director, SGH Acute Care Nursing Administration	<p><u>FY 2023-2024 Plan:</u></p> <ul style="list-style-type: none"> 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><u>FY 2022 Activities:</u></p> <ul style="list-style-type: none"> SGH 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

Sharp Grossmont Hospital

Community Health Needs Assessment – Implementation Strategy

Fiscal Years 2024 – 2027

Identified Community Health Need – Cardiovascular Disease – Sharp Grossmont 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"> 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: SGH 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. SGH 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>
	b. Continue to provide data to the County of San Diego EMS for STEMI.	Ongoing	Vice President, Sharp Ortho/Neuro Service Line Director, Sharp Neuroscience Service Line	<p>FY 2023 and 2022 Activities: SGH continued to participate in programs to improve the care and outcomes of individuals with heart and vascular disease. To assist acutely ill patients in SDC, SGH participated in the quarterly County of San Diego Cardiac Advisory Committee for STEMI.</p> <p>Background: To assist acutely ill patients in SDC, SGH provided data on STEMI (ST-elevation myocardial infarction or acute heart attack) to the County of San Diego EMS.</p>



Sharp Grossmont Hospital
Community Health Needs Assessment – Implementation Strategy
Fiscal Years 2024 – 2027

Identified Community Health Need – Cardiovascular Disease – Sharp Grossmont Hospital				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
			Director, SGH Acute Care Nursing Administration	
3. 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><u>FY 2023-2024 Plan:</u></p> <ul style="list-style-type: none">Sharp’s systemwide stroke program, including SGH, will continue to participate at professional conferences and events as opportunities arise <p><u>FY 2023Activities:</u></p> <ul style="list-style-type: none">SGH provided health education at conferences and events throughout the yearSharp’s systemwide stroke program managers provided training to EMS and fire departments throughout San Diego County<ul style="list-style-type: none">Training included BEFAST for large vessel recognition, risk factors, protocol updates and stroke code prehospital trainingSharp’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



Sharp Grossmont Hospital
Community Health Needs Assessment – Implementation Strategy
Fiscal Years 2024 – 2027

Identified Community Health Need – Diabetes at Sharp Grossmont 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 in San Diego’s east region.	a. Provide education and participate in health fairs and events in San Diego’s east region.	Ongoing (evaluated annually)	Sharp Diabetes Leadership Team	<p><u>FY 2023-2024 Plans:</u></p> <ul style="list-style-type: none">• The Sharp Diabetes Education Program plans to provide fundraising and team participation for the 2023 San Diego Heart & Stroke Walk in September• 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">• Provided a virtual educational session on diabetes for community members at Westmont Senior Living La Mesa• Provided fundraising and team participation for the 2022 San Diego Heart & Stroke Walk• Offered diabetes education and support to approximately 650 attendees at the annual Sharp Women’s Health Conference• 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 (PLNU)<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• Provided first aid in the Sharp medical tent and answered health-related questions for approximately 200 attendees at San Diego Crew Classic rowing event <p><u>Evaluation Methods:</u></p> <p>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>

Sharp Grossmont Hospital

Community Health Needs Assessment – Implementation Strategy

Fiscal Years 2024 – 2027

Identified Community Health Need – Diabetes at Sharp Grossmont Hospital				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
	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>Sharp Manager, 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><u>FY 2023 and 2022 Activities:</u></p> <ul style="list-style-type: none"> Sharp Diabetes Education Program provided support for regional community health fairs with a focus is on the comorbidities of diabetes and heart disease Sharp Diabetes Education Program continued to serve as an insulin pump training center (beginning FY 2022) In-person diabetes education resumed through community events (beginning FY 2022) <p><u>Background:</u> 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 Diabetes Education Program and other Sharp programs and services to enhance communication with community providers.</p>
	c. Continue to provide education to students in local high schools and colleges as well as health professionals.	Ongoing	Sharp Diabetes Leadership Team	<p><u>FY 2023 and 2022 Activities:</u></p> <ul style="list-style-type: none"> 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

Sharp Grossmont Hospital

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Fiscal Years 2024 – 2027

Identified Community Health Need – Diabetes at Sharp Grossmont 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"> 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 SDC's east region.	Ongoing (evaluated annually)	Sharp Manager, Community Benefit and Health Improvement Sharp Diabetes Leadership Team	<u>FY 2023 and 2022 Activities:</u> <ul style="list-style-type: none"> Started using Rfoodx, a company that provides meals for those with diabetes and have Medi-Cal free of charge (FY 2023) 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
	e. Provide diabetes education to high-risk women with gestational diabetes, through collaboration with community clinics.	Ongoing (evaluated annually)	Sharp Diabetes Leadership Team Sharp Manager, Community Benefit and Health Improvement	<u>FY 2023 and 2022 Activities:</u> <ul style="list-style-type: none"> Continues to provide gestational services and resources to underserved pregnant women, both at the hospital and in collaboration with community clinics Provided services and education to more than 1,000 underserved pregnant and breastfeeding women with diabetes at SGH (FY 2022) <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</p>

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Community Health Needs Assessment – Implementation Strategy

Fiscal Years 2024 – 2027

Identified Community Health Need – Diabetes at Sharp Grossmont Hospital				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
				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. In 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.
2. Improve access to diabetes educational resources for underserved populations in SDC’s east region.	a. Explore potential partnerships with community clinics in order to offer diabetes classes at clinic locations.	Ongoing (evaluated annually)	Sharp Diabetes Leadership Team Sharp Manager, Community Benefit and Health Improvement	<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 patients referred to their clinics by community clinics, and provides consultation to providers at community clinics, such as FHCSD, as needed.
	b. Create language-appropriate and culturally sensitive diabetes educational materials.	Ongoing (evaluated annually)	Sharp Diabetes Leadership Team	<u>FY 2023 and 2022 Activities:</u> <ul style="list-style-type: none"> In FY 2023 and FY 2022, the Sharp Diabetes Education Program continued to provide educational resources <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



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Identified Community Health Need – Diabetes at Sharp Grossmont 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">Live interpreter services are available in more than 200 languages via the Stratus Video Interpreting iPad application Sharp team members receive education regarding the different cultural needs of diverse communities
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. SGH (along with other Sharp entities) will participate in a pilot partnership with 2-1-1's CIE.	June 2024	Manager, Sharp Community Benefit and Health Improvement Sharp Diabetes Health Educator	<u>FY 2023 and 2022 Activities:</u> This strategy also addresses Identified Community Health Need – Access to Health Care 8a . 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 – Obesity				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
1. Provide free education and screenings for community members that address risk factors for obesity.	a. Coordinate and provide various health screenings, including body mass index and blood pressure screenings at community events.	Ongoing	Manager, SGH Community Relations	FY 2023 and 2022 Activities: In FY 2023, SGH participated in community events and provided education and health assessments for diabetes, nutrition, stroke and heart health; many of which address risk factors and interventions for obesity as well. Education and screenings include nutrition, and exercise education, as well as emphasis on maintaining a healthy weight and lifestyle. SGH also provides educational resources on risk factors for obesity and resulting chronic diseases. Please refer to Identified Community Health Need – Cardiovascular 1a-h and Identified Community Health Need – Diabetes 1a for details.
2. Provide care management in support of weight loss and healthy lifestyle choices for San Diego community members.	a. Not applicable (NA)	NA	NA	In general, resource limitations restrict growth beyond current programs and services provided at SGH that specifically address obesity at this time. However, free, New Weigh Education Program classes are provided to community members through Sharp’s medical group, Sharp Rees-Stealy. 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 as well as online. To create a semi-structured food plan, participants will have the choice of using either their own foods or meal replacements.

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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
1. Provide support and education for women on a variety of health topics, including prenatal care and parenting skills in order to improve health outcomes for new mothers, newborns and families in SDC's east region.	a. Provide education, resources and outreach to help meet the unique needs of women, mothers and newborns in SDC's east region.	Ongoing	<p>Manager, SGH Obstetrics and Gynecology</p> <p>Manager, SGH Labor and Delivery</p> <p>Manager, SGH Neonatal Intensive Care Unit (NICU)</p>	<p><u>FY 2023 and 2022 Activities:</u></p> <ul style="list-style-type: none"> SGH, including SGHWN, plan to participate in the annual 2023 Sharp Women's Health Conference <p><u>FY 2023 and 2022 Activities:</u></p> <p>A variety of health education classes and free support groups were offered in person and virtually in FY 2022 and 2023.</p> <ul style="list-style-type: none"> Sharp Grossmont Hospital for Women & Newborns (SGHWN) (formerly SGH's Women's Health Center) participated in the Poway Health Fair hosted by the Poway Chamber of Commerce to approximately 60 attendees <ul style="list-style-type: none"> SGHWN staff provided educational materials on topics including women's cardiac health, and blood pressure screenings were provided Additionally, the SGH Senior Resource Center provided educational materials at the event SGH resumed its free breastfeeding support group in person and continues to offer the virtual breastfeeding support group on a weekly basis (FY 2023) SGHWN held virtual classes for breastfeeding; Baby Care Basics including infant care, safety, health and nutrition; caesarean delivery preparation; labor comfort measures and relaxation skills; childbirth preparation; infant and child CPR (cardiopulmonary resuscitation); and preparation from the hospital to home with a baby (FY 2022) <ul style="list-style-type: none"> Lactation education consults during labor were an added service during FY 2023, demonstrating positive trends in exclusive breastfeeding rates among the well newborn population SGH also hosted three virtual Planning for Pregnancy events in FY 2022, where more than 50 attendees received education on preparing the body for pregnancy, having a baby later in life, reproductive planning, fertility schedules and challenges, and more

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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"> SGHWN offered women’s health resources to nearly 650 attendees during the 2022 Sharp Women’s Health Conference at the Sheraton San Diego Hotel & Marina <p>Evaluation: SGHWN continues to evaluate its offered services/events.</p>
2. Demonstrate best practices in breastfeeding and maternity care and provide education and support to new mothers on the importance of breastfeeding in order to improve outcomes for mothers and newborns.	a. Implement process improvements to increase breastfeeding rates among new mothers. Explore and participate in opportunities to share these best practices with the broader health care community	Ongoing (evaluated annually)	Manager, SGH Obstetrics and Gynecology Lead Clinical Nurse, SGH Lactation	<p><u>FY 2023 and 2022 Activities:</u> As a result of various quality strategies to promote exclusive breastfeeding, SGHWN increased the exclusive newborn breastfeeding rate at discharge from 49% in 2011 to 55% in 2022. In April 2023, SGHWN expanded lactation consult services to include education consults during labor to further increase exclusive breastfeeding rates.</p> <p><u>Background:</u> Following the implementation of the 10 Steps to Successful Breastfeeding initiative in 2012, the SGHWN has pursued various quality strategies to promote exclusive breastfeeding and exclusive breast milk. In addition, educational resources provided at community clinics and in the hospital’s childbirth education classes have been updated to reflect best practices in breastfeeding for mothers and their families.</p> <p>Neonatal Intensive Care Unit (NICU) and postpartum nurses also continue to encourage mothers to use a pump log to document and increase accountability of their 24-hour breastmilk volumes. Early intervention strategies were incorporated to promote the establishment of breastmilk at two weeks postpartum. The SGHWN also continues to track mothers of premature infants 28 to 34 weeks who had established breastmilk supply at two weeks. Additionally, nurses and lactation specialists assist families with term and late preterm infants in the NICU to work on breastfeeding and pumping throughout their NICU stay.</p>
3. Collaborate with community organizations to raise	a. Support low-income and underserved women in	Ongoing	Perinatal Advanced	<p><u>FY 2023 and 2022 Activities:</u></p>

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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
awareness of women’s health issues and services; provide low-income and underserved women in SDC’s east region with critical prenatal services.	the community through collaboration with community organizations.	(evaluated annually)	Practitioner, SGH Perinatal Services Manager, SGH Obstetrics and Gynecology	<ul style="list-style-type: none"> Throughout FY 2022, the SGH Prenatal Clinic midwives provided in-kind help at Neighborhood Healthcare in El Cajon to support the underserved population in SDC’s east region <ul style="list-style-type: none"> This included more than 1,000 hours of care for pregnant women, with midwife coverage five days per week The SGH Prenatal Clinic continued to participate in the CDPH Comprehensive Perinatal Services Program to offer comprehensive prenatal clinical and social services to low-income, low-literacy women with Medi-Cal benefits <ul style="list-style-type: none"> Services included health education, nutritional guidance, psychosocial support and language translation services Women with elevated BMIs received education and screenings through diagnostic exams that measure blood sugar levels – including two-hour glucose tolerance tests and hemoglobin A1C at the initial and subsequent obstetrics visits – to treat and prevent the development of gestational diabetes SGHWN continued its partnership with Vista Hill ParentCare to assist women with substance use or psychosocial issues during pregnancy The SGH Prenatal Clinic screened women for mood disorders, domestic violence, homelessness, trauma, legal problems, substance use, sexual abuse and challenges with acculturation for refugees and immigrants <ul style="list-style-type: none"> If concerns were identified, a treatment plan was developed including follow-up from an SGH Prenatal Clinic social worker for the remainder of the pregnancy and up to 10 weeks postpartum These approaches have been shown to reduce both LBW rates and health care costs for women and infants



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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">SGHWN also provided women with referrals to a variety of community resources, including, but not limited to 2-1-1, WIC, Black Infant Health, Nurse Family Partnership and the County of San Diego Public Health Nursing
	b. Continue to participate in and partner with several community organizations and advisory boards for maternal and child health.	Ongoing	Manager, SGH Obstetrics and Gynecology Manager, SGH Labor and Delivery Manager, SGH NICU	FY 2023 and 2022 Activities: Community organizations SGHWN have partnered with include: San Diego Adolescent Pregnancy and Parenting Program, California School-Age Families Education, WIC, 2-1-1, Partnership for Smoke-Free Families, San Diego County Breastfeeding Coalition Advisory Board, Beacon Council’s Patient Safety Collaborative, Association of California Nurse Leaders, the Perinatal Care Network, California Maternal Quality Care Collaborative, California Perinatal Quality Care Collaborative, American Association of Critical-Care Nurses – Clinical Scene Investigator Academy, the County of San Diego Public Health Nursing Advisory Board and the local chapter of Association of Women’s Health, Obstetric and Neonatal Nurses.



Sharp Grossmont Hospital
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 ED 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 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</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
				about health care coverage and empower them with options. The PointCare program continues to collect metrics on 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 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	<u>FY 2022 Activities:</u> In FY 2022, the Maximum Out of Pocket Program made more than \$482,000 in adjustments to patient bills. The significant change in volume is a result of the COVID-19 pandemic and a decline in scheduled services. <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.
	b. Provide a Public Resource Specialist for uninsured and underinsured patients, to offer support patients needing advanced guidance on available funding options.	Ongoing	Patient Financial Services (system-level) Public Resource Specialists	<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. <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.
	c. The Patient Assistance Team will continue to assist patients in need	Ongoing	Manager of Pharmacy	<u>FY 2022 Activities:</u>

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	of assistance gain access to free or low-cost medications.		Finance & Regulatory Compliance Supervisor, Patient Assistance Navigators	<p>In FY 2022, the Patient Assistance Program helped under- and uninsured patients access medications worth a total of \$11.8 million.</p> <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 — SGH, SCVMC and SMH — are permitted to purchase outpatient drugs at reduced prices. The savings</p>



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				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.
	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	SGH Chief Financial Officer	<u>FY 2022 Activities:</u> In FY 2022, SGH provided over \$24,000 in medication assistance through Project HELP. Additionally, over \$322,000 was provided to assist patients without insurance coverage for home health, transportation, durable medical equipment (DME) and portable oxygen. From FY 2010 – FY 2020, Project HELP funds totaled more than \$628,000. Project HELP funds are tracked though an internal database.
3. Improve access to health and social services for vulnerable patients and community members,	a. Explore and expand Sharp integrated delivery system access to post-acute recuperative care services.	Fiscal Year (FY) 2024	Sharp VP ICM	<u>FY 2023-2024 Plan:</u> During FY 2024, Integrated Care Management (ICM) seeks to resolve gaps in care through community outreach efforts to identify opportunities as they become available.

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particularly San Diego’s homeless population.				<p><u>FY 2023 and 2022 Activities:</u></p> <p>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 Person Wellness, PATH (People Assisting the Homeless) and the San Diego Community Information Exchange (CIE)/2-1-1 San Diego (2-1-1) . 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.</p>
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 Access Services</p> <p>Sharp VP ICM</p>	<p><u>FY 2023-2024 Plan:</u></p> <p>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></p> <p>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>

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				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 8a for details). ICM case managers make referrals as needed across all Sharp sites.
	b. Continued partnership and collaboration with Father Joe’s Villages in support of Project SOAR:	Ongoing (evaluated annually)	Sharp Clinical Social Workers Sharp VP ICM	<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> <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 Aging and Independence Services:</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
5. Continue to explore opportunities for collaboration with community organizations to enhance access as	a. Ongoing assessment of homeless data to identify interventions though analysis of trends and key indicators. To guide assessment	Ongoing	Sharp VP 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>

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Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
<p>appropriate for individuals experiencing homelessness to:</p> <ul style="list-style-type: none"> • Medical care • Financial assistance • Psychiatric and social services 	<p>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 			<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) <p>Background: These efforts are designed to leverage positive outcomes from the Care Transitions Intervention (CTI) program, described below in line item 5b.</p>
	<p>b. Continue to offer vulnerable SGH patients (Self-Pay, Medi-Cal, Medi-Cal Presumptive, with complex chronic health conditions and limited social support) health coaching and resources (through multiple community partnerships) upon discharge to help ensure safe transition from hospital to home, and improve their quality of life; a Care Transitions Intervention (CTI) model pilot.</p>	Ongoing (evaluated annually)	<p>Director, SGH Case Management & Social Work</p> <p>SGH Medical Social Worker</p> <p>Manager, Community Benefit and Health Improvement</p>	<p>FY 2022 Activities: Year after year, the CTI program has demonstrated powerful metrics of improved patient health and well-being, as well as reduced unnecessary health care utilization. To date, the CTI team has successfully enrolled more than 4,700 individuals in the program. Among its most impressive metrics, the CTI program has dramatically reduced readmission rates for participants. Since the inception of the program, the overall readmission rate for CTI patients is 3.1%. In FY 2022, the average readmission rate for CTI patients was 7.3%. These figures are a substantial decrease from the average readmission rate of 25-30% for those patients who qualify for CTI but who do not enroll in the program. The focus on both coordinated care management and health equity barriers contributes to the success of the CTI program. The CTI program data also reveals significant reduction in cost between average length of stay for vulnerable patients, as well as average direct costs (per day) and average hospital day direct cost.</p> <p>Evaluation:</p>

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				<p>The ICM leadership continues to explore isolation of metrics to benchmark CTI value and successes. ICM will use information to assess opportunities for CTI across the Sharp system. This will be accompanied with evaluation of the CIE pilot partnership (see Identified Community Health Need – Access to Health Care 8a).</p> <p>Background: The CTI® program focuses on transitioning patient home safely by reviewing Medications, early recognition of symptoms, establishing a Medical Home, providing ACP choices and ensuring the patient has a plan for managing their care across the care continuum. Part of this is accomplished by connecting to patients to community resources (e.g., the San Diego Food Bank, 2-1-1, Feeding San Diego) that help them maintain their health and safety, including: food (directly), hunger relief organizations, transportation resources, access to a PCP for follow up care, medical equipment, and other social supports. With generous support from the Grossmont Hospital Foundation, the program has been able to support CTI patients with post-discharge social service navigation, food, blood pressure cuffs, diabetes kits, pulse oximeters and pill boxes. The program is also able to assist with co-pays for medications should the need arise.</p>
	c. Explore partnership with Healthcare in Action to provide medically necessary outpatient care to unhoused individuals.	June 2024	Sharp VP ICM	<p>FY 2023-2024 Plan: 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>FY 2022 Activities: 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>

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Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
				<p>Background: 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>
	b. Assist vulnerable patients and patients experiencing homelessness and refer them to local community organizations and resources.	Ongoing	<p>Director, SGH Case Management and Social Work</p> <p>SGH Lead Medical Social Worker</p>	<p>FY 2022 Activities:</p> <ul style="list-style-type: none"> Continued to facilitate post-acute care services for vulnerable patients, including individuals who experience homelessness or lack financial resources or insurance coverage Facilitated temporary stays in independent living facilities and referred individuals to community organizations to assist with food, safe shelter and transportation Provided over \$322,000 in uncovered transportation costs, including \$159,000 to return a patient receiving mechanical ventilation to her home in Dominican Republic, and more than \$69,000 to cover home health for patients in need <p>This strategy also addresses Identified Community Health Need – Economic Stability 1a. Please refer to that section for details.</p>
7. Offer community-based vaccination clinics.	a. Partner with the County of San Diego, Sharp, Grossmont Healthcare District and other organizations to provide community-based vaccination clinics.	Ongoing	Various	<p>FY 2022 Activities:</p> <ul style="list-style-type: none"> From August 2022 through October 2022, Sharp, led by SGH, was the first health system in San Diego to host mpox (monkeypox) vaccination events <ul style="list-style-type: none"> These events were open to all eligible, higher-risk individuals in the community at no cost Sharp administered over 1,000 vaccines through these events

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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"> From May 2021 through June 2022, Sharp, led by SGH, partnered with local schools, employers, churches, community events, multiple cruise lines, private organizations, San Diego Zoo, SeaWorld, as well as six events with National Night Out — a national community-building campaign that promotes police-community partnerships — to increase access to, and promote awareness of, COVID-19 vaccines <ul style="list-style-type: none"> Recognizing the challenges community members faced with scheduling and transportation, the Sharp mobile vaccination team — a dedicated group of vaccinators, pharmacists and documentation experts — traveled by van throughout SDC, providing COVID-19 vaccines and information to the community as well as answering any questions In total, Sharp administered 20,763 doses of the COVID-19 vaccine at 187 mobile pop-up events in FY 2022 In addition, SGH continued to provide community COVID-19 vaccinations at the SGH Care Clinic In FY 2022, during the mpox outbreak, pharmacists assisted with administering vaccinations at a community vaccine clinic <ul style="list-style-type: none"> Pharmacy residents also supported pharmacy staffing needs for patient surges in the intensive care unit and other inpatient floors SGH’s Pharmacy Department continued to provide discharge medications to underinsured patients through the Project HELP program
8. Improve care management and clinical-community linkages that address SDOH through implementation of a new technology platform that shares health and social	a. SGH (along with other Sharp entities) will continue data sharing and collaboration with the San Diego CIE/2-1-1 to improve access to care and mitigate adverse	June 2024	Director, SGH Case Management & Social Work	<u>FY 2023 – 2024 Plans:</u> <ul style="list-style-type: none"> 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 Sharp is engaged with 2-1-1 leadership to explore opportunities to leverage data captured as a part of the CIE



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services data across health care and social service sectors.	outcomes related to social determinants of health.		SGH Lead Medical Social Worker Directors, ICM Acute Care Facilities & System Manager, Sharp Community Benefit and Health Improvement	<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 members• Housing, 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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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. Increase education and awareness of high school students in SDC's east region around injury and violence prevention, and health care career readiness in these areas (e.g., rehabilitation).	a. Through the ThinkFirst/Sharp on Survival program, continue to collaborate with local organizations to increase unintentional injury, violence prevention and associated health career awareness.	Ongoing	Sharp Community Health Educator	<p><u>FY 2022 Activities:</u></p> <ul style="list-style-type: none"> Sharp's ThinkFirst program offered numerous educational opportunities for community students and residents <ul style="list-style-type: none"> More than 400 of these community members were students in grades nine through 12 who are part of the San Diego County Office of Education (SDCOE) programs Through this partnership, Sharp's ThinkFirst program offered both virtual education and in-person presentations to east region schools The programs consisted of one- to two-hour virtual classes on various topics including the modes of injury; disability awareness; the anatomy and physiology of the brain and spinal cord; and career opportunities in physical rehabilitation <ul style="list-style-type: none"> Classes 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><u>Background:</u></p> <p>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 College and Career Readiness Team (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>

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Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
	b. Through the ThinkFirst/Sharp on Survival program, continue to provide education on safety and injury prevention to East County schools, from elementary students to college/university students.	Ongoing	Sharp Community Health Educator	<p><u>FY 2023 Plans:</u> In FY 2023, Sharp’s ThinkFirst program plans to continue to expand services and partnership with the SDCOE’s CCR Department to provide education within the east region communities.</p> <p><u>FY 2022 Activities:</u> In FY 2022, ThinkFirst delivered an in-person assembly to 220 students at Avocado Elementary School focused on traumatic brain injury, spinal cord injury, disability awareness and the permanence of particular injuries. Students also received education about safety in the school parking lot and on the playground. Following the presentation, students engaged in hands-on learning and disability education. Two weeks following the virtual presentation, students participated in a unique learning experience at the front gates of their school with the ThinkFirst Health Educator. Due to COVID-19 school visitor restrictions, the Health Educator provided a simulation of the “danger zone” around a school bus in the parking lot while students stayed behind the school gates. Additionally, the Health Educator provided a recap of information presented during the virtual session and a question-and-answer session.</p>
2. Provide career pathway programs and early professional development for middle and high school students.	a. Continue to provide elementary, middle and high school students with opportunities to explore health care professions.	Ongoing	Varies – Preceptors throughout SGH Manager, SGH Community Relations	<p><u>FY 2023 - 2024 Plans:</u></p> <ul style="list-style-type: none"> Continue to provide the Health Exploration Summer Institute (HESI) program Continue to participate in the Health Sciences High Middle College (HSHMC) program Resume the HealthCare Towne and I Inspire programs as due to COVID-19, these remained paused <ul style="list-style-type: none"> Pending guidelines, SGH will continue to evaluate its offered services/events <p><u>FY 2023 and 2022 Activities:</u></p> <ul style="list-style-type: none"> In FY 2023, the HESI program resumed in-person at all Sharp entities, including SGH, and offered the class to 17 students total



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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">○ SGH traditionally collaborates with the Grossmont Union High School District in HESI, providing high school students with opportunities for instruction, job shadowing, observations and select hands-on experiences○ In FY 2023 and FY 2022, SGH resumed its participation in the HSHMC program and safely welcomed back students in September<ul style="list-style-type: none">▪ In FY 2022, more than 30 10th to 12th grade HSHMC students were on SGH’s campus for approximately 440 hours▪ Students rotated through instructional pods in specialty areas, including but not limited to nursing; emergency services; maternal infant services; occupational therapy; physical therapy; medical/surgical; rehabilitation; laboratory services; pharmacy; cardiac care; radiology; engineering; nutrition; administration; Arts for Healing; sterile processing; FRC; and operations○ In FY 2022, SGH health care professionals met with 40 students on a weekly basis through a live, virtual platform to discuss their educational and career paths, as well as their roles and experiences at SGH<ul style="list-style-type: none">▪ Topics included an introduction to SGH and hospital careers, ambulatory care, the elements and operations of the ED, infectious disease and prevention, laboratory, pharmacy, SGH’s Comprehensive Stroke Center, SGHWN, speech therapy and the SGH Senior Resource Center▪ Upon completion of the program, students received high school credits for an elective course <p>Background: HSHMC: Sixty-seven percent of HSHMC students are economically disadvantaged, and the school’s free and reduced-price meal eligibility rate is higher than the average for both SDC and California. Despite these challenges, HSHMC maintains a 95% attendance rate and excels in preparing students</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
				<p>for high school graduation, college entrance and a future career. In 2020, 90% of the HSHMC graduating class went on to attend two- or four-year colleges, while 70% of students said they wanted to pursue a career in health care. In addition, HSHMC has a 98.8% graduation rate, which is higher than the state of California’s average of 84%.</p> <p>HealthCare Towne: This unique event encouraged students to connect what they learn in the classroom to real-life career opportunities in health care. Healthcare Towne empowers students to develop self-awareness by exploring their strengths, interests and values. Students collaborate to diagnose a hypothetical patient before they arrive at the hospital and learn about clinical areas where the patient would receive care. Students then apply clues, lab results and what they learned throughout the day to help fully diagnose the patient.</p> <p>I Inspire program: To help address projected shortages in the health care workforce, SGH offers I Inspire, a weeklong program that encourages high school students from underrepresented backgrounds to consider careers in health care.</p>
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. SGH (along with other Sharp entities) will participate in a one-year pilot utilizing 2-1-1’s CIE.	June 2024	Manager, Sharp Community Benefit and Health Improvement Director, Case Management & Social Work	<p>FY 2023 and 2022 Activities: This strategy also addresses Identified Community Health Need – Access to Health Care 8a. Please refer to that section for details.</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
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	Sharp Coronado Hospital and Healthcare Center (SCHHC) Medical Social Worker Sharp Memorial Hospital (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 traffickedCollaborate with HASD&IC on additional continuing education addressing human trafficking in health care settingsExplore training human trafficking survivors to teach best practices to health care systemsJoin the SoCal Safe Shelter Collaborative to help improve patient access to community resources and promote trauma-informed best practicesShare 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 at Sharp’s 8th Annual Interprofessional Research & Innovations ConferenceA 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)Facilitated the Health, Education, Advocacy, Linkage Trafficking Train the Trainer Academy for the 3rd year in a row



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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
				<ul style="list-style-type: none">Shared best practices for healthcare 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 collaborating with local stakeholders and HASD&IC to include human trafficking in HASD&IC’s CHNA and promote TIC in all clinical settings.</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
				<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, licensed clinical social workers, 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 — an effective, evidence-based and trauma-informed assessment for human trafficking, 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	SCHHC Medical Social Worker SMH Assistant Librarian	<p>FY 2023 and 2022 Activities:</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>

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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
	c. Implement human trafficking and trauma-informed care trainings and protocols at Sharp.	Ongoing	SCHHC Medical Social Worker SMH Assistant Librarian SMH Emergency Department Leadership Sharp’s Continuing Medical Education Department	<p>Sharp FY 2023 – FY 2024 Plans: 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, Sharp Mary Birch Hospital for Women and Newborns, SGH, SCVMC, Sharp Rees-Stealy Medical Centers and SCMG 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>FY 2023 Activities: 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, PLNU School of Nursing, PLNU’s Physician Assistant Program and National University School of Nursing.</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
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. SGH (along with other Sharp entities) will participate in a pilot partnership with 2-1-1’s CIE.	June 2024	Director, SGH Case Management & Social Work SGH Lead Medical Social Worker Manager, Sharp Community Benefit and Health Improvement	FY 2023 and 2022 Activities: This strategy also addresses Identified Community Health Need – Access to Health Care 8a . 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 (evaluated annually)	Director, SGH Case Management & Social Work	<p>FY 2022 Activities:</p> <ul style="list-style-type: none"> Continued to provide Project HELP funds for pharmaceuticals, transportation vouchers and other needs for economically disadvantaged patients <ul style="list-style-type: none"> Please refer to Identified Community Health Need – Access to Care 2f for details Continued to facilitate post-acute care services for vulnerable patients, including individuals who experience homelessness or lack financial resources or insurance coverage <ul style="list-style-type: none"> SGH also facilitated temporary stays in independent living facilities and referred individuals to community organizations to assist with food, safe shelter and transportation Throughout the COVID-19 pandemic, SGH referred several COVID-19-positive patients to county-operated, temporary isolation hotels Patients experiencing homelessness were referred to a shelter when appropriate Provided medically necessary DME to vulnerable, un- or under-insured patients upon discharge <ul style="list-style-type: none"> Included home health, transportation, DME and portable oxygen Hosted a community drive-thru clothing drive that collected thousands of clothing items for the hospital’s patients in need <ul style="list-style-type: none"> More than 7,200 articles of clothing and shoes were provided to units throughout the hospital SGH’s ED began distributing Narcan, free of charge, to any requesting community member as part of its participation in the Bridge Medication-Assisted Treatment program <p>Background: In FY 2022, SGH, along with all Sharp acute care hospitals, joined the Bridge Medication-Assisted Treatment (MAT) program, which serves ED patients with opioid use disorder and mental health concerns. The California Bridge Grant was awarded to SGH and SMH, and in April 2022, the program</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
				<p>was extended throughout the system. The goal is to better identify patients in need of MAT in Sharp EDs and to bridge their connection to treatment in the community. This program involves collaboration among a variety of professionals, including social workers, clinical informatics, ED nurses and Sharp-affiliated emergency medicine physicians. Sharp established assessment and referral pathways for those with opioid use disorders, as well as screened patients for need and desire of MAT, with the ability to receive the first dose of suboxone in the ED, a prescription for up to 14 days, Narcan, and an appointment with a community clinic for ongoing MAT. Sharp partnered with Comprehensive Treatment Centers for prioritized access to treatment upon discharge from the ED. In addition, SGH’s ED began distributing Narcan, free of charge, to any requesting community member.</p> <p>In addition, SGH Volunteer Services provides weather-appropriate clothing and shoes to patients in need, including those experiencing homelessness, patients transferring to SNFs or patients who lack nearby friends or family upon discharge from the hospital. The majority of these supplies come from the hospital auxiliary’s Thrift Korral, a resale boutique located in downtown La Mesa.</p>
	b. Continue to offer vulnerable SGH patients (Self-Pay, Medi-Cal, Medi-Cal Presumptive, with complex chronic health conditions and limited social support) health coaching and resources (through multiple community partnerships) upon discharge to help ensure safe transition from hospital to home,	Ongoing (evaluated annually)	Sharp VP Case Management Director, SGH Case Management & Social Work SGH Lead Medical Social Worker	<p>FY 2023 and 2022 Activities: This strategy also addresses Identified Community Health Need – Access to Health Care 5b. Please refer to that section for details.</p>



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Community Health Needs Assessment – Implementation Strategy
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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
	and improve their quality of life; a CTI model pilot.		Manager, Community Benefit and Health Improvement	
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. SGH (along with other Sharp entities) will participate in a pilot partnership with 2-1-1’s CIE.	June 2024	Director, SGH Case Management & Social Work SGH Lead Medical Social Worker Manager, Sharp Community Benefit and Health Improvement	FY 2023 and 2022 Activities: This strategy also addresses Identified Community Health Need – Access to Health Care 8a . Please refer to that section for details.

Sharp Grossmont Hospital

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. Collaborate with local colleges and universities to promote interest in health care careers and provide professional development lectures.	a. Continue to provide college and university students with opportunities to explore health care professions.	Ongoing	Varies – Preceptors throughout SGH	<p><u>FY 2023 and 2022 Activities:</u> SGH collaborated with local, state and national schools, colleges and universities to provide hospital-based opportunities for students to explore and train for a variety of careers in health care. Although still significant, student participation in these programs declined as a result of temporary interruptions to on-site learning caused by COVID-19. Despite these circumstances, throughout the academic year, SGH provided more than 840 students from colleges and universities throughout SDC with various placement and professional development opportunities in FY 2022.</p> <ul style="list-style-type: none"> To date, SGH’s Pharmacy Department continues to host students from HSHMC program as well as participate in Grossmont Union High School District’s HESI summer internship program In FY 2023, The David & Donna Long Cancer Center provided internships to two SDSU medical physics residents. In FY 2022, more than 640 nursing students spent over 50,200 hours at SGH, including time spent both in clinical rotations and individual preceptor training, while nearly 170 ancillary (non-nursing) students spent more than 53,700 hours on the SGH campus. In addition, 25 midlevel practitioners spent over 3,100 hours on the SGH campus. In FY 2022, SGH’s cardiac team spent more than 1,000 hours mentoring over 50 students from APU, SDSU, UC San Diego, Grossmont College and PLNU, including students interested in a career as a nurse, emergency medical technician or cardiovascular technologist In FY 2022, SGH also continued to partner with Midwestern University in Glendale, Arizona, to provide physician-led mentorship opportunities for medical students, serving 23 students In FY 2022, SGH’s Pharmacy Department provided more than 9,000 hours of supervision, training, lectures and support to pharmacy students

Sharp Grossmont Hospital

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
				<ul style="list-style-type: none"> ○ The hospital invited 40 advanced pharmacy practice students to participate in rotations and provided over 4,000 hours of training to two post-graduate year one Doctor of Pharmacy (Pharm.D.) residents ○ The Pharmacy Department also accepted their first resident into the newly created post-graduate year two ICU Pharm.D. system residency program in FY 2022 ○ Additionally, pharmacy residents provided lectures to physician assistant students at PLNU as well as pharmacy students at Touro University ○ Pharmacy residents also volunteered their time to precept third year pharmacy students at UCSD and provided feedback in improving their communication and clinical skillsets ● Throughout FY 2022, SGH’s Pharmacy Department continued to provide education to the community <ul style="list-style-type: none"> ○ Pharmacy residents and students provided education sessions to heart failure patients
2. Increase education and awareness of high school students in SDC’s east region around injury and violence prevention, and health care career readiness in these areas (e.g., rehabilitation).	a. Through the ThinkFirst/Sharp on Survival program, continue to collaborate with local organizations to increase unintentional injury, violence prevention and associated health career awareness.	Ongoing	Sharp Community Health Educator	FY 2022 Activities: This strategy also addresses Identified Community Health Need – Children & Youth Well-being 1a . Please refer to that section for details.
3. Provide career pathway programs and early professional development for middle and high school students.	a. Continue to provide elementary, middle and high school students with opportunities to explore health care professions.	Ongoing	Varies – Preceptors throughout SGH Manager,	FY 2022 Activities: This strategy also addresses Identified Community Health Need – Children & Youth Well-being 2a . Please refer to that section for details.



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Community Health Needs Assessment – Implementation Strategy
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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
			SGH Community Relations	
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. SGH (along with other Sharp entities) will participate in a pilot partnership with 2-1-1’s CIE.	June 2024	Director, SGH Case Management & Social Work SGH Lead Medical Social Worker Manager, Sharp Community Benefit and Health Improvement	FY 2023 and 2022 Activities: This strategy also addresses Identified Community Health Need – Access to Health Care 8a . Please refer to that section for details.