Sharp Memorial Hospital

Implementation Strategy

Fiscal Years 2027 – 2030



Committed to Improving the Health and Well-Being of Our Community

SHARP

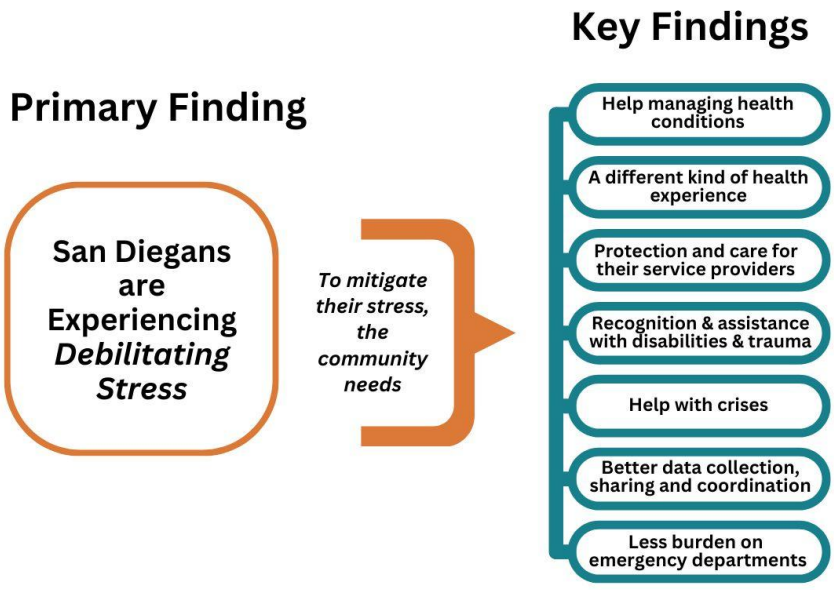
Sharp Memorial Hospital Implementation Strategy
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As a not-for-profit organization, Sharp HealthCare (Sharp) places great value on the health and wellness of the San Diego community through its mission and commitment to excellence. Sharp participates in a countywide collaborative that conducts a triennial Community Health Needs Assessment (CHNA) to identify the priority health needs facing the San Diego community. Sharp then develops a separate CHNA for each individually licensed hospital based on the collaborative work.

In response to the 2025 CHNA findings, each Sharp hospital, including Sharp Memorial Hospital (Sharp Memorial), created an implementation strategy that highlights programs, services and resources it provides to address the identified health needs in its community. This also includes services provided by Sharp Mary Birch Hospital for Women & Newborns San Diego.

2025 CHNA Top Community Needs

The graphic illustrates the top community needs identified in the 2025 CHNA. Chronic stress was consistently highlighted as a significant theme across all qualitative data collection methods. It is recognized as a **Primary Finding,** indicating its role as a barrier affecting community members' ability to manage their health and health care effectively. Within the context of the primary finding, the 2025 CHNA explored ways in which health care systems could alleviate this stress. The community recommended several health improvement strategies, which are highlighted as other **Key Findings**.



Sharp has numerous support programs for patients and employees to help address the top community needs identified in the 2025 CHNA and will continue to examine them with a goal to expand and improve offerings. The following pages include, but are not limited to, strategies designed to address community needs identified through Sharp Memorial's 2025 CHNA process, as follows:

Sharp Identified Area of Need	2025 CHNA Findings Addressed
Health Conditions	Help managing health conditions
Access to Health Care	A different kind of health care experience; Better data collection, sharing and coordination; Less burden on emergency departments
Community Safety	Recognition and assistance for disabilities and trauma; Help with crises
Workforce	Protection and care for service providers

Needs Not Addressed

Sharp Memorial recognizes that it cannot meet every health need identified in the community and will instead focus efforts on the areas where its expertise and resources allow for the greatest impact. While we acknowledge the importance of all identified needs, some—such as dental health—will not be directly addressed through current Sharp Memorial initiatives due to existing limitations and the availability of other community resources.

Learn more

To learn more about Sharp's CHNA process and findings, please view Sharp's 2025 hospital CHNAs (including Sharp Memorial) or contact communitybenefits@sharp.com.

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Identified Community Health Need – Aging Care and Support		
Objectives	**Actions**	**Evaluation Methods, Measurable Targets, and Other Comments**
1. Increase community awareness of senior health issues and connection to resources through a variety of events.	a. Participate in community health fairs and events for seniors.	**FY 2027 Plan:** • Partner with other Sharp departments and community partners to provide a fall prevention and balance screening event for seniors • Provide health education, resources and screenings at community health fairs and events • Host the Sharp HealthCare Active Aging Expo, focusing on the benefits of staying active with age **FY 2025 – 2026 Activities:** Offered health education and screenings to 900 community members at health fairs and events throughout San Diego County (SDC), including: • Next Steps: Aging, Planning and Coping: Workshop and resource fair focused on chronic illness and support for caregivers, hosted by Sharp, Caregiver Coalition of San Diego and San Diego County Coalition for Improving End-of-Life Care • Sharp Memorial Hospital's (Sharp Memorial) Generational Health team hosted an event with resources and education on caregiving, legacy-building, long-term care and financial planning and more • Two free Bone and Joint Health Expos provided attendees with handouts on shoulder, hip, knee and back pain as well as foot issues • Provided education and resources on orthopedics, cancer, heart health, body composition and more at the Sharp Women's Health Conference • Participated in Cancer Survivor's Day • Presented to community chaplains on Age Friendly Health Systems and Implications for Spiritual Care
2. Host community classes and support groups on a variety of health and wellness topics.	a. Offer support groups and education on a range of health topics.	**FY 2027 Plan:** • Provide community education classes and support groups for a variety of health needs **FY 2025 – 2026 Activities:** • Throughout the year, Sharp Memorial served more than 140 attendees through education and support groups on a range of health topics, including bariatric surgery, nutrition, Ehlers-Danlos Syndrome, Parkinson's disease, and vitamin and mineral supplementation in older adults

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Identified Community Health Need – Aging Care and Support		
Objectives	**Actions**	**Evaluation Methods, Measurable Targets, and Other Comments**
3. Help geriatric patients reach maximum health and independence following an elective surgery or procedure.	a. Through Sharp Memorial's Generational Health program and Geriatric Surgery Verification program, provide prehabilitation services to geriatric patients.	**FY 2025 – 2026 Activities:** • Geriatric patients referred to the program are screened prior to their scheduled operation and receive a pre-surgical/procedural plan
4. Improve access to quality hospice, palliative and end-of-life care.	a. Maintain active relationships with local, state and national community boards and committees to expand access to quality hospice, palliative and end-of-life care.	**FY 2025 – 2026 Activities:** • Participated on boards and committees including, but not limited to: the American Academy of Hospice and Palliative Care, Caregiver Coalition of San Diego, Coalition for Compassionate Care of California, East County Senior Service Providers, San Diego County Hospice Veteran Partnership, California Hospice and Palliative Care Association, California Health Care Foundation's California Physician Orders for Life-Sustaining Treatment (POLST) eRegistry development team, San Diego Coalition for Compassionate Care, San Diego County Coalition for Improving Palliative and End-of-Life Care, San Diego County Medical Society Bioethics Commission, and the Advance Care Planning Task Force, a subcommittee of the Continuity of Care Committee
	b. Collaborate with a variety of experts to provide ethical and equitable crisis care.	**FY 2025 – 2026 Activities:** • Contributed to development of a new framework called the San Diego County Allocation of Scarce Resources During Crisis Care – The Community Standard of Care Consensus, a collective effort of the San Diego County Medical Society Bioethics Commission
5. Increase the availability of education, resources and support to community members with life-limiting illness and their loved ones.	a. Support the unique needs of military veterans and their families through participation in community events and services.	**FY 2025 – 2026 Activities:** • Expanded services and staff/volunteer/community engagement with annual education and outreach as a Level 4 partner of We Honor Veterans program • Maintained membership in the San Diego Hospice Veterans Partnership
	b. Provide community education and resources on end-of-life care.	**FY 2025 – 2026 Activities:** • Reached more than 300 community members through classes, conferences, and community events in the areas of end of life care and Advanced Illness Management

Identified Community Health Need – Aging Care and Support		
Objectives	**Actions**	**Evaluation Methods, Measurable Targets, and Other Comments**
	c. Offer individual and family bereavement counseling, support groups and resources.	**FY 2025 – 2026 Activities:** • Provided bereavement counseling to nearly 60 community members, including referrals to community counselors, mental health services, and bereavement support services • Served 150-200 community members through free bereavement education and support group offerings • Mailed more than 1,500 monthly bereavement support newsletters to community members for the year following the loss of a loved one
	d. Provide advance care planning (ACP) for community groups as well as individual consultations.	**FY 2025 – 2026 Activities:** • Reached more than 280 community members by hosting workshops and classes countywide in partnership with organizations including libraries, senior living communities, community caregiver coalitions and first responders • Provided free consultations to more than 50 community members seeking ACP guidance
6. Increase awareness and empowerment surrounding hospice and palliative care options.	a. Provide hospice, palliative care and ACP education and training to physicians, case managers, other health care professionals and health care students.	**FY 2025 – 2026 Activities:** • Provided more than 270 hours of mentorship to nursing and advanced practice students • Presented on end-of-life and spirituality to 30 physician assistant graduate students • Conducted a virtual ACP presentation for more than 30 nursing students • Partnered with San Diego Coalition for Compassionate Care to provide monthly education and training on POLST to more than 60 community health professionals and students • Provided education on ACP, the End of Life Option Act and spiritual care in palliative care to professional and academic groups • Engaged in a workgroup for Compassion & Choices' National Emergency and Palliative Medicine Initiative • Provided more than 320 hours of clinical mentorship to physicians in training for their hospice and palliative medicine board certification eligibility
	b. Continue active involvement with state and national hospice organizations, including presentations on understanding late-stage illness, ACP, compassionate care, etc.	**FY 2025 – 2026 Activities:** • 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

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Identified Community Health Need – Aging Care and Support		
Objectives	**Actions**	**Evaluation Methods, Measurable Targets, and Other Comments**
7. Collaborate with community, state and national organizations to develop and implement appropriate services for the aging population.	a. Explore partnership with community organizations designed specifically to meet the needs of caregivers.	**FY 2025 – 2026 Activities:** • Provide ACP for community groups as well as individual consultations[1] Refer to line item 4a, line item 5c, line item 5d and line item 6b for additional information on current efforts.
	b. Collaborate with local networking groups and community agencies to provide caregiver classes, end-of-life programs, ACP seminars, web presentations and community-related information for consumers and health care professionals.	**FY 2025 – 2026 Activities:** Refer to line item 4a, line item 5c, line item 5d and line item 6b for additional information on current efforts.

[1] 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 providers have access to POLST forms through the countywide San Diego Healthcare Information Exchange.

Identified Community Health Need – Behavioral Health[2]		
Objectives	**Actions**	**Evaluation Methods, Measurable Targets, and Other Comments**
1. Not applicable (NA)	a. NA	**FY 2025 – 2026 Activities:** • Sharp Memorial's emergency department (ED) distributes NARCAN® and fentanyl testing strips, free of charge, to any requesting community member

[2] Behavioral Health is identified as a health need in Sharp Memorial and Sharp Mary Birch San Diego patient community. Although Sharp Memorial and Sharp Mary Birch San Diego are not Lanterman-Petris-Short Act facilities, Sharp Memorial and Sharp Mary Birch San Diego provide resources to address this priority. Both Sharp Memorial and Sharp Mary Birch San Diego employ a team of Psychiatric Nurse Practitioners on staff working under the direction of a California-licensed Psychiatric Physician. The nurse practitioners provide psychiatric assessment, treatment and medications to patients in the ED, observation units, and in-patient units at the request of an attending physician. An interdisciplinary Behavioral Health Committee provides evaluation, direction and oversight to optimize behavioral health-related process and education for staff.

Sharp Memorial's clinical social workers provide patients with support, education and resources to help address behavioral/emotional health issues that often accompany many health conditions (e.g., cancer, postpartum depression, physical rehabilitation, etc.).

More comprehensive behavioral health needs of Sharp Memorial's patient community are addressed through the programs/services provided through Sharp Mesa Vista Hospital and Sharp McDonald Center.

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Identified Community Health Need – Cancer		
Objectives	**Actions**	**Evaluation Methods, Measurable Targets, and Other Comments**
1. Increase cancer education and support for community members in the central region with cancer diagnoses.	a. Host support groups for individuals impacted by cancer.	**FY 2027 Plan:** • Provide support groups both virtually and in person to improve access for patients and caregivers as well as partner with Sharp Cancer Centers to offer on-demand oncology education and support webinars **FY 2025 – 2026 Activities:** • The Cancer Centers of Sharp served more than 1,000 individuals impacted by cancer through a variety of in-person and online support groups and resources focused on various cancer types, survivorship, care partners, and specialized patient populations, as well as the Sharp HealthCare Cancer Patient Community private Facebook group
	b. Provide educational classes, webinars and workshops for individuals impacted by cancer.	**FY 2027 Plan:** • Convert previously offered online classes into on-demand recordings, allowing individuals to access education and resources at their convenience • The Cancer Centers of Sharp will provide on-demand, oncology-focused webinars, expanding access to cancer education, support, and resources as needed • Offer free Lunch & Learn webinars covering topics such as nutrition during cancer treatment, sexual health, and menopause, led by the interdisciplinary team • Offer an annual webinar addressing topics identified through participant feedback, including chemo brain, sexual health, nutrition, fitness, and lymphedema signs and symptoms **FY 2025 – 2026 Activities:** • The Cancer Centers of Sharp served more than 1,100 individuals impacted by cancer through educational classes, webinars, and workshops
	c. Provide a wig bank to cancer patients.	**FY 2025 – 2026 Activities:** • The Barnhart Cancer Center provided cancer patients with donated wigs and bras at no cost
2. Increase awareness of the signs and symptoms of cancer through community	a. Conduct comprehensive cancer screenings in English and	**FY 2027 Plan:** • Participate in systemwide cancer screening events and initiatives

Identified Community Health Need – Cancer		
Objectives	**Actions**	**Evaluation Methods, Measurable Targets, and Other Comments**
education and screening events.	Spanish and collaborate with partners to offer resources.	• Partner with Sharp Health Plan to provide cancer prevention education to local community groups, including Point Loma Nazarene University **FY 2025 – 2026 Activities:** • Partnered with local federally qualified health centers and other community-based organizations to provide no-cost mammograms, stool tests and low-dose lung CT scans to eligible participants ○ **Impact**: More than 1,300 residents were screened in FY 2025 through systemwide efforts, with several positive colorectal and breast cancer findings that resulted in follow-up care
	b. Host and participate in community events to provide education and awareness on cancer for San Diego's south region population.	**FY 2027 Plan:** • Participate in systemwide community health events and initiatives **FY 2025 – 2026 Activities:** • The Cancer Centers of Sharp provided cancer education and resources to nearly 1,100 community members at various events
3. Advance cancer treatment and improve patient awareness and enrollment through oncology clinical trials.	a. Conduct clinical trials focused on multiple cancer types.	**FY 2027 Plan:** • Offer various oncology clinical trials **FY 2025 – 2026 Activities:** • Sharp's Clinical Oncology Research Department pre-screened more than 4,000 patients for participation in oncology clinical trials. For eligible, consenting patients, these trials focused on multiple cancer types, including, but not limited to, blood, brain, breast, colon, head and neck, lung, lymphoma, pancreatic and prostate • The Cancer Centers of Sharp provided clinical trial education and resources to over 100 community members at various events, including clinical trials seminars and conferences

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Identified Community Health Need – Cardiovascular Disease		
Objectives	**Actions**	**Evaluation Methods, Measurable Targets, and Other Comments**
1. Increase access to care and support for cardiovascular and cerebrovascular health among community members throughout SDC.	a. Provide education, resources and support focused on heart disease.	**FY 2027 Plan:** • Provide heart-related education webinars and on-demand videos for community members • Provided exercise therapy including cardiovascular, strength and flexibility training • Offered a free weekly low-impact circuit training class to patients **FY 2025 - 2026 Activities:** • The Sharp Memorial Allison deRose Rehabilitation Center continued to provide online meeting space for YESS (Young Enthusiastic Stroke Survivors), a free monthly support group for individuals of stroke and head injuries and their loved ones, as well as professionals and educators ○ Reached nearly 1,000 individuals through the support group and its mailing list • Provided education to approximately 1,400 community members on CPR and stroke
	b. Provide stroke and blood pressure screenings at community events in SDC's east region.	**FY 2027 Plan:** • Provide blood pressure screenings at AHA Go Red Luncheon and Love Your Heart event **FY 2025 – 2026 Activities:** • Provided stroke and blood pressure screenings to approximately 200 community members
2. Collaborate with other health care organizations in San Diego on stroke education and prevention efforts.	a. Continue to collaborate with community organizations to provide education on	**FY 2027 Plan:** • Provide education at a cardiovascular conference • San Diego County STEMI (ST-elevation myocardial infarction or acute heart attack): Provide STEMI data to the County of San Diego EMS (Emergency Medical Services) and participate in the quarterly County of San Diego Cardiac Advisory Committee for STEMI **FY 2025 – 2026 Activities:** Sharp Memorial participated in several community partnerships focused on cardiovascular health, including: • Live Well San Diego's Love Your Heart community blood pressure screening events

Identified Community Health Need – Cardiovascular Disease		
Objectives	**Actions**	**Evaluation Methods, Measurable Targets, and Other Comments**
		• San Diego County STEMI: Provided STEMI data to the County of San Diego EMS and participated in the quarterly County of San Diego Cardiac Advisory Committee for STEMI • County of San Diego ECPR Pilot Program: The ECPR Pilot Program provides rapid treatment for cardiac arrest patients to save more lives This need is also addressed by pre-existing support groups at Sharp, including YESS and the Community Re-Entry Program.
	b. Participate in the County of San Diego ECPR (extracorporeal cardiopulmonary resuscitation) Advisory Committee.	**FY 2025 – 2026 Activities:** • Participate in the County of San Diego ECPR pilot program, focusing on out-of-hospital cardiac arrest patients who meet specific criteria and who may benefit from rapid transport to a hospital staffed and equipped to provide ECPR using ECMO (extracorporeal membrane oxygenation) **Evaluation:** Key components of the pilot include robust quality assurance and data collection as well as regular progress reports to the County of San Diego EMS.
	c. Continue participation in San Diego County Stroke Consortium and collaboration with the County of San Diego EMS.	**FY 2025 – 2026 Activities:** Participated in countywide San Diego County Stroke Consortium efforts: • First responders educated on recognizing and responding to Large Vessel Occlusion (LVO) • Participated in County of San Diego and UCSD research to determine correlation between FAST-ED scores and likelihood of having LVO to inform future EMS protocols
3. Provide heart health education to health care professionals in the community.	a. Provide expert speakers on heart disease, heart failure and stroke at professional conferences and events.	**FY 2027 Plan:** • Sharp's systemwide stroke program, including Sharp Memorial, will continue to participate at professional conferences and events as opportunities arise **FY 2025-2026 Activities:** • Sharp Memorial provided health education at conferences and events throughout the year

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Identified Community Health Need – Diabetes		
Objectives	**Actions**	**Evaluation Methods, Measurable Targets, and Other Comments**
1. Increase access to education on diabetes prevention, diagnosis, and management, particularly among underserved and minority populations.	a. Partner with local organizations to provide education and access to healthy lifestyle resources at forums, health fairs and events throughout SDC.	**FY 2025 – 2026 Activities:** • Offered diabetes education and support, including an expert speaker, as well as diabetes risk assessments and disease management at the 2025 Sharp Women's Health Conference

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Identified Community Health Need – Maternal and Prenatal Care, Including High-Risk Pregnancy This strategy is led by Sharp Mary Birch Hospital for Women & Newborns San Diego		
Objectives	**Actions**	**Evaluation Methods, Measurable Targets, and Other Comments**
1. Improve outcomes for expectant mothers experiencing high-risk pregnancy, as well as their babies, through research initiatives and provision of specialized care for premature and/or other complicated births.	a. Meet the need for high-risk pregnancy services through the 84-bed Level III Neonatal Intensive Care Unit – the largest in San Diego and one of the largest in Southern California.	**Background:** The hospital's 75-bed Neonatal Intensive Care Unit (NICU) features a 15-bed area with private rooms designed specifically for families who are transitioning their babies from hospital care to home. Specialized, private rooms allow families to spend the night and begin to care for their babies more independently with the care and support of the nursing staff.
	b. Provide a Perinatal Special Care Unit.	**Background:** One of the few units of its kind in the country, a highly skilled team including nurses and perinatologists care for the high-risk antepartum patient on this specially designed 18-bed unit. Patients with preterm labor, complicated with diabetes and/or hypertension, and cardiac complications, comprise the majority of the patient population. Patients are admitted for observation due to obstetrical complications and managing fetal conditions or placenta abnormalities such as placenta previa or placenta accrete. As the length of stay ranges from a few days to several months, the care team members are challenged to meet the entire spectrum of needs for the Perinatal Special Care Unit patient and their family.
	c. Through the Neonatal Research Institute[3], conduct critical research and share best practices to transform medical practice and improve outcomes for newborns in San Diego and beyond.	**FY 2027 Plan:** • Identify evidence-based best practices for newborn care through the Neonatal Research Institute (NRI) **FY 2025 – 2026 Activities:** • Shared NRI expertise and groundbreaking research developments with the greater health and research communities through presentations at various national and international conferences

[3] In 2013, the NRI was established to identify and disseminate the latest scientific evidence on newborn care. The NRI includes the Parent Advisory Board (NRI-PAB) consisting of parents and grandparents of infants who have been in the NICU. Among other input, the NRI-PAB provides feedback on proposed and current clinical trials to ensure other parents will understand and feel comfortable participating in them. In 2023, the NRI was invited to join the national Neonatal Research Network of the Eunice Kennedy Shriver National Institute of Child Health and Human Development, part of the National Institutes of Health.

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Identified Community Health Need – Maternal and Prenatal Care, Including High-Risk Pregnancy This strategy is led by Sharp Mary Birch Hospital for Women & Newborns San Diego		
Objectives	**Actions**	**Evaluation Methods, Measurable Targets, and Other Comments**
2. Reduce the incidence of neonatal morbidity and mortality associated with preterm delivery through outreach, education and support to new mothers and their families around preterm birth and prenatal health in San Diego. Target outreach to teenage mothers in San Diego.	a. Offer free preterm birth prevention classes on the warning signs of preterm labor and preventing preterm births.	**FY 2027 Plan:** • Provide free, monthly, virtual Preterm Birth Prevention classes **FY 2025 Activities:** • Offered online and in-person maternal and prenatal care classes to expectant mothers and families • Educated 70 expectant parents about the warning signs of preterm labor and how to help prevent a premature birth through free, monthly, virtual Preterm Birth Prevention classes
	b. Provide a variety of educational programs and workshops for new mothers and their families covering various aspects of prenatal care and women's health. (e.g., preparing for birth, medication choices, newborn characteristics, etc.).	**FY 2027 Plan:** • Develop and provide free and low-cost prenatal classes for expectant mothers and families • Provide education to high-risk populations **FY 2025-2026 Activities:** • Sharp hospitals, including Sharp Mary Birch Hospital for Women & Newborns San Diego (Sharp Mary Birch San Diego), hosted four free Path to Pregnancy events, which provided pre-pregnancy education to more than 75 community members • Offered low-cost classes for new mothers and their families on various pre- and post-natal care topics, waiving fees as needed for pregnant teens to help improve their access to important prenatal education
	c. Provide prenatal, postpartum, child and women's health education and outreach through community health fairs and events and media outlets.	**FY 2025 – 2026 Activities:** • Participated in the Ovarian Cancer Alliance of San Diego Teal Steps Walk • Featured health experts in media interviews and online articles to educate the community about prenatal, maternal and child health topics • Raised funds and participated in the annual San Diego Heart & Stroke Walk, including outreach with resources on cardiac disease for women

Identified Community Health Need – Maternal and Prenatal Care, Including High-Risk Pregnancy This strategy is led by Sharp Mary Birch Hospital for Women & Newborns San Diego		
Objectives	**Actions**	**Evaluation Methods, Measurable Targets, and Other Comments**
3. Provide support and education to new mothers and their families on postpartum care, to improve outcomes for both new mothers and their babies.	a. Provide breastfeeding, postpartum and Baby and Me Time support groups to community members.	**FY 2027 Plan:** • Offer free breastfeeding, postpartum and new parent support groups • Provide free postpartum classes **FY 2025 – 2026 Activities**: • Support groups were provided in person and virtually • Breastfeeding support groups: 2,500 hours (886 new mothers) • Postpartum support groups: 120 hours (360 parents) • Baby and Me Time support group: 60 hours (334 new parents)
	b. Provide a variety of educational courses for new mothers and their families on postpartum care for patients and community members.	**FY 2027 Plan:** • Provide free postpartum classes • Provide free monthly Pelvic Floor Wellness classes **FY 2025 – 2026 Activities:** • Offered several free webinars to support new parents on various postpartum topics • Provided a free Pelvic Floor Wellness in Pregnancy, Birth and After Delivery class to approximately 600 new mothers
	c. Collaborate with community-based organizations who support the needs of new mothers and families.	**FY 2027 Plan:** • Participate in the Jacobs & Cushman San Diego Food Bank's Diaper Bank Program • Host a donor milk drive to collect breast milk for the Mothers' Milk Bank[4] **FY 2025 Activities:** • Collaborated with the San Diego Food Bank's Diaper Bank Program as a Diaper Bank Program distributor to assist families facing economic hardship - distributed nearly 12,275 diapers and 124 packs of wipes to 125 families

[4] For more than 15 years, Sharp Mary Birch San Diego has served as a donor breastmilk depot, regularly shipping donated breastmilk to the Mother's Milk Bank in San Jose, California.

Identified Community Health Need – Maternal and Prenatal Care, Including High-Risk Pregnancy This strategy is led by Sharp Mary Birch Hospital for Women & Newborns San Diego		
Objectives	**Actions**	**Evaluation Methods, Measurable Targets, and Other Comments**
		• Collected 30 gallons of breastmilk from donors through the annual Donor Breastmilk Drive; more than 400 gallons collected since 2015
	d. Provide support, community resources and certified lactation experts through an in-house boutique.	**FY 2027 Plan:** • Provide new parents with support and community resources from certified lactation experts through Sharp Mary Birch San Diego's New Beginnings Boutique[5] **FY 2025 – 2026 Activities:** • New Beginnings Boutique staff dedicated more than 2,000 hours in free breastfeeding education and support to community members • Partnered with the University of California San Diego Health Milk Bank to serve as a donor breast milk dispensary, providing families with access to donor milk through local distribution ○ Since implementation in April 2026, the site has packaged and distributed donor breast milk to families, tracked utilization data and become the busiest of the program's five distribution locations • Hosted approximately 90 health care professionals from Colombia, Peru, and Mexico for tours of Sharp Mary Birch San Diego, providing education on the hospital's programs, services and best practices
	e. Participate in local and national organizations that support maternal and prenatal care to share specialty expertise and enhance learning for the broader health care community.	**FY 2027 Plan:** • Participate in local and national collaboratives and share specialty expertise at professional conferences **FY 2025 – 2026 Activities:** • Sharp Mary Birch San Diego team members served on boards and committees for local and national organizations, including Southern California Association of Neonatal Nurses, Council of Women's and Infants' Specialty Hospitals, American Heart Association, National Association of Behavioral Healthcare, Perinatal Social Work Cluster, Pima Community College and YWCA

[5] The New Beginnings Boutique is located within the hospital and provides easy access to health education, resources and needed maternity supplies. Among its health education efforts, the lactation educators at the NBB have provided weighted feed assistance to families needing additional support with baby feeding through pre- and post-consumption weighing.

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Identified Community Health Need – Access to Health Care		
Objectives	**Actions**	**Evaluation Methods, Measurable Targets, and Other Comments**
1. Increase health coverage for patients seen in the ED.	a. Provide services to help every unfunded patient in the ED find coverage options.	**FY 2025 – 2026 Activities:** • Sharp secured Medi-Cal Presumptive Eligibility for 6,700 unfunded patients in the ED • Used PointCare to assist more than 9,100 self-pay patients **Evaluation:** The PointCare program collects metrics on number of individuals served and cost savings. From October 2015 to September 2025, Sharp helped more than 107,000 self-pay patients through PointCare, while maintaining each patient's dignity throughout the process.
2. Provide payment options[6], education and support to patients for both inpatient and outpatient hospital facilities with an inability to pay their financial responsibility after health insurance.	a. Assist patients in need of access to free or low-cost medications.	**FY 2025 – 2026 Activities:** • Patient Assistance Program helped under- and uninsured patients access medications worth a total of $14.3 million **Evaluation:** Cost savings for replacement drugs is monitored through the pharmacy. Sharp uses a specific adjustment code to track dollars associated with results of the patient financial assistance application review.
	b. Participate in the 340B Drug Pricing Program.	**FY 2025 Activities:** • Sharp Memorial, Sharp Grossmont Hospital and Sharp Chula Vista Medical Center are permitted to purchase outpatient drugs at reduced prices • Annual savings totaled more than $127 million to help expand programs and medication access to Sharp's patients in need
	c. Offer ClearBalance — a specialized loan program for patients facing high medical bills.	**FY 2025 Activities:** • Since 2010, ClearBalance has assisted more than 10,500 Sharp patients in securing small bank loans to help pay off medical bills in low monthly payments, with more than $37 million funded through the program

[6] Sharp assists underinsured and vulnerable individuals unable to pay their medical bills. Through self-pay discounts such as the Maximum Out of Pocket program, Sharp provides hundreds of thousands of dollars in adjustments to patients who demonstrate the need. Team members meet with patients at all Sharp hospitals to help them better understand their health insurance benefits, payment options and how to access care during their hospital stay.

Identified Community Health Need – Access to Health Care		
Objectives	**Actions**	**Evaluation Methods, Measurable Targets, and Other Comments**
	d. Provide Project HELP funds for pharmaceuticals, transportation vouchers and other needs for economically disadvantaged patients.	**FY 2025 Activities:** • Funds for Sharp Metropolitan Medical Campus' Project HELP totaled nearly $110,000 in free medications, transportation and other financial assistance
3. Improve care management and clinical-community linkages that address social needs.	a. Continue data sharing and collaboration with the San Diego Community Information Exchange (CIE)/211 San Diego.	**FY 2027 Plan:** • Support expanding utilization and tracking referrals compared to social needs identified in hospitalized patients • Explore further integration of CIE into Epic **FY 2026 Activities:** • Sharp hospitals' calendar year 2026 referrals to date show a 23.7% increase in utilization over calendar year 2025 • More than half (55%) of direct referrals resulted in individual receiving services, with housing and health management as top needs
	b. Explore and expand Sharp HealthCare (Sharp) integrated delivery system access to post-acute recuperative care services.	**FY 2027 Plan:** • Participate in regional discussions about future sustainability of recuperative care and related CalAIM programs **FY 2026 Activities:** • Continued to partner with enhanced care management providers, Medi-Cal HMOs, recuperative care providers, and community organizations to develop more efficient pathways for patients to access medically appropriate post-acute and community-based services • Participated in regional efforts to improve referral processes and care coordination

Identified Community Health Need – Access to Health Care		
Objectives	**Actions**	**Evaluation Methods, Measurable Targets, and Other Comments**
	c. Connect vulnerable, underfunded patients and community members to local resources and organizations for low-cost medical equipment, housing options and follow-up care.	**FY 2025 – 2026 Activities:** • Sharp Memorial provided assessments for those at risk for psychiatric and developmental disorders and substance use issues, as well as referrals for housing, medication management and supportive community services • Sharp Memorial funded temporary housing or skilled nursing care for several patients, including individuals experiencing homelessness • Sharp Memorial's integrated care management team partnered with the state's Assisted Living Waiver Program to help secure housing for patients who required assisted living but lacked the funding to pay for it
4. Improve access to health and social services for vulnerable patients and community members, particularly San Diego's homeless population.	a. Support education and access to social services programs including, but not limited to, CalFresh enrollment assistance, County of San Diego Hospital Outstation Program, and San Diego CIE.	**FY 2026 Activities:** • Have assisted more than 60,000 Sharp patients with applications for CalFresh benefits since 2016 • Expanded efforts for patient education related to funding options/access to health care and local community resources • Finetune and improve identification of individual's experiencing homelessness, especially for treat and release patients seen through Sharp EDs • Renewed utilization of 211 for potential referrals during initial patient assessments (refer to Identified Community Health Need – Access to Health Care 3a for details)
	b. Conduct ongoing assessment of homeless data to identify opportunities for community partnerships and interventions.	**FY 2027 Plan:** • Epic enhancement requests in progress to further support patient identification, screening workflows, intervention documentation, reporting capabilities, and compliance with regulatory requirements related to discharge planning and care transitions **FY 2026 Activities:** • Optimized Epic workflows and tools to improve identification of patients with social needs, including individuals experiencing homelessness • Expanded awareness of available community resources and utilized data to identify opportunities for interventions and community partnerships

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Identified Community Health Need – Community Safety		
Objectives	**Actions**	**Evaluation Methods, Measurable Targets, and Other Comments**
1. Provide an injury and violence prevention program for children, adolescents and young adults throughout SDC.	a. Educate high school students on injury and violence prevention and health care career readiness in partnership with the San Diego County Office of Education College and Career Readiness Team.	**FY 2027 Plan:** • Partner with local school districts, including San Diego Unified, Grossmont Union High School District, Cajon Valley Union School District and Christian Unified Schools, to promote health care careers and provide education on ThinkFirst • Partner with California Highway Patrol in presenting the Every 15 Minutes program to raise awareness on personal safety, drinking and driving, and related injury prevention topics **FY 2025 – 2026 Activities:** • Provided Stop the Bleed training to more than 150 high school students • Provided traumatic head and spinal cord injury prevention education to nearly 700 elementary and high school students • Provided educational and career exploration opportunities to nearly 1,700 high school students • Provided over 150 students high school-aged students with a one-day immersive experience in health care career specialties at the emERge Premier Teen Medical Conference • Served 4,100 students through the Every 15 Minutes program
	b. Increase knowledge and awareness of the causes and risk factors of brain and spinal cord injury and injury prevention measures.	**FY 2026 – 2027 Plan:** • Expand beyond the scope of the San Diego County Office of Education's College and Career Readiness program to provide ThinkFirst presentations to schools in North County, Coronado and the South Bay • 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 **FY 2025 – 2026 Activities:** • Offered numerous educational opportunities for community students and residents. See line item 1a activities above for additional details • Presented on ThinkFirst, including traumatic brain injury, spinal cord injury, disability awareness and the permanence of certain injuries to 150 elementary school students in La Mesa
2. Increase awareness of injury prevention for patients and community	a. Participate in the El Cajon Collaborative group to identify	**FY 2027 Plan:** • Participate in the El Cajon Collaborative with Cajon Valley Union School District, the City of El Cajon, SANDAG (San Diego Association of Governments) and other community partners to identify road safety concerns and develop strategies to

Identified Community Health Need – Community Safety		
Objectives	**Actions**	**Evaluation Methods, Measurable Targets, and Other Comments**
members through education and outreach.	road safety risks and improvement solutions	reduce the risk and occurrence of motor vehicle collisions, pedestrian injuries, and injuries associated with micromobility use **FY 2025 – 2026 Activities:** • Participated in the El Cajon Collaborative to identify roads with a high risk of pedestrian, cyclist, and micromobility-related injuries and worked with the City of El Cajon to develop safety improvements, including wider driving lanes, enhanced sidewalks, improved lighting, and upgraded crosswalks
	b. Provide free STOP the Bleed trainings to community members throughout SDC.	**FY 2027 Plan:** • Provide free STOP the Bleed trainings in the community to train, equip and empower bystanders to assist in a bleeding emergency before professional help arrives **FY 2025 – 2026 Activities:** • Provided free Stop the Bleed training at 2 National Night Out events in partnership with the Rancho San Diego and Santee Sheriff's Office
	c. Provide fall prevention and balance screening education to community members.	**FY 2027 Plan:** • Partner with Sharp Grossmont and the Grossmont Healthcare District to provide a free fall prevention and balance screening event **FY 2025 – 2026 Activities:** • Presented fall prevention education to 60 older adults at the Kroc Center Senior Resource Fair • Provided a free fall prevention and balance screening event in partnership with Sharp Grossmont and the Grossmont Healthcare District
3. Increase education and awareness of health care professionals and community members in San Diego on around	a. Collaborate with community organizations and health care professionals to share best practices and provide education on human trafficking.	**FY 2025 – 2026 Activities:**

Identified Community Health Need – Community Safety		
Objectives	**Actions**	**Evaluation Methods, Measurable Targets, and Other Comments**
violence and trauma, including human trafficking.		• Maintained participation and leadership in San Diego Regional Human Trafficking and Commercial Sexual Exploitation of Children Advisory Council Health Subcommittee[7], including, but not limited to, the following collaborative training and education efforts: ○ Facilitator at HEAL Trafficking Train the Trainer Academy for more than 40 public health professionals ○ Provided trauma-informed care continuing medical education to more than 50 community health professionals ○ Provided education on trauma-informed approaches to human trafficking to 60 nursing and physician assistant students ○ Recorded and shared Health Subcommittee meetings and associated resources as appropriate, reaching contact list of more than 600 community members ○ Presented best practices at Sharp Memorial trauma multi-disciplinary rounds conference ○ Presented street medicine best practices to Healthcare in Action • Joined the SoCal Safe Shelter Collaborative to support safe discharges of survivors of human trafficking and domestic violence; onboarded and trained all Sharp hospitals on providing referrals to support services and shelters through this system
	b. Implement human trafficking and trauma-informed care trainings and protocols at Sharp.	**FY 2027 Plan:** • Replace previously used screening tools with the PEARR Tool and lead its clinical validation • Hire a survivor consultant to review protocols and make recommendations • Integrate best practices on human trafficking and trauma-informed care into new nurse orientations and continuing education events • Update the personal safety questions with the Epic customization **FY 2025 – 2026 Activities:** • Created and provided human trafficking workshop at the Sharp Brown Simulation Center, worked with a paid survivor consultant on instruction; and offered continuing education units for all Sharp staff

[7] Sharp Memorial librarian established the Health Subcommittee in 2018. This multidisciplinary group — including physicians, nurses, mental health professionals, social workers, executives and community stakeholders — supports health care systems in addressing human trafficking and trauma-informed care through best practice sharing, protocol development and education.

Identified Community Health Need – Community Safety		
Objectives	**Actions**	**Evaluation Methods, Measurable Targets, and Other Comments**
		○ Results demonstrated significant improvement in all areas: confidence in recognizing indicators increased from 2.8 to 4.0, using the structured communication tool increased from 2.2 to 3.9, and providing appropriate resources increased from 2.5 to 4.1. Qualitative feedback from participants emphasized the value of experiential learning, noting the simulation as informative, realistic, and emotionally engaging • Expanded implementation of trauma-informed care protocols for Sharp Mesa Vista Hospital, Sharp Mary Birch San Diego, 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 • Developed a protocol at Sharp Coronado for identification of trafficked persons, responses within the health care system and resources to provide to patients
4. Promote the health and safety of the San Diego community through essential emergency and disaster preparedness activities and services.	a. Train community health care professionals on emergency and disaster preparedness.	**FY 2027 Plan:** • Host trainings on ARES® (Amateur Radio Emergency Service) • Offer free NIMS (National Incident Management System) and HICS (Hospital Incident Command System) classes • Host and facilitate trainings for pediatric surge readiness, mass casualty triage and high consequence infectious disease • Educate personnel from County of San Diego Public Health Preparedness and Response Branch and Office of Emergency Services on Sharp disaster preparedness efforts • Educate community health care workers on active shooter response and STOP the Bleed **FY 2025 – 2026 Activities:** • Hosted monthly trainings on ARES® • Offered free NIMS and HICS classes • Hosted and facilitated trainings for pediatric surge readiness and mass casualty triage • Educated personnel from County of San Diego Public Health Preparedness and Response Branch and Office of Emergency Services on Sharp disaster preparedness efforts • Educated community health care workers on active shooter response, STOP the Bleed and high consequence disease readiness
	b. Participate in local and state disaster preparedness exercises	**FY 2027 Plan:**

Identified Community Health Need – Community Safety		
Objectives	**Actions**	**Evaluation Methods, Measurable Targets, and Other Comments**
	in collaboration with public health agencies and other health care partners.	• Participate in the California Department of Public Health and California Emergency Medical Services Authority annual Statewide Medical and Health Exercise, joining more than 100 regional health care partners to test ChemPack deployment readiness for potential chemical emergencies • Participate in the National Emerging Special Pathogens Training and Education Center's Community of Practice sessions with hospitals across the country to promote knowledge sharing, collaboration, and preparedness for emerging special pathogens • Co-facilitate the County of San Diego Viral Hemorrhagic Fever Committee to develop and test regional response plans **FY 2025 – 2026 Activities:** • Joined more than 100 regional health care partners to test major utility failure readiness through the California Department of Public Health and the California Emergency Medical Services Authority annual Statewide Medical and Health Exercise ○ Collaborated on regionwide Radiation Exposure Table Top Exercise as well as Region Wide Fuel Planning
	c. Serve on various local, state, and national committees and boards to strengthen collaboration and coordinated response.	**FY 2027 Plan:** • Members of Sharp's disaster leadership team will donate their time to various committees • Maintain participation in local health system workgroup **FY 2025 – 2026 Activities:** • Members of Sharp's disaster leadership team donated their time to committees hosted by various local, state and national organizations including, but not limited to: County of San Diego, Ronald McDonald House, San Diego International Airport, San Diego Healthcare Disaster Coalition, California Hospital Association, the California Department of Public Health, and U.S. Department of Health and Human Services • Maintained participation in local health system workgroup that prepares workforce for local emergency response to public health events

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Identified Community Health Need – Workforce		
Objectives	**Actions**	**Evaluation Methods, Measurable Targets, and Other Comments**
1. Increase regional awareness and collaboration among health care providers, law enforcement and community leaders to prevent violence against and enhance safety for health care workers.	a. Participate in countywide workplace violence prevention workgroup.	**FY 2025 – 2026 Activities:** • Participated in the San Diego Hospital Violence Task Force, which includes all San Diego health systems, the Hospital Association of San Diego and Imperial Counties, law enforcement agencies and prosecutors
2. Increase professional development in health care careers for both students and current health care professionals in San Diego.	a. Provide opportunities for health care professionals through speaking engagements and professional development courses.	**FY 2027 Plan:** • Offer education and training programs for community health professionals • Provide continuing education lectures to community physicians, residents, interns and Navy personnel at the Sharp Memorial Hip Preservation Center • Conduct educational symposiums for health care professionals focused on improving outpatient and inpatient diabetes care **FY 2025 – 2026 Activities:** • Sharp Memorial team members supported the development of community health professionals • A Sharp Memorial rehabilitation specialist held a free workshop on the Kinesio Taping Method for physical therapy professionals • A Sharp Memorial oncology medical social worker provided a presentation on cancer-related cognitive impairment for the Association of Oncology Social Work • At the Barnes Tennis Center, a Sharp Memorial orthopedic surgeon and physical therapists presented on sports injury recovery to sports medicine and other professionals • Provided a presentation on diabetes education as a profession to a San Diego State University dietetic student • The Sharp Diabetes Education Program supported the San Diego WIC (Women, Infants and Children) Dietetic Internship through board leadership

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Identified Community Health Need – Workforce		
Objectives	**Actions**	**Evaluation Methods, Measurable Targets, and Other Comments**
		• The Sharp Diabetes Education Program served as an insulin pump training center for endocrinologists and primary care groups throughout SDC • Members of the Sharp Hip Preservation Center shared orthopedic and musculoskeletal education through presentations at nearly 10 regional, national and international professional forums Please refer to Identified Community Health Need – Community Safety and Identified Community Health Need – Diabetes for details on other Sharp efforts and opportunities for health professionals.

	b. Provide opportunities for college and university students through internships, presentations and professional development courses.	**FY 2025 – 2026 Activities:**
		• Collaborated with local, state and national colleges and universities to provide hospital-based opportunities for students to train for a variety of health careers
		  ○ Sharp Memorial provided training to nearly 260 nursing, 180 ancillary and 12 advanced practice provider students for a combined total of nearly 85,000 hours
		  ○ Sharp Mary Birch San Diego served as a training site for over 170 nursing students and three ancillary students for a combined total of over 19,600 hours

	c. Provide career pathway programs and early professional development for high school students.	**FY 2027 Plan:** • Participate in the Health Sciences High and Middle College program **FY 2025 – 2026 Activities:** • Sharp Memorial and Sharp Mary Birch San Diego provided early professional development and career pathways for high school students through the Health Sciences High and Middle College program ○ More than 60 students shadowed Sharp Memorial staff from various hospital teams
2. Contribute to the expansion of scientific knowledge and medical advancements throughout the larger health and research communities.	a. Participate in clinical trials and national conferences as well as share best practices with the community and health professionals.	**FY 2027 Plan:** • Participate in local and national collaboratives and share specialty expertise at professional conferences • Conduct clinical trials to improve patient care and outcomes • Participate in local and national conferences to share best practices in diabetes treatment and control with the broader health care community

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Identified Community Health Need – Workforce		
Objectives	**Actions**	**Evaluation Methods, Measurable Targets, and Other Comments**

		FY 2025 Activities:
		• Sharp Mary Birch San Diego team, including NRI, shared its expertise and groundbreaking research developments with the greater health and research communities
		  ○ Presentation topics included neurocritical care of the neonate, state-of-the-art delivery room resuscitation, technologies to optimize delivery room resuscitation and concepts and controversies in umbilical cord management for newborns
		  ○ NRI's research findings have been shared in several distinguished medical journals
		  ○ NRI shared best practices in umbilical cord clamping and milking as well as conducting neonatal research trials with more than 8,500 professionals at 12 conferences around the world
		• Sharp, including Sharp Memorial, contributed to numerous clinical trials investigating areas including but not limited to oncology, heart and vascular, behavioral health, newborn care, neurology and pulmonology