

Sharp Coronado Hospital and Healthcare Center Implementation Strategy Fiscal Years 2025 – 2028

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 Coronado Hospital and Healthcare Center (SCHHC) 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 SCHHC, created an implementation strategy that highlights programs, services and resources provided by the hospital to address the identified health needs in its community (view the graphic below).

2022 CHNA Top Community 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.

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

SCHHC FY 2025 – 2028 Implementation Strategy

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Identified Community Health Need – Aging Care and Support				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
<p>1. Continue to host a variety of senior health education and screening programs, in order to raise awareness, identify risk factors, and connect seniors to helpful resources.</p>	<p>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.</p>	<p>Ongoing (evaluated annually)</p>	<p>Manager, Sharp Coronado Hospital and Healthcare Center (SCHHC) Patient and Administrative Relations</p>	<p><u>Fiscal Year (FY) 2024-2025 Plan:</u></p> <ul style="list-style-type: none"> • Sharp Coronado Hospital and Healthcare Center (SCHHC) plans to continue to collaborate with the John D. Spreckels Center and Bowling Green (Spreckels Center) <p><u>FY 2023 Activities:</u></p> <ul style="list-style-type: none"> • Provided free seasonal flu vaccinations to more than 300 individuals at its annual community flu clinics <ul style="list-style-type: none"> ○ Encouraged community members via Facebook to receive free flu shots at their outdoor flu clinics, which offered both drive-up and walk-up options • The clinics served the general community and the Coronado Fire Department Supported the health and well-being of nearly 3,800 San Diego and Coronado community members through health education and screenings addressing a range of health needs, including many of those identified in the SCHHC 2022 Community Health Needs Assessment (CHNA) • Continued to collaborate with the Spreckels Center to provide free health education to community seniors <ul style="list-style-type: none"> ○ Most in-person presentations integrated a variety of health screenings, including fall risk, body composition, blood pressure and blood glucose ○ Most live presentations offered healthy eating resources, a cooking demonstration as well as healthy food samples prepared by the head chef of SCHHC’s hospital cafeteria, known as the Mindful Café • Education was shared in video format with over 1,200 recipients of the Spreckels Center’s monthly digital newsletter <p>This strategy also addresses Identified Community Health Need – Obesity 3a. Please refer to that section for details.</p>



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				<p>Evaluation: FY 2023 education and screening programs provided by SCHHC in partnership with Spreckels Center were evaluated by participants. Evaluations include point scores and average evaluation scores, as well as open-ended questions such as the most important concept participants learned, and what other programs seniors (participants) would like.</p>
	b. Continue to participate in community health fairs for seniors.	Ongoing (evaluated annually)	Manager, SCHHC Patient and Administrative Relations	<p>FY 2024 and 2023 Activities:</p> <ul style="list-style-type: none"> • In FY 2023, SCHHC participated in the Health and Wellness Fair hosted at the Spreckels Center <ul style="list-style-type: none"> ○ At the event, SCHHC staff conducted free health screenings and provided general health education and resources on ways to stay healthy • At the Safe Harbor Coronado Mental Wellness & Health Fair at Christ Church Day School in May, SCHHC offered blood pressure screenings to over 30 individuals and a variety of stroke awareness resources. The Sewall Healthy Living Center also participated and provided aromatherapy, acupressure teaching and ear seeds
	c. Continue to offer health screenings tailored for seniors, annually.	Ongoing (evaluated annually)	Manager, SCHHC Patient and Administrative Relations	<p>FY 2024 - 2025 Plan:</p> <ul style="list-style-type: none"> • Provide behavioral health screenings and resources to community members in collaboration with Sharp Mesa Vista (SMV) and local organizations, including the County of San Diego • Offer blood pressure screenings at various community event <p>FY 2023 Activities:</p> <ul style="list-style-type: none"> • Offered various health screenings at community events • Provided various health screenings at the Spreckels Center’s Health and Wellness Fair • Offered blood pressure screenings at the Spreckels Center as part of the County of San Diego’s Love Your Heart initiative

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				<ul style="list-style-type: none"> In FY 2023, most in-person presentations at the Spreckels Center integrated a variety of health screenings, including fall risk, body composition, blood pressure and blood glucose <p>Evaluation: Education and screening programs provided by SCHHC in partnership with Spreckels Center are evaluated by participants. Evaluations include point scores and average evaluation scores, as well as open-ended questions assessing most important thing participants learned, and future programs seniors (participants) would like. SCHHC will continue to evaluate its offered services/events.</p>
2. Increase health literacy in community members, particularly seniors.	a. Provide education and resources to improve health literacy for patients and community members, with a special focus on seniors.	Ongoing	Manager, SCHHC Patient Relations	<p>FY 2023 Activities:</p> <ul style="list-style-type: none"> In FY 2023, SCHHC provided education and screenings at community events as well as on-site to support identified community health needs including obesity, cardiovascular health, cancer, behavioral health, aging care and support and community safety <p>This strategy also addresses Identified Community Health Need – Aging Care and Support 1a. Please refer to that section for additional details.</p>
3. Engage and collaborate with local community organizations that address senior health issues in order to foster future opportunities for collaboration in provision of education, screening, food and other resources to seniors.	a. Maintain active relationships with community organizations serving seniors throughout San Diego.	Ongoing (evaluated annually)	Manager, SCHHC Patient and Administrative Relations	<p>FY 2024 and 2023 Activities:</p> <ul style="list-style-type: none"> SCHHC continues its presence on the Rotary Club of Coronado, Coronado Chamber of Commerce and Soroptimist International of Coronado

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	b. Continue and strengthen partnership with Meals on Wheels San Diego County to serve homebound seniors and other vulnerable community members.	Ongoing	Manager, SCHHC Patient and Administrative Relations	<p><u>FY 2023 Activities:</u></p> <ul style="list-style-type: none"> SCHHC volunteers continued delivering meals and ensured that meals were not disrupted In FY 2023, SCHHC auxiliary members and volunteers provided more than 7,000 meals to approximately 40 community members <p><u>Background:</u> For more than 30 years, SCHHC has partnered with Meals on Wheels San Diego County. In addition to meal service delivery seven days a week, SCHHC’s partnership with Meals on Wheels San Diego provides extensive community services, including meals with enhanced nutritional quality, free pet food, in-home safety assessments and sliding-scale payment options for those in need. Meals on Wheels volunteers also observe the client’s environment for potential health and safety issues, use a secure mobile delivery application to communicate this information for follow up and are trained to obtain emergency response if needed. This partnership helps promote independence, reduce social isolation and improve the quality of life and health of participating community members.</p>
	c. Continue to connect patients to appropriate services to support recovery and healthy aging at home.	Ongoing	SCHHC Emergency Department (ED)	<p><u>FY 2024 and 2023 Activities:</u></p> <ul style="list-style-type: none"> SCHHC continues to offer screening and support services to seniors admitted through its ED <p><u>Background:</u> In FY 2022, Sharp’s four EDs, including SCHHC’s ED, earned Geriatric Emergency Department Accreditation through the American College of Emergency Physicians. A geriatric ED assists older patients with navigating the ED environment with the help of a team of physicians, nurses, case managers and social workers that are trained and dedicated to emergency care for older adults. Upon arriving at the ED, seniors receive expedited care to ensure they are quickly seen by a provider, followed by a functionality-at-home screening that screens for syndromes that place older adults at risk for losing their independence. These assessments include confirming the</p>



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				ability of patients to provide care for themselves and identifying memory issues; mobility struggles; uncontrolled pain; and symptoms of chronic illness, depression and abuse. After discharge, SCHHC team members reach out to patients through a telephone call to check on their progress and provide them with additional resources, as needed.
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 2024 and 2023 Activities:</u></p> <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. This included, but was not limited to, the Caregiver Coalition of San Diego, Coalition for Compassionate Care of California (CCCC), East County Senior Service Providers, San Diego County Hospice Veteran Partnership, California Hospice and Palliative Care Association, San Diego County Coalition for Improving End-of-Life Care, California Health Care Foundation’s California Physician Orders for Life-Sustaining Treatment (POLST) eRegistry Implementation Committee, and San Diego County Medical Society 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 California Hospice and Palliative Care Association
	b. Collaborate with a variety of experts throughout San Diego County (SDC) to provide ethical and equitable crisis care throughout the county.	9/30/2024 (evaluated annually)	Vice President (VP), Sharp HospiceCare Advance Care Planning (ACP) Coordinator, Sharp HospiceCare	<p><u>FY 2023 Activities:</u></p> <p>As part of the San Diego County Medical Society Bioethics Commission, in FY 2023, 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><u>FY 2023 Activities:</u></p> <ul style="list-style-type: none"> In FY 2023, Sharp HospiceCare mailed an average of 1,660 monthly bereavement support newsletters to community members for the year following the loss of a loved one <p><u>Evaluation:</u> 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><u>FY 2023 Activities:</u></p> <p>At a variety of community events throughout 2023, Sharp HospiceCare provided resources and information on veteran programs.</p> <p>FY 2023 veteran-specific community work included:</p> <ul style="list-style-type: none"> Participated in pinning ceremonies for more than 70 veterans throughout SDC, including St. Paul’s Plaza retirement community in Chula Vista and Covenant Living at Mount Miguel Celebrated 90 community veterans during events at Westmont of La Mesa senior living and Pacifica Senior Living Bonita Continued to sponsor the facility’s Veterans Honor Wall by arranging photography services and framing veteran residents’ photos at a senior living facility In celebration of Veterans Day in November, volunteers recognized more than 70 Sharp HospiceCare veteran patients through pinning ceremonies <p><u>Background:</u></p> <p>Since 2010, Sharp HospiceCare has been a member of the San Diego County Hospice Veteran Partnership. Sharp HospiceCare is a Level 4 Partner of We Honor Veterans, a national program developed by the National Hospice and Palliative Care Organization in collaboration with the US Department of Veterans Affairs, to empower hospice professionals to meet the unique end-of-life needs of veterans and their families. To date, Sharp HospiceCare is expanding their services and keeping staff, volunteers and the community engaged with the necessary annual education and</p>

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				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 2024 and 2023 Activities:</u> Sharp HospiceCare supports the San Diego community in the areas of end-of-life care and Advanced Illness Management through the provision of education and resources at community health fairs and events, as well as educational presentations to community groups. In FY 2023, activities served nearly 1,000 community members:</p> <ul style="list-style-type: none"> • Shared information and resources about hospice and palliative care at the Sharp HealthCare Aging Conferences: Experience the Spectrum of Care, held at the Chula Vista Elks Lodge and the Point Loma Community Presbyterian Church • Provided information about hospice, palliative care and advance care planning (ACP) at the 2024 and 2023 Sharp Women’s Health Conferences • Shared information about hospice and palliative care with 370 individuals at community-sponsored health fairs and events • Provided phone-based education to 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 2023 Activities:</u></p> <ul style="list-style-type: none"> • Sharp HospiceCare’s licensed clinical therapists with specific training in grief and loss devoted time to home-, office-, and phone-based as well as virtual bereavement counseling with people who have lost loved ones <ul style="list-style-type: none"> ○ Referrals to community counselors, mental health services, bereavement support services and other community resources were provided as needed



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				<ul style="list-style-type: none"> Sharp HospiceCare continued to provide a variety of free bereavement education and in-person support groups that served more than 100 members of the community <ul style="list-style-type: none"> Provided four eight-to-ten-week Widows and Widowers counseling groups for individuals who have lost their spouses A Sharp HospiceCare music therapist led a one-time interactive Musical Poem and Songwriting workshop and an expanded five-session version to provide creative opportunities to explore loss of a loved one Supported community members grieving the loss of a loved one through its Support During the Holiday Season education groups in November and December Provided bereavement education throughout the year to older adults at San Diego Oasis in La Mesa, Noah Homes staff and members of the CCCC <p>Evaluation: Sharp HospiceCare tracks the number of individual and group counseling sessions through an internal database.</p>
	e. Provide advance care planning for community groups as well as individual consultations.	Ongoing (evaluated annually)	ACP Department, Sharp HospiceCare	<p>Sharp offers a free and confidential ACP program to support community members as they consider their future health care options.</p> <p>FY 2024-2025 Plans:</p> <ul style="list-style-type: none"> Provide information and education to attendees at the 2025 Sharp Women's Conference Host a book study focused on ACP at the Grossmont HealthCare District and various ACP 101 presentations at senior residences across SDC <p>FY 2023 Activities:</p> <ul style="list-style-type: none"> Hosted various workshops in the community and classes, reaching 325 community members. This included:



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				<ul style="list-style-type: none"> ○ A Legacy Letter Writing Workshop (sharing values, goals, and personal legacy wishes) at Grossmont HealthCare District, Point Loma Community Presbyterian Church and Scripps Miramar Ranch Library, as well as a four-part series at the Grossmont HealthCare District, to nearly 60 community members ● Sharp HospiceCare collaborated with the Sharp Grossmont Hospital Community Resource Center to provide two ACP workshops for more than 40 community members at Grossmont HealthCare District and Chula Vista ● Engaged community members on an ongoing basis in ACP education, including: <ul style="list-style-type: none"> ○ One in person and two virtual classes centered around spirituality and health care planning served nearly 20 community members ○ An interactive, virtual class titled Baseball and Advance Health Care Planning: Play Ball!, which covered information on health care planning and developing a plan ○ A three-week book study explored Tuesdays with Morrie, a memoir that shares conversations about life and death with a friend before they passed away ○ Virtual and in person ACP 101 presentations throughout the year at various locations, reaching 45 community members ● Offered a variety of free resources on Sharp HospiceCare’s ACP website to the community through PREPARE for Your Care ● Provided free consultations to more than 190 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 ● Participated in an interview for a Kaiser Health News article titled “More Californians Are Dying at Home. Another Covid New ‘New Normal’?” ● Reached more than 35 community members through education on POLST, ACP and the End of Life Option Act for the San Diego County Coalition for Improving End-of-Life Care, East County Senior Service Providers and community members at the Coronado Public Library

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				<ul style="list-style-type: none"> Shared ACP information at the Sharp HealthCare Aging Conferences: Experience the Spectrum of Care, which were held at the Chula Vista Elks Lodge and the Point Loma Community Presbyterian Church, and reached 200 community members <p>Background:</p> <ul style="list-style-type: none"> Since 2014, Sharp has offered the Advance Health Care Directive: A Guide for Outlining Your Health Care Choices. This form uses easy-to-read language to describe what an advance directive is, as well as how and why to complete one.
6. Provide education and outreach to the San Diego community concerning hospice and palliative services within the care continuum, in order to raise awareness of the choices available toward the end of life and empower community members so that they and their family members may take an active role in their treatment.	a. Provide hospice, palliative care and ACP education and training to physicians, case managers, other health care professionals and health care students.	Ongoing (evaluated annually)	<p>Medical Director, Sharp HospiceCare</p> <p>Business Development Department, Sharp HospiceCare</p> <p>ACP Coordinator, Sharp HospiceCare</p>	<p>FY 2023 Activities:</p> <ul style="list-style-type: none"> Provided 300 hours of mentorship to students pursuing nursing and advanced practice degrees <ul style="list-style-type: none"> Academic institution partners included Azusa Pacific University, University of San Diego and West Coast University, Los Angeles Presented on bioethics, spirituality and medicine to 30 physician assistant graduate students from Point Loma Nazarene University. Partnered with San Diego Coalition for Compassionate Care to provide monthly education and training on POLST to more than 50 community health professionals and students <ul style="list-style-type: none"> Included clinicians from local skilled nursing facilities, including Sharp facilities, as well as students from California State University San Marcos These web-based seminars helped develop and enhance participants’ skills for facilitating meaningful conversations with patients and families about their care goals Additional education included a presentation for a CCCC webinar titled, The Turbulent Landscape of End-of-Life Ethics in California; a presentation on current topics in spiritual care to chaplains across California during the CCCC Annual Palliative Care Summit; and a virtual presentation for a National Academies of



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				<p>Sciences, Engineering and Medicine roundtable on quality care for people with serious illness</p> <p>Evaluation: Presentations provided to the health care community are evaluated through survey and tracked through an internal Excel database. Survey and data tracking serve to evaluate effectiveness and to document activities for Sharp’s annual Community Benefit Plan and Report.</p>
	b. Continue active involvement with and participation on state and national hospice organizations, including presentations on understanding late-stage illness, changing our culture of care to one of partnership and a continuum of care perspective, ACP etc.	Ongoing (evaluated annually)	VP, Sharp HospiceCare Medical Director, Sharp HospiceCare	<p>FY 2024 and 2023 Activities:</p> <ul style="list-style-type: none"> • Provides presentations each year in collaboration with state and national organizations • Sharp HospiceCare leadership continues to serve on the California Hospice and Palliative Care Association board <p>Evaluation: Community presentations provided through Sharp HospiceCare — including those to professional organizations — are evaluated through survey to evaluate effectiveness and revise program content.</p>
7. Collaborate with community, state and national organizations to develop and implement appropriate services for the needs of the aging population.	a. Explore partnership with community organizations designed specifically to meet the needs of caregivers.	Ongoing (evaluated annually)	Business Development Department, Sharp HospiceCare	<p>FY 2024 and 2023 Activities: Sharp HospiceCare will continue to explore collaborations — see line items below.</p> <p>Please refer to line item 5b, line item 5c, line item 5e and line item 6b for additional information on current efforts.</p> <p>Background: Sharp’s ACP team partners 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</p>



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				providers have access to POLST forms through the San Diego Healthcare Information Exchange, a countywide program that securely connects health care providers and patients to private health information exchanges. The Sharp HospiceCare ACP team participates in this initiative — funded by California Health Care Foundation and supported by the CCCC and California Emergency Medical Services Authority — to create an electronic POLST registry (POLST eRegistry).
	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	<u>FY 2024 and 2023 Activities:</u> Please refer to line items 5b-5c , 5e and 6b for additional information on current efforts.

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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. Raise awareness and reduce stigma of behavioral health issues, with a specific focus on seniors.	a. Provide behavioral health education, screening and resources to community members, specifically seniors.	Ongoing (evaluated annually)	Manager, SCHHC Patient and Administrative Relations	<p><u>FY 2024 and 2023 Activities:</u></p> <ul style="list-style-type: none"> • The Sewall Healthy Living Center continues to provide weekly in-person guided labyrinth walks, as well as virtual meditation and yoga classes to support mental well-being and promote relaxation • A SMV licensed marriage and family therapist provided a presentation to nearly 20 Spreckels Center attendees on the role of diet, exercise and lifestyle choices in optimizing mind and body function • Offered a session on stress relief through music therapy to 40 attendees at the Spreckels Center, presented by a board-certified music therapist • In FY 2023, SCHHC collaborated with SMV to provide behavioral health screenings and resources in the community, including the Spreckels Center’s Health and Wellness Fair <p>Although behavioral health is identified as a priority health need in the primary communities served by SCHHC, the facility is not licensed to comprehensively address this priority. The behavioral health needs of SCHHC’s patient community are addressed primarily through the programs and services provided through SMV and Sharp McDonald Center – the major providers of behavioral health and chemical dependency services in SDC. As part of this effort, SMV dispatches Psychiatric Evaluation Team staff to SCHHC’s ED in order to identify patients that should be transferred to SMV.</p>
2. Improve behavioral health outcomes for safety net patients through early assessment, intervention and resource provision.	a. Provide assessment and early intervention of behavioral health issues for safety net patients presenting in the emergency department (ED).	Ongoing (evaluated annually)	SCHHC ED	<p><u>FY 2024 - 2025 Plan:</u></p> <ul style="list-style-type: none"> • Continue offering the California Bridge program in the ED <p><u>FY 2024 and 2023 Activities:</u></p> <ul style="list-style-type: none"> • Continued to identify key stakeholders, train staff, and implement processes for the California Bridge program • Implemented a County-sponsored NARCAN® distribution program



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				<p>Background — California Bridge program: The California Bridge Grant was awarded to Sharp Grossmont Hospital and Sharp Memorial Hospital (SMH) with the purpose of better addressing the needs of patients experiencing opioid use disorder. SCHHC received the California Bridge Grant in May 2021 and continues to strengthen the program in its facility. In April 2022, the program was extended throughout the system.</p>



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Identified Community Health Need – Cancer				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
1. Promote early cancer detection and diagnosis through increased education and screening for patients and community members.	a. Conduct cancer health screenings — onsite and in the community.	Ongoing	VP, Sharp Oncology Service Line Manager, SCHHC Patient and Administrative Relations	<p><u>FY 2024 and 2023 Activities:</u></p> <ul style="list-style-type: none"> • During Cancer Awareness Month in April, SCHHC offered a free community presentation on cancer prevention at the Spreckels Center <ul style="list-style-type: none"> ○ Participants received tips on cancer prevention and information about screenings and treatment • In recognition of Breast Cancer Awareness Month and National Mammography Day in October, SCHHC shared educational content and reminders about breast cancer detection and breast self-awareness on their Facebook page • At the 2024 Sharp Women’s Health Conference, SCHHC offered education and resources on mammography, breast ultrasound and service offerings <p><u>Background:</u> SCHHC currently provides cancer screening for breast cancer through digital mammography and 3D Tomosynthesis; screening for colon cancer through colonoscopy; and CT (computed tomography) lung screening for lung cancer. SCHHC has recently invested in additional cancer screening services, including breast and lung. SCHHC has also established a new Cancer Care Clinic for consults/education, and follow-up services.</p> <p>SCHHC has limited cancer resources and staff compared to other Sharp entities, which reflects the lower volume of cancer patients seen at SCHHC. Given the lower patient volume, as well as the cost, expertise and sophistication requirements needed to expand cancer services, increasing investment in cancer screening to promote early cancer detection and connection to services will best support patients and community members served by SCHHC.</p>



**Sharp Coronado Hospital and Healthcare Center
Community Health Needs Assessment – Implementation Strategy
Fiscal Years 2025 – 2028**

Identified Community Health Need – Cancer				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
2. Improve navigation of the health care system for newly diagnosed cancer patients.	a. Continue to assist newly diagnosed cancer patients by providing support and easily accessible materials.	Ongoing	VP Oncology Service Line	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.



**Sharp Coronado Hospital and Healthcare Center
Community Health Needs Assessment – Implementation Strategy
Fiscal Years 2025 – 2028**

Identified Community Health Need – Cardiovascular Disease				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
1. Increase access to cardiovascular health screenings, education, support and resources for community members; promote accountability and behavioral change through education on chronic disease self-management.	a. Provide cardiovascular health education, screenings, and resources to community members through classes, events and fairs as well as participate in heart-related community events.	Ongoing (evaluated annually)	Manager, SCHHC Patient Relations	<p><u>FY 2024 - 2025 Plan:</u></p> <ul style="list-style-type: none"> • Provide presentations on the following topics: healthy eating and exercise for those who have diabetes and heart disease, stress reduction, activity/exercise and various chronic diseases • SCHHC-affiliated physicians plan to provide stroke education • Plans to expand education and outreach to the Logan Heights and Point Loma communities • Identify new opportunities for community outreach on stroke with a focus on underserved populations in Imperial Beach <p><u>FY 2024 and 2023 Activities:</u></p> <ul style="list-style-type: none"> • A Sharp-affiliated physician held a free stroke class titled Golden Hour: How to Respond Quickly to a Stroke at the Coronado Community Center in May 2024 <ul style="list-style-type: none"> ○ 50 community members attended the class • SCHHC provided education on stroke detection and swifter handoffs in April 2024 • SCHHC provided stroke education to 30 community members at the Optimist Club of Coronado in 2024 • Continued to collaborate with the Spreckels Center to provide seniors with education on living with diabetes and heart disease <ul style="list-style-type: none"> ○ An educational video was shared with over 1,200 recipients of the Spreckels Center’s monthly digital newsletter ○ Most live presentations offered healthy eating resources, a cooking demonstration as well as healthy food samples prepared by the head chef of SCHHC’s hospital cafeteria, known as the Mindful Café ○ Approximately 150 community members attended on-site presentations, as well as blood glucose and blood pressure screenings • Participated in the Coronado Public Safety Open House in October (FY 2024)

**Sharp Coronado Hospital and Healthcare Center
Community Health Needs Assessment – Implementation Strategy
Fiscal Years 2025 – 2028**

Identified Community Health Need – Cardiovascular Disease				
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"> ○ Offered a stroke booth that provided blood pressure screening and stroke education to 200 attendees ● Participated in Live Well San Diego’s Love Your Heart initiative by providing free blood pressure screenings and education on heart health and stroke prevention <ul style="list-style-type: none"> ○ Outreach was provided to members of the Coronado community at the Spreckels Center as well as to the South Bay community at the SunCoast Market Co-op Farmers Market in Imperial Beach ○ 100 blood pressure screenings were provided through these efforts ● Through the Spreckels Center’s Spring into Health springtime health screening fair, SCHHC staff conducted health screenings, including blood pressure, as well as provided general health education and resources on ways to stay healthy <ul style="list-style-type: none"> ○ More than 50 community members over 50 years of age attended the event ● Shared articles throughout 2023 in the local Coronado Eagle & Journal newspaper, covering various topics, including heart-healthy exercises and understanding the signs and symptoms of stroke <p>This need is also addressed by existing support groups across Sharp, including Heart Failure, Heart Transplant Support Group and Young Enthusiastic Stroke Survivors (YESS).</p> <p>Evaluation: Class and event programming at the Spreckels Center was developed based on the priority health needs identified in the SCHHC 2022 CHNA and through twice-yearly survey feedback from community members who use or have interest in using the Spreckels Center.</p>
2. Increase access to stroke education and health screenings for SDC community members.	a. Provide SDC community members with stroke, blood pressure and cholesterol screenings and education.	Ongoing	Manager, SCHHC Patient Relations	<p>FY 2024 - 2025 Plan:</p> <ul style="list-style-type: none"> ● Collaborate with Coronado Fire and Coronado Police Departments to improve stroke identification in the community as well as provide resources to decrease time to treatment ● Identify new opportunities for community outreach on stroke with a focus on underserved populations in Imperial Beach

**Sharp Coronado Hospital and Healthcare Center
Community Health Needs Assessment – Implementation Strategy
Fiscal Years 2025 – 2028**

Identified Community Health Need – Cardiovascular Disease				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
			Program Manager, SCHHC Special Populations	<ul style="list-style-type: none"> Participate in the annual Sharp Women’s Conference in 2025 to provide community members with health education and screenings on a variety of health topics, including heart health and stroke <p><u>FY 2024 and 2023 Activities:</u></p> <ul style="list-style-type: none"> Participated in the annual Sharp Women’s Conference in 2024 to offer 750 community members with health education and screenings on a variety of health topics, including heart health and stroke Participated in and provided blood pressure screenings as well as heart health and stroke education through various events in FY 2023 <ul style="list-style-type: none"> Hosted an in-person seminar at the Spreckels Center titled The Golden Hour: How to Respond Quickly to a Stroke and Other Emergencies <ul style="list-style-type: none"> Led by one of the hospital’s board-certified emergency medicine doctors, the free event discussed the different types of strokes, common warning signs and when to seek emergency care and included a question-and-answer session During the event, healthy food samples were offered Approximately 15 community members attended the event
3. Collaborate with other health care organizations in San Diego on stroke education and prevention efforts.	a. Continue participation in San Diego County Stroke Consortium — a collaborative effort to improve stroke care and discuss issues impacting stroke care in SDC.	Ongoing	Director, Sharp Neuroscience Service Line Program Manager – Ortho/Neuro Service Line	<p><u>FY 2024 - 2025 Plan:</u></p> <ul style="list-style-type: none"> In FY 2024, 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, educate and train EMS and fire department professionals <p><u>FY 2024 and 2023 Activities:</u></p>



**Sharp Coronado Hospital and Healthcare Center
Community Health Needs Assessment – Implementation Strategy
Fiscal Years 2025 – 2028**

Identified Community Health Need – Cardiovascular Disease				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
			Sharp Medical Directors, Stroke SCHHC Manager, ED	<ul style="list-style-type: none"> 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 In FY 2023, the San Diego County Stroke Consortium, including Sharp, provided stroke awareness at the Padres vs. the Rockies baseball game at Petco Park <ul style="list-style-type: none"> Sharp offered education about the warning signs of stroke and how to respond using BE-FAST to approximately 150 community members Stroke education was displayed on the Jumbotron to the entire stadium of nearly 42,000 community members <p>Background: SCHHC 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. SCHHC also continued to actively participate in the quarterly San Diego County Stroke Consortium, a collaborative effort with other SDC hospitals to improve stroke care and discuss issues impacting stroke care in SDC.</p> <p>Evaluation: Sharp’s systemwide stroke program participated in submitting data on stroke codes to SDC on a monthly basis. As a result, data is tracked to determine trends and gap identification in the County of San Diego EMS/hospital arena.</p>
4. Provide heart health education to health care professionals in the community.	a. Provide expert speakers on heart disease, heart failure and stroke at professional conferences and events.	Ongoing	Various	<p>FY 2024 - 2025 Plan: Sharp’s systemwide stroke program, including SCHHC, will continue to participate at professional conferences and events as opportunities arise</p> <p>FY 2024 and 2023 Activities:</p> <ul style="list-style-type: none"> Provided health education at several conferences and events



**Sharp Coronado Hospital and Healthcare Center
Community Health Needs Assessment – Implementation Strategy
Fiscal Years 2025 – 2028**

Identified Community Health Need – Cardiovascular Disease				
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">• Systemwide stroke program managers provided training to EMS and fire departments throughout San Diego County<ul style="list-style-type: none">○ Training included BE-FAST for large vessel recognition, risk factors, protocol updates and stroke code prehospital training• Systemwide stroke program managers attended the virtual International Stroke Conference in 2024 to learn new advances for stroke care and implement those current advances into the care delivery process in their respective entities

**Sharp Coronado Hospital and Healthcare Center
Community Health Needs Assessment – Implementation Strategy
Fiscal Years 2025 – 2028**

Identified Community Health Need – Diabetes				
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 throughout San Diego, particularly underserved and minority populations in the community.	a. Participate in educational forums, health fairs and events throughout San Diego, including Coronado.	Ongoing (evaluated annually)	<p>Manager, SCHHC Patient and Administrative Relations</p> <p>Sharp Diabetes Service Line Leadership Team</p>	<p><u>FY 2024 - 2025 Plan:</u></p> <ul style="list-style-type: none"> • Continue its collaboration with SunCoast Market Co-op in Imperial Beach • Expand education and outreach to the Logan Heights and Point Loma communities • Continue to participate in health events at the Spreckels Center • Provide presentations on the following topics: healthy eating and exercise for those who have diabetes and heart disease, activity/exercise and various chronic diseases • Provide health education to the South Bay community through a partnership with SunCoast Market Co-Op • Provide fundraising and team participation for the 2024 San Diego Heart & Stroke Walk in September • Offer diabetes education and support at the 2025 Sharp Women’s Health Conference <p><u>FY 2024 and 2023 Activities:</u></p> <ul style="list-style-type: none"> • Provided mindful eating, portion control and healthy eating education through the Spreckels Center • Collaborated with the Spreckels Center to provide free health education to community seniors <ul style="list-style-type: none"> ○ Education was shared in video format with over 1,200 recipients of the Spreckels Center’s monthly digital newsletter, as well as approximately 150 community members through in-person presentations at the Spreckels Center ○ Most in-person presentations integrated a cooking demonstration with healthy food samples, as well as a variety of health screenings, such as blood glucose and body composition on-site at the Spreckels Center • Partnered with the SunCoast Market Co-op to provide education to the Imperial Beach community on health and wellness topics requested directly by residents

**Sharp Coronado Hospital and Healthcare Center
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Fiscal Years 2025 – 2028**

Identified Community Health Need – Diabetes				
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 SunCoast Market Co-op is a grassroots effort to open a community-owned, full-service cooperative grocery store with a goal of strengthening the local food system, increasing residents’ access to healthy food, and providing a needed retail outlet for small local farms and producers ○ Throughout FY 2023, SCHHC participated in SunCoast Market Co-op’s monthly community farmers market events, where SCHHC staff provided over 800 attendees with health education and resources, including free organic gardening classes, community health education presentations at the Spreckels Center, as well as walks at the hospital’s outdoor labyrinth ● Hosted a free, online webinar titled Healthy Eating: The Latest Methods and Techniques to Create Healthy Eating Habits <ul style="list-style-type: none"> ○ Led by a hospital registered dietitian, the class introduced the concept of mindful eating and how it can help individuals make healthy food choices ○ 15 community members participated in the webinar ● Provided fundraising and team participation for the 2023 San Diego Heart & Stroke Walk through the Sharp Diabetes Education Program ● Offered diabetes education and support to approximately 750 attendees at the 2024 annual Sharp Women’s Health Conference <p>Evaluation: Feedback is collected from community members on educational courses provided, to improve and refine educational resources for community member needs.</p> <p>Sharp Diabetes Leadership Team also meets annually to evaluate programs over the previous year.</p>



**Sharp Coronado Hospital and Healthcare Center
Community Health Needs Assessment – Implementation Strategy
Fiscal Years 2025 – 2028**

Identified Community Health Need – Diabetes				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
	b. Utilize findings from 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.	Ongoing	Sharp Diabetes Service Line Leadership Manager, SCHHC Patient Administrative Relations	<p><u>FY 2024 and 2023 Activities:</u></p> <ul style="list-style-type: none"> • Started using Rfoodx in FY 2023, a company that provides meals for those with diabetes and have Medi-Cal free of charge • Continued efforts focus on: <ul style="list-style-type: none"> ○ Clinic collaborations — Exploring the possibility of a clinic collaboration is in process ○ Exploring partnerships to address food insecurity as part of nutrition education and incorporating food insecurity screening into patient diabetes education and counseling



**Sharp Coronado Hospital and Healthcare Center
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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 biometric screenings for community members that address risk factors for obesity; includes education on reducing those risks.	a. Coordinate and provide health education as well as body mass index and blood pressure screenings for indicators of risk of obesity in community members.	Ongoing (evaluated annually)	Manager, SCHHC Rehabilitation Services	<p><u>FY 2024 and 2023 Activities:</u></p> <ul style="list-style-type: none"> • In-person presentations at the Spreckels Center integrated a variety of health screenings, including fall risk, body composition, blood pressure and blood glucose • Most live presentations offered healthy eating resources, a cooking demonstration as well as healthy food samples prepared by the head chef of SCHHC’s Mindful Café
2. Provide community education on nutrition, healthy eating and access to healthy food.	a. Utilize SCHHC’s on-site organic garden to provide community classes on healthy eating.	Ongoing (evaluated annually)	Manager, SCHHC Patient and Administrative Relations	<p><u>FY 2024 - 2025 Plan:</u></p> <ul style="list-style-type: none"> • Offer free in-person education for community members on a range of health and wellness topics at the Spreckels Center • Restart gardening classes through on-site garden and healthy eating classes through hospital cafeteria • Continue providing community education on gardening basics at SCHHC’s on-site garden in partnership with the SunCoast Market Co-op <p><u>FY 2024 and 2023 Activities:</u></p> <ul style="list-style-type: none"> • Continued its on-site, certified organic fruit, vegetable and herb garden <ul style="list-style-type: none"> ○ Incorporated produce into hospital’s Mindful Café menu, and serves as an educational tool to teach community members how to start an organic garden through free gardening classes ○ Conducted four classes in FY 2023, serving nearly 15 community members in total
	b. Provide community members with education on nutrition and healthy eating on-site, in collaboration with organizations and virtually.	Ongoing (evaluated annually)	Manager, SCHHC Rehabilitation Services	<p><u>FY 2024 and 2023 Activities:</u></p> <ul style="list-style-type: none"> • Continued its collaboration with SunCoast Market Co-op in Imperial Beach (FY 2023) • Participated in SunCoast Market Co-op’s monthly community farmers market, where SCHHC staff provided over 800 attendees with health education and resources (FY 2023)



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Identified Community Health Need – Obesity				
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"> ○ Included information on hospital programs and services such as free organic gardening classes, community health education presentations at the Spreckels Center, and more ● SCHHC continued to offer a free, virtual Bariatric Support Group intended to provide information, education, moral support and advice related to weight loss and bariatric surgery (FY 2023) <ul style="list-style-type: none"> ○ Bariatric Support Group topics included mindful eating and how to be more present and thoughtful during the eating process; the benefits of incorporating yoga and meditation into one’s life; the benefits of working with social workers throughout the bariatric journey; navigating food choices during the holiday season and strategies to enjoy one’s favorite foods while staying on track with weight loss goals ● Worked with Spreckels Center to provide free health education to community seniors on topics such as diabetes, mindful eating, and healthy habits and exercise for weight loss <p>Please see line item 3a below for additional information on current efforts.</p>
3. Provide care management in support of weight loss and healthy lifestyle choices for San Diego community members.	a. Continue to offer health and wellness services in the Sewall Healthy Living Center.	Ongoing (evaluated annually)	Manager, SCHHC Rehabilitation Services SCHHC Director of Ancillary Services SCHHC Chief Financial	<p><u>FY 2024 - 2025 Plan:</u></p> <ul style="list-style-type: none"> ● Develop virtual community education and fitness opportunities, including pre-recorded classes and workshops for anytime viewing <p><u>FY 2024 and 2023 Activities:</u></p> <ul style="list-style-type: none"> ● In FY 2023, SCHHC’s Dietary and Nutrition department offered in-person presentations at the Spreckels Center <p>Services available through the Sewall Healthy Living Center include:</p> <ul style="list-style-type: none"> ● Memberships for general fitness center access ● Personal training sessions for individualized fitness services



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Community Health Needs Assessment – Implementation Strategy
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Identified Community Health Need – Obesity				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
			Officer, VP of Clinical Services	<ul style="list-style-type: none">• Fitness classes for all levels of mobility• Personalized nutrition counseling services• A menu of diagnostic health screenings <p>SCHHC continues to offer weekly exercise and wellness classes for individuals of all ages including a variety of yoga, fitness, and mindfulness classes each week. Classes took place at the hospital's Sewall Healthy Living Center, Sandermann Education Center.</p>



**Sharp Coronado Hospital and Healthcare Center
Community Health Needs Assessment – Implementation Strategy
Fiscal Years 2025 – 2028**

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 in the emergency department (ED) 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 Activities:</u></p> <ul style="list-style-type: none"> • Sharp secured Presumptive Eligibility for 5,670 unfunded patients in the ED • Used PointCare to assist more than 8,200 self-pay patients <p><u>Evaluation:</u> 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 to closely monitor these two distinct populations. Sharp will continue to monitor results.</p> <p><u>Background:</u> At Sharp, patients use PointCare’s simple online questionnaire to generate personalized coverage options that are filed in their account for future reference and accessibility. The results of the questionnaire enable Sharp staff to have an informed and supportive discussion with the patient about health care coverage and empower them with options. The PointCare program continues to collect metrics on a number of individuals served and cost savings. From October 2015 to September 2023, Sharp helped more than 94,000 self-pay patients through PointCare, while maintaining each patient’s dignity throughout the process.</p>
2. Provide payment options, education and support to vulnerable, uninsured, underinsured, and patients admitted to hospital facilities with an inability to pay their	a. Provide the Maximum Out of Pocket Program to patients who express an inability to pay their financial responsibility after health insurance.	Ongoing	All Revenue Cycle Staff	<p><u>FY 2023 Activities:</u></p> <ul style="list-style-type: none"> • Maximum Out of Pocket Program provided more than \$406,000 in adjustments to patient bills <p><u>Background:</u> Sharp assists underinsured and vulnerable individuals unable to meet their financial responsibility after health insurance. Through the program, team members meet with patients</p>



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Fiscal Years 2025 – 2028**

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
financial responsibility after health insurance.				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 Certified Application Counselors to assist both patients and community members with Covered California assistance.	Ongoing	Patient Financial Services (system-level) Certified Application Counselors	<u>FY 2023 Activities:</u> <ul style="list-style-type: none"> In support of Covered California’s annual open-enrollment period, Sharp’s registration staff included 20 Certified Application Counselors to better assist both patients and the general community with navigating the Covered California website and plan enrollment
	c. The Patient Assistance Team will continue to assist patients in need of assistance gain access to free or low-cost medications.	Ongoing	Manager of Pharmacy Finance & Regulatory Compliance Supervisor, Patient Assistance Navigators	<u>FY 2023 Activities:</u> <ul style="list-style-type: none"> Patient Assistance Program helped under- and uninsured patients access medications worth a total of \$14.5 million <u>Evaluation:</u> <ul style="list-style-type: none"> Cost savings for replacement drugs is monitored through the pharmacy. The patient accounting staff remove the charges from the patient’s statement, as needed 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 <u>Background:</u> 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



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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
				patients receive assistance that may help reduce readmissions and the need for frequent medical services resulting from the lack of access to medications.
	d. Continue to offer ClearBalance — a specialized loan program for patients facing high medical bills.	Ongoing	Supervisor, Patient Assistance Navigators Manager Patient Access Services, Self-Pay Patients	<u>FY 2023 Activities:</u> <ul style="list-style-type: none"> • Since 2010, ClearBalance has assisted more than 9,100 Sharp patients • Through this collaboration with San Diego-based CSI Financial Services, both insured and uninsured patients can secure small bank loans to help pay off their medical bills in low monthly payments and prevent unpaid accounts from going to collections
	e. Continue to provide Project HELP funds for pharmaceuticals, transportation vouchers and other needs for patients with financial barriers.	Ongoing	SCHHC Chief Financial Officer	<u>FY 2023 Activities:</u> <ul style="list-style-type: none"> • In FY 2023, funds for SCHHC Project HELP totaled more than \$59,000 in free medications and transportation. From FY 2010 – FY 2022, funds for SCHHC Project HELP were more than \$119,000 • In FY 2023, SCHHC also provided nearly \$161,000 in free valet services to improve patient, family and community member access to the hospital <u>Evaluation:</u> Project HELP funds are tracked through an internal database.
3. Improve access to health and social services for vulnerable community members, particularly San Diego’s homeless population.	a. Explore and expand Sharp integrated delivery system access to post-acute recuperative care services.	Fiscal Year (FY) 2024	VP, Sharp Integrated Care Management (ICM)	<u>FY 2024 - 2025 Plan:</u> <ul style="list-style-type: none"> • Resolve gaps in care through community outreach efforts to identify opportunities as they become available <u>FY 2024 and 2023 Activities:</u>

Sharp Coronado Hospital and Healthcare Center Community Health Needs Assessment – Implementation Strategy Fiscal Years 2025 – 2028

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
				<ul style="list-style-type: none"> Integrated Care Management (ICM) has created a System Social Work Educator role to advance Medical Social Work and build upon community partnerships 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 211 San Diego’s (211) Community Information Exchange (CIE). Likewise in support of Unhoused Discharge Plan Law (formerly California Senate Bill 1152), patients experiencing homelessness are screened for insurance and provided weather appropriate clothing, meal prior to discharge, prescriptions and community resources when needed
4. Seek to provide health care funding options, education, and/or support to the vulnerable, uninsured/underinsured patients admitted to hospitals of the Sharp system.	a. Sharp HealthCare (Sharp) Integrated Care Management (ICM) and Patient Financial Services support education and access to: <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 Community Information Exchange (CIE) / 211 San Diego (211) Collaboration 	Ongoing (evaluated annually)	Manager, Patient Access Services VP, Sharp ICM	<p><u>FY 2024 - 2025 Plan:</u></p> <ul style="list-style-type: none"> Expand Sharp ICM ability to leverage 211’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 Explore new electronic medical record features such as social determinants of health screening Continue to seek and identify opportunities to engage payers through the CalAIM (California Advancing and Innovating Medi-Cal) program. <p><u>FY 2024 and 2023 Activities:</u></p> <ul style="list-style-type: none"> 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 Unhoused Discharge Plan Law (Senate Bill 1152) Continued to finetune and improve identification of individual’s experiencing homelessness, especially for treat and release patients seen through Sharp EDs

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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
				<ul style="list-style-type: none"> Renewed efforts with their relationship and utilization of 211. In conjunction with the initial patient assessment, individuals are considered for benefit of a 211 referral (please refer to Identified Community Health Need – Access to Health Care 7a for details). ICM case managers make referrals as needed across all Sharp sites.
	b. Continued partnership and collaboration with recuperative care units.	Ongoing (evaluated annually)	Sharp Clinical Social Workers VP, Sharp ICM	<p>FY 2024 - 2025 Plan:</p> <ul style="list-style-type: none"> Continue to seek and optimize opportunities with recuperative care units to serve the needs of patients experiencing homelessness
<p>5. Continue to explore opportunities for collaboration with community organizations to enhance access as appropriate for individuals experiencing homelessness to:</p> <ul style="list-style-type: none"> Medical care Financial assistance Psychiatric and social services 	<p>a. Ongoing assessment of homeless data to identify interventions though analysis of trends and key indicators. To guide assessment and planning for:</p> <ul style="list-style-type: none"> Allocation of internal resources Possible expansion of existing external relationships Identification of new opportunities for partnership and/or collaboration 	Ongoing	VP, Sharp ICM	<p>FY 2024 - 2025 Plan:</p> <p>Continue to progress data collection to concurrently advance care opportunities. To that end, and in addition to current efforts, Sharp ICM anticipates:</p> <ul style="list-style-type: none"> Exploring opportunities for introduction of a risk index via the incoming electronic medical record (Epic) that will include consideration of individuals experiencing homelessness to more quickly pair assessment with appropriate intervention Introduce methods for considering/distinguishing homelessness as a comorbidity versus social determinants of health Sharp has included a 211/CIE database in its new 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
	b. Explore partnership with Healthcare in Action to provide medically necessary outpatient care to unhoused individuals.	June 2025	VP, Sharp ICM	<p>FY 2024 - 2025 Plan:</p> <ul style="list-style-type: none"> Explore a model that will provide these services if the patient does not have an in-network payer <p>FY 2023 Activities:</p> <p>Leveraged Healthcare in Action for unhoused individuals and Molina Medi-Cal</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
6. Increase health literacy in community members, particularly seniors.	a. Provide education and resources to improve health literacy for patients and community members, with a special focus on seniors.	Ongoing	Manager, SCHHC Patient Relations	FY 2023 Activities: This strategy also addresses Identified Community Health Need – Aging Care and Support 2a . Please refer to that section for additional details.
7. Improve care management and clinical-community linkages that address social determinants of health through implementation of a new technology platform that shares health and social services data across health care and social service sectors.	a. Sharp will continue data sharing and collaboration with the San Diego CIE/ 211 to improve access to care and mitigate adverse outcomes related to social determinants of health.	June 2025	VP, Sharp ICM Manager, Sharp Community Benefit and Health Improvement VP, Sharp HospiceCare	FY 2024 – 2025 Plans: <ul style="list-style-type: none"> • In FY 2024, Sharp ICM intends to expand their ability to leverage San CIE/ 211 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 211 leadership to explore opportunities to leverage data captured as a part of the CIE <ul style="list-style-type: none"> ○ This data exploration includes consideration for integration of data as well as extraction of data identified as pertinent for activities managed through the ICM team FY 2023 Activities: <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 <ul style="list-style-type: none"> ○ Of those patients, 3,404 are Sharp Health Plan members • Housing, utilities, and nutrition are the top three domains of need Background: Sharp implemented data sharing and collaboration with the 211’s CIE team to improve access to care and mitigate adverse outcomes related to social determinants of health, with pilot rollout and training beginning in 2019.



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Identified Community Health Need – Children and Youth Well-Being				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
1. Collaborate with local schools to provide opportunities for students to explore and train for a variety of health care professions.	a. Provide career pipeline programs and early professional development for high school students.	Ongoing	Various	<p><u>FY 2024 - 2025 Plan:</u></p> <ul style="list-style-type: none"> Continue collaborating with Coronado High School to provide learning experiences for students in grades 10 through 12 <p><u>FY 2023 Activities:</u></p> <ul style="list-style-type: none"> SCHHC staff participated in Safe Harbor Coronado’s Drug Store event at Coronado Middle School, which used lifelike scenarios to educate nearly 240 sixth-grade students about the dangers of drugs and alcohol
2. Collaborate with local schools and first responders to promote community safety.	a. Support special safety events aimed at reducing drug and alcohol related incidents among Coronado’s youth.	Ongoing	SCHHC Manager of Patient Relations	<p><u>FY 2024 and 2023 Activities:</u></p> <ul style="list-style-type: none"> Participated in Safe Harbor Coronado’s Drug Store event at Coronado Middle School, which educated nearly 240 sixth-grade students about the dangers of drugs and alcohol (FY 2023) Participated in an “Every 15 Minutes” demonstration (in partnership with California Highway Patrol, Coronado Fire Department, local agencies and Coronado High School) to help raise awareness about the dangers of driving under the influence of drugs and alcohol. As part of the simulation, Coronado High School students were taken to the ED to see how first responders and emergency room staff would respond to a real-life accident. In addition, an SCHHC emergency medicine physician provided a discussion on the devastating DUI traumas that are seen at the hospital to raise awareness at a simulated crash viewing event for students. (FY 2024)
3. Provide an injury and violence prevention program for children, adolescents and young adults throughout SDC.	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 2023 Activities:</u></p> <p>Sharp’s ThinkFirst program offered numerous educational opportunities for community students and residents:</p> <ul style="list-style-type: none"> Through the partnership with the San Diego County Office of Education’s College and Career Readiness program, in FY 2023, Sharp’s ThinkFirst program provided injury prevention education to nearly 200 students in grades nine through 12 from Castle Park,



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Community Health Needs Assessment – Implementation Strategy
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Identified Community Health Need – Children and Youth Well-Being				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
				<p>Chula Vista, San Diego and Kearny high schools, as well as Monarch School, which serves students who are unhoused in SDC</p> <ul style="list-style-type: none"> The San Diego County Office of Education programs consisted of one- to two-hour virtual classes on topics including the modes of injury; disability awareness; the anatomy and physiology of the brain and spinal cord; and career opportunities in physical rehabilitation Between one and six presentations were conducted for each school. These programs were enhanced by powerful testimonies from Sharp’s VIPs (Voices for Injury Prevention). Virtual presentations included a longer VIP portion and a lengthier question-and-answer segment to enhance the feeling of connectedness between the students and the VIP speakers. Even in a virtual format, students showed great engagement and participation in the presentations <p>Background: 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 San Diego County Office of Education’s College and Career Readiness program connects school learning to the world of work. This is accomplished through project and work-based learning as well as developing career technical education programs designed to prepare students for careers in high-wage, high-growth industries.</p>
	b. Increase knowledge and awareness of the causes and risk factors of brain and spinal cord injury and injury prevention measures.	Ongoing	Sharp Community Health Educator	<p>FY 2024 Plan:</p> <ul style="list-style-type: none"> Continue to expand services and partnership with the San Diego County Office of Education’s College and Career Readiness program to provide educational presentations to schools in Coronado



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Community Health Needs Assessment – Implementation Strategy
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Identified Community Health Need – Children and Youth Well-Being				
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">Partner with the San Diego County Office of Education’s College and Career Readiness program through participation in conferences, round table events and collaborative projects <p>FY 2023 Activities: Continued to offer numerous educational opportunities for community students and residents through virtual platforms. Please see line item 3a above for additional details.</p>

Sharp Coronado Hospital and Healthcare Center Community Health Needs Assessment – Implementation Strategy Fiscal Years 2025 – 2028

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>1. Increase education and awareness of health care professionals and community members in San Diego around violence and trauma, including human trafficking.</p>	<p>a. Collaborate with community organizations and health care professionals to share best practices and provide education around human trafficking.</p>	<p>Ongoing</p>	<p>Sharp Memorial Hospital (SMH) Assistant Librarian</p> <p>SCHHC Medical Social Worker</p> <p>Trauma-Informed Care team at Sharp Mesa Vista (SMV)</p>	<p><u>FY 2024 and 2023 Activities:</u> In FY24, Sharp joined the SoCal Safe Shelter Collaborative to help improve access to community resources and promote trauma-informed best practices. All Sharp hospitals were onboarded and trained to provide referrals through this system.</p> <p>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 and SCHHC medical social worker 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"> • Fourth year as Facilitator for the Health, Education, Advocacy, Linkage Trafficking Train the Trainer Academy to more than 40 public health professionals and health educators • Shared trauma-informed care via Sharp’s Continuing Medical Education series with 575 community healthcare professionals • Provided education on trauma-informed approaches to human trafficking to more than 120 physician assistant and nursing students from Point Loma Nazarene University and National University • Reached community members through monthly Health Subcommittee meetings, which were also recorded and shared on YouTube, as appropriate. Overall, more than 600 community members received meeting details, best practices, and resources related to the variety of topics covered throughout the year • Updated the Welcome Packet: A Guide to Best Practices and Resources to support healthcare providers and systems in implementing best practices • Partnered with HT-RADAR (Point Loma Nazarene University Center for Justice & Reconciliation) Healthcare and Human Trafficking Summit, where two Sharp team members shared information on a panel to 100 attendees in October

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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>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.</p> <p>To equip Sharp and community health systems with trauma-informed care skills, Sharp collaborated with the Health Subcommittee, Palomar Health and the Institute on Violence, Abuse and Trauma to create a trauma-informed care continuing medical education 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.</p> <p>Sharp’s Continuing Medical Education Department has supported these efforts by providing numerous continuing medical education activities targeted to Sharp and non-Sharp community physicians and providers related to human trafficking and trauma-informed care.</p> <p>To date, the SMH assistant librarian has provided trauma-informed care trainings for Palomar Health’s California Clinical Forensic Medical Training Center, Sharp Nursing Grand Rounds, Sharp Metropolitan Medical Campus’s Rehabilitation department, Sharp’s Social Work department, Point Loma Nazarene University School of Nursing, Point Loma Nazarene University’s Physician Assistant Program, National University School of Nursing, and San Diego County public health nurses</p>
	b. Collaborate with community organizations to improve data collection and assessments for non-fatal strangulation.	Ongoing	SMH Assistant Librarian	<p>FY 2023 Activities: 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	SMH Assistant Librarian SMH ED Leadership Sharp’s Continuing Medical Education Department	<p><u>Sharp FY 2024 - 2025 Plans:</u> In FY 2024 and FY 2025, Sharp’s plans include:</p> <ul style="list-style-type: none"> • Creating a corporate workgroup to establish trauma-informed care as “standard work” and protocols centered around best practices • Teaching trauma-informed care as an extension of person-centered care • Implementing completed protocols, which include replacing previously used screening tools with the PEARR Tool, teaching trauma-informed care as a universal precaution and hiring a survivor consultant to review protocols and make recommendations • Lead the “clinical validation” of the PEARR Tool • Speak at the “Nurse Appreciation Event” a continuing education event for San Diego County public health nurses. Follow up with resources to adopt best practices. Integrating best practices on human trafficking and trauma-informed care into new nurse orientations • Update the personal safety questions with the EPIC customization <p><u>FY 2024-2023 Activities:</u> In FY 2024, Sharp plans to expand implementation of trauma-informed care protocols for SMV, Sharp Mary Birch Hospital for Women and Newborns, Sharp Grossmont Hospital, Sharp Chula Vista Medical Center, Sharp Rees-Stealy Medical Centers and Sharp Community Medical Group clinicians to support patients who have been trafficked or have experienced similar exploitation/abuse. The SMH and SCHHC EDs currently have protocols in place for clinicians identifying patients who have been trafficked.</p> <p>SCHHC developed a protocol for identification of trafficked persons, responses within the healthcare system, and resources to provide to patients. Responsible parties plan to create a mandatory staff training in the SCHHC ED for domestic violence and human trafficking, which will take place in July 2024 and will be overseen by a survivor consultant.</p>



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Community Health Needs Assessment – Implementation Strategy
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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. Collaborate with local schools and first responders to promote community safety.	a. Support special safety events aimed at reducing drug and alcohol related incidents among Coronado’s youth.	Ongoing	SCHHC Manager of Patient Relations	FY 2023 Activities: This strategy also addresses Identified Community Health Need - Children and Youth Well-Being 2a . Please refer to that section for additional details.

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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
1. Support community members affected by food insecurity.	a. Donate surplus foods to organizations that provide this food to community members in need.	Ongoing (evaluated annually)	SCHHC Cafeteria Staff	<p><u>FY 2024 - 2025 Plan:</u></p> <ul style="list-style-type: none"> • Create an agreement with Feeding San Diego to donate the SCHHC cafeteria’s expiring and surplus food items • Host a food drive to support the Food Bank • Plans to continue donating surplus food from its kitchen to the San Diego Food Bank. SCHHC donates surplus food from its kitchen to the San Diego Food Bank to support community members facing hunger <p><u>FY 2024 and 2023 Activities:</u></p> <ul style="list-style-type: none"> • Collected approximately 620 pounds of food — the equivalent of over 500 meals — through its Sharp SuperFood Drive (FY 2023) • Donated surplus food from its kitchen to Feeding San Diego to support community members facing hunger
	b. Partner with food delivery services to increase community member access to healthy food.	Ongoing (evaluated annually)	SCHHC Cafeteria Staff	<p><u>FY 2024 and 2023 Activities:</u></p> <ul style="list-style-type: none"> • Continued the GrubHub/Mindful Café partnership <ul style="list-style-type: none"> ○ SCHHC’s Mindful Café receives a monthly average of 10 GrubHub orders ○ Community members can place orders through the Grubhub application or call the café directly ○ Since March 2020, SCHHC’s Mindful Café has fulfilled approximately 200 Grubhub orders
	c. Continue and strengthen partnership with Meals on Wheels San Diego County to serve homebound seniors and other vulnerable community members.	Ongoing	Manager, SCHHC Patient and Administrative Relations	<p><u>FY 2024 and 2023 Activities:</u></p> <p>This strategy also addresses Identified Community Health Need – Aging Care and Support 3b. Please refer to that section for additional details.</p>



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Identified Community Health Need – Workforce Development				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
1. Collaborate with local schools to provide opportunities for students to explore and train for a variety of health care professions.	a. Provide career pipeline programs and early professional development for high school students.	Ongoing	Various	<p><u>FY 2024 and 2023 Activities:</u> This strategy also addresses Identified Community Health Need - Children and Youth Well-Being 3a. Please refer to that section for additional details.</p>
	b. Provide education and training for college students and health professionals.	Ongoing	Various	<p><u>FY 2024 and 2023 Activities:</u></p> <ul style="list-style-type: none"> • 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 • Provided training opportunities for approximately 80 nursing students and nearly 30 ancillary (non-nursing) students (FY 2023) <ul style="list-style-type: none"> ○ Together, these students dedicated more than 19,000 hours on the SCHHC campus. Internships were completed by students from a variety of schools, including Azusa Pacific University, Pima Medical Institute, Point Loma Nazarene University, San Diego State University, San Joaquin Valley College and Southwestern College • Continued to partner with Midwestern University in Glendale, Arizona to provide physician-led mentorship opportunities for medical students, serving 12 students (FY 2023) • SCHHC has supported National University’s efforts to integrate the Planetree model of patient-centered care into its student training curriculum by providing internship opportunities for the school’s nursing students <p><u>Background:</u> The Planetree philosophy of care holds that care should be organized around the needs of the patient. In 2007, SCHHC became California’s first Planetree designated hospital and is one of only</p>



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Identified Community Health Need – Workforce Development				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
				three hospitals worldwide to have maintained this designation for each of the past 13 years. In 2017, National University’s School of Health and Human Services achieved Planetree Silver Recognition, making it the first academic institution in the world to be recognized by Planetree.
	c. 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 (evaluated annually)	Sharp Community Health Educator	<u>FY 2024 and 2023 Activities:</u> This strategy also addresses Identified Community Health Need – Children and Youth Well-Being 3a . Please refer to that section for details.