



Sharp McDonald 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 McDonald Center (SMC) 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 SMC, 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 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 SMC'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 SMC'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 – Behavioral Health Including Substance Use				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
<p>1. Expand access to substance use disorder services and resources for both the general San Diego community and vulnerable populations, specifically community members impacted by the opioid epidemic.</p>	<p>a. Develop a program, treatment and support protocol for San Diego community members impacted by opioid use.</p>	<p>Ongoing</p>	<p>Director of Outpatient Services, Sharp Mesa Vista Hospital (SMV)/ Sharp McDonald Center (SMC)</p> <p>Manager, SMC</p>	<p><u>Fiscal Year (FY) 2024 and 2023 Activities:</u></p> <ul style="list-style-type: none"> In FY 2024 and 2023, Sharp McDonald Center (SMC) and Sharp HealthCare (Sharp) emergency departments (ED) developed a bridge partnership to ensure patients with a substance use disorder — including opioid use — will begin medications for addiction treatment (MAT) at the ED and then a warm handoff to SMC within a 5-day window for continued treatment In FY 2023, Sharp hired a Substance Use Navigator for each of its EDs <p><u>Background:</u> The California Bridge program was launched in May 2021 and serves patients with opioid use disorder. An Addiction Service Line committee formed in FY 2020, which was chaired by Sharp Mesa Vista Hospital’s (SMV) Chief Medical Officer and Director of SMC. Committee objectives and goals are to improve addiction service line across the system and substance use disorder quality initiatives. To date, Sharp EDs continue to equip inpatients with lifesaving NARCAN® prescriptions and education at discharge.</p>
<p>2. Improve outcomes for community members with substance use disorder issues through support and follow-up after discharge.</p>	<p>a. Continue to provide free Sharp McDonald Center (SMC) Substance Abuse Continuing Care (Aftercare) support meetings for former patients.</p>	<p>Ongoing</p>	<p>Director of Outpatient Services, SMV/SMC</p> <p>Manager, SMC</p>	<p><u>FY 2024 and 2023 Activities:</u></p> <ul style="list-style-type: none"> In FY 2023, Substance Abuse Continuing Care (Aftercare) sessions resumed in person at SMC and provide a virtual option to ease access for all participants <p><u>Evaluation:</u> SMV data shows that virtual sessions are effective and being utilized at the same rate as in-person sessions prior to the onset of the pandemic. SMC patient data for alcohol use is less use days post discharge than national benchmark data.</p> <p><u>Background:</u></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>Follow-up Aftercare contacts are made with discharged patients 3-month follow up to continue to track ongoing alcohol use rates, self-help attendance and completion of programs.</p> <p>The goal of the Aftercare program is to offer alumni patients an outlet for problem-solving issues to make the necessary transitions at home, work and in the community.</p>
	b. Continue to improve the gathering and utilization of patient outcomes to inform ongoing improvement through SMC’s Measurement-Based Care principles.	Ongoing	<p>Director of Outpatient Services, SMV/SMC</p> <p>Manager, SMC</p>	<p><u>FY 2023 Activities:</u></p> <ul style="list-style-type: none"> SMC continues to see positive outcomes across various clinical symptom domains through best practice interventions <p><u>Evaluation:</u></p> <p>Data collected from SMC’s Measurement-Based Care principles demonstrated sustained improvement through the course of care as indicated on Brief Addiction Monitor scores. SMC uses clinical outcomes to further guide curriculum enhancement.</p>
	c. Provide support to families of patients with substance use disorder issues post-discharge through the Substance Abuse Family Care Program.	Ongoing	<p>Director of Outpatient Services, SMV/SMC</p> <p>Manager, SMC</p>	<p><u>FY 2024 and 2023 Activities:</u></p> <ul style="list-style-type: none"> Family support services — including the Substance Use Family Care Program — have continued via telehealth options including phone and online platforms
3. Increase access to substance use disorder screenings and referral sources to the San Diego community.	a. Explore and evaluate opportunities for drug and alcohol screening in primary care settings.	Ongoing	<p>Director of Outpatient Services, SMV/SMC</p>	<p><u>FY 2024 and 2023 Activities:</u></p> <p>This strategy also addresses line item 1a. Please refer to that section for details.</p>



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	b. Increase access to screenings, services, education and resources to the San Diego community.	Ongoing	Director of Outpatient Services, SMV/SMC	<p><u>FY 2024-2025 Plan:</u></p> <ul style="list-style-type: none"> • Provide a variety of educational events and programs for community members • Partner with SMV in leveraging Mentored Internship Program grant positions to further enhance outreach and community facing events <p><u>FY 2024 and 2023 Activities:</u></p> <ul style="list-style-type: none"> • In FY 2023, continued to improve access to education by expanding family programming to the entire community and increasing the number of media opportunities that provide education on addiction and recovery • Worked to rebuild relationships with community partners to improve access to care • In FY 2023, SMV and SMC provided several behavioral health and substance use screening opportunities for the community on-site and virtually <ul style="list-style-type: none"> ○ In FY 2023, SMC offered free, hour-long substance use assessments, educational materials and community referral resources to over 700 community members ○ The assessments were facilitated by a licensed mental health professional who provided individuals with recommendations for appropriate programs and levels of care ○ Education addressed a variety of topics, including psychotherapy, substance use, life transitions, domestic violence and child and geriatric psychiatry • In FY 2024 and 2023, SMC participated in the Sharp Women’s Health Conference, serving 1,400 community members in total
	c. Continue to host speaking engagements for community health professionals on various topics in substance use disorder.	Ongoing	SMV/SMC Outpatient Senior Specialist Manager, SMC	<p><u>FY 2024-2025 Plan</u></p> <ul style="list-style-type: none"> • Continue to offer education to community health professionals and community members on the opioid epidemic and SMC treatment offerings <p><u>FY 2024 and 2023 Activities:</u></p>



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				<ul style="list-style-type: none"> In FY 2023, SMC and SMV leadership continued to offer a MAT Roadshow throughout Sharp and in the community to increase awareness, referrals and partnerships <p>Evaluation: Education and screening programs are evaluated by participants through survey. The goal is to educate and raise awareness for treatment providers and physicians.</p>
	d. Continue to host speaking engagements for community members on substance use disorder topics.	Ongoing	SMV/SMC Outpatient Senior Specialist Manager	<p>FY 2024 and 2023 Activities:</p> <ul style="list-style-type: none"> SMC continued to provide several support groups in collaboration with community organizations in FY 2024 and 2023 both in person and virtually <p>This strategy also addresses Identified Community Health Need – Behavioral Health Including Substance Use 3c. Please refer to that section for details.</p> <p>Evaluation: Education and screening programs are evaluated by participants through survey. The goal is to educate and raise awareness for community members.</p>
4. Provide support to community members impacted by substance use disorders.	a. Collaborate with SMV and community organizations to host support groups that serve members of the community impacted by substance use disorder issues.	Ongoing (evaluated annually)	SMV/SMC Outpatient Senior Specialist	<p>FY 2024 and 2023 Activities:</p> <ul style="list-style-type: none"> SMC continued to provide several support groups in collaboration with community organizations in FY 2024 and 2023 both in person and virtually In FY 2023, the SMC Aftercare group also continued to meet both in person and virtually to help former patients problem-solve issues and make the necessary transitions to maintain a sober lifestyle following inpatient substance use treatment
5. Strengthen partnerships with community organizations to foster	a. Continue participation in key mental health events and fundraising activities.	Ongoing (evaluated annually)	Chief Executive Officer (CEO), SMV	<p>FY 2024 and 2023 Activities:</p> <ul style="list-style-type: none"> In FY 2024 and 2023, SMV and SMC sponsored and participated in various walks to increase awareness and raise funds for behavioral health services, including National



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future collaborations and fundraise for behavioral health services.			SMV/SMC Outpatient Senior Specialist	Alliance on Mental Illness’ NAMIWalks Your Way, American Foundation for Suicide Prevention’s Out of the Darkness Community Walk, Survivors of Suicide Loss’ Walk in Remembrance with Hope, Alzheimer’s San Diego’s Walk4ALZ, and the American Heart Association’s San Diego Heart & Stroke Walk
	b. Continue participation on behavioral health committees, boards and workgroups.	Ongoing	CEO, SMV SMV/SMC Outpatient Senior Specialist	FY 2023 Activities: <ul style="list-style-type: none"> • In FY 2023, SMV and SMC staff regularly led or attended 20 behavioral health community and professional health boards, committees, and advisory and work groups <ul style="list-style-type: none"> ○ For a complete listing, please see the Sharp HealthCare FY 2023 Community Benefit Report



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Identified Community Health Needs – Access to Health Care, Aging Care and Support, Cancer, Cardiovascular Disease, Children and Youth Well-Being, Diabetes, Economic Stability, Obesity				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
1. Not applicable (NA)	a. NA	NA	SMV Business Development Specialist Manager, SMC	<p><u>FY 2024 and 2023 Activities:</u> These additional identified community health needs do not fall within the scope of SMC’s services and resources.</p> <p>However, in light of findings from Sharp’s recent Community Health Needs Assessments, SMC will explore incorporating primary health screening into behavioral health events in order to address the issue of mind-body integration and effects of physical health on behavioral health and vice versa. Similarly, collaborations to provide nutrition education and resources at behavioral health events are also of interest, particularly in partnership with SMV.</p>
2. 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 HealthCare (Sharp) will continue data sharing and collaboration with the San Diego Community Information Exchange (CIE)/211 San Diego (211) to improve access to care and mitigate adverse outcomes related to social determinants of health.	June 2025	Vice President, Sharp Integrated Care Management Vice President, Sharp HospiceCare	<p><u>FY 2024 – 2025 Plans:</u></p> <ul style="list-style-type: none"> • In FY 2024, Sharp Integrated Care Management intends to expand their ability to leverage San Diego Community Information Exchange (CIE)/ 211 San Diego (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 Sharp Integrated Care Management team <p><u>FY 2023 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 <ul style="list-style-type: none"> ○ Of those patients, 3,404 are Sharp Health Plan members



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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">• Housing, utilities, and nutrition are the top three domains of need <p>Background: Sharp HealthCare 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.</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 Memorial Hospital (SMH) Assistant Librarian Sharp Coronado Hospital and Healthcare Center Medical Social Worker Trauma-Informed Care team at SMV	<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 Sharp Memorial Hospital (SMH) assistant librarian and Sharp Coronado Hospital and Healthcare Center 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 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



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				<ul style="list-style-type: none"> 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 <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>



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Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
	b. Collaborate with community organizations to improve data collection and assessments for non-fatal strangulation.	Ongoing	SMH Assistant Librarian	<p><u>FY 2023 Activities:</u> Currently, Sharp diagnoses and treats non-fatal strangulation to reduce the number of stroke and homicide events, which is prevalent in patients who have experienced domestic violence, sex trafficking and prostitution. Sharp plans to train clinicians in this area to prioritize safety planning for these patients.</p>
	c. Implement human trafficking and trauma-informed care trainings and protocols at Sharp.	Ongoing	SMH Assistant Librarian SMH Emergency Department 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 and 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 Sharp Coronado Hospital and Healthcare Center EDs currently have protocols in place for clinicians identifying patients who have been trafficked.</p>



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				Sharp Coronado Hospital and Healthcare Center 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 Sharp Coronado Hospital and Healthcare Center ED for domestic violence and human trafficking, which will take place in July 2024 and will be overseen by a survivor consultant.



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Identified Community Health Need – Workforce Development				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
<p>1. Collaborate with local schools to promote interest in health care careers and provide opportunities for students and interns to explore behavioral health care professions. Longer-term impact of improving behavioral health workforce shortages in San Diego.</p>	<p>a. Continue to support workforce development and provide student mentorship in various health care disciplines.</p>	<p>Ongoing</p>	<p>Supervisor, Psychology</p> <p>Lead Clinical Psychologist</p> <p>Manager, Professional Development/ Patient Safety/MAGNET</p>	<p><u>FY 2024 and 2023 Activities:</u></p> <ul style="list-style-type: none"> • At SMV and SMC, psychologists, licensed marriage and family therapists and licensed clinical social workers provided thousands of hours of direct clinical supervision to trainees <ul style="list-style-type: none"> ○ Clinicians provided two hours of virtual lectures every week for psychology doctoral interns. These lectures were also open to trainees and staff • In FY 2023, 270 nursing students worked clinical rotations of six- to eight- hour shifts in all inpatient units and several of the outpatient programs at SMV and SMC <ul style="list-style-type: none"> ○ Including time spent with groups and individual preceptors, nursing students served approximately 17,400 hours in FY 2023 • In FY 2023, SMV received more than 180 applications for eight doctoral intern positions available through Sharp’s yearlong, American Psychological Association accredited doctoral internship in clinical psychology <ul style="list-style-type: none"> ○ Interns completed three four-month rotations that included experience at SMC and in SMV’s adult inpatient and outpatient programs, including senior and child and adolescent programs ○ In recognition of the important contributions of these trainees, all eight interns maintained their status as paid employees with benefits • SMV and SMC team members also contributed their expertise to the broader health care community through participation in professional conferences and events • SMV and SMC provided continuing education and training for behavioral health care professionals and students • An SMC leader published an article in <i>Critical Care Nursing Quarterly</i>