

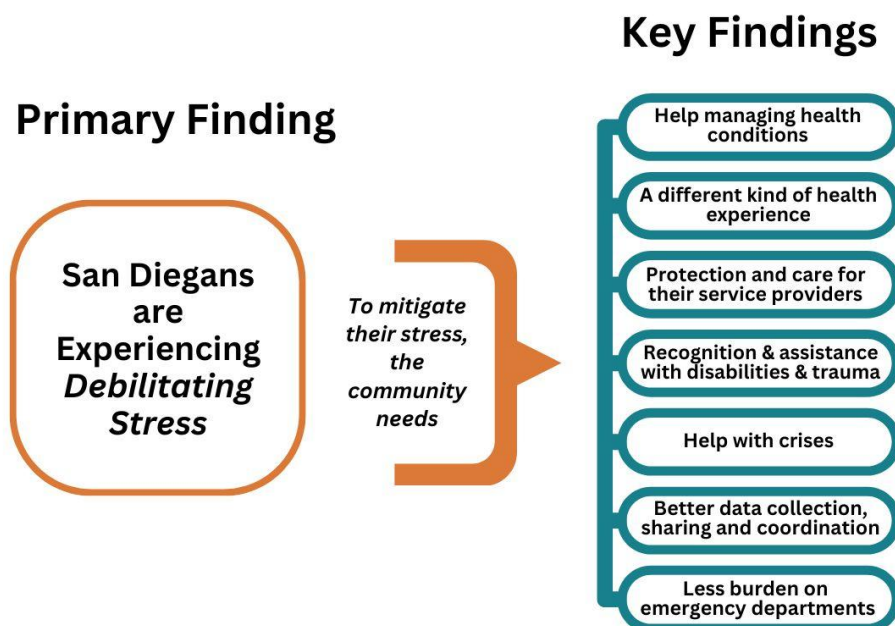
## Sharp Grossmont Hospital Implementation Strategy Fiscal Years 2026 – 2029

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 Grossmont Hospital (SGH), created an implementation strategy that highlights programs, services and resources it provides to address the identified health needs in its community.

### 2025 CHNA Top Community Needs

The graphic illustrates the top community needs identified in the 2025 Community Health Needs Assessment (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 SGH’s 2025 CHNA process, as follows:

<b>Sharp Identified Need</b>	<b>2025 CHNA Findings Addressed</b>
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**

SGH 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 SGH 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 SGH) or contact [communitybenefits@sharp.com](mailto:communitybenefits@sharp.com).



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Identified Community Health Need – Asthma, Respiratory Health				
Objectives	Actions	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
1. Increase access to care for community members living with chronic lung diseases (e.g., asthma, COPD).	a. Provide resources and self-monitoring tools to help community members remain in recovery after hospital discharge.	Ongoing (evaluated annually)	Manager, Pulmonary Services	<u><b>Fiscal Year (FY) 2026 Plans:</b></u> <ul style="list-style-type: none"> <li>Provide patient navigation support services at hospital discharge to community members affected by chronic lung disease</li> <li>Provide battery operated pulse oximeters to vulnerable patients to facilitate with monitoring blood oxygen levels after hospital discharge</li> </ul>
2. Engage and partner with local community organizations that address respiratory health issues to enhance service to vulnerable populations.	a. Provide preventive education to community members in partnership with local community organizations and other Sharp HealthCare (Sharp) departments.	Ongoing (evaluated annually)	Manager, Pulmonary Services  Manager, Sharp Grossmont Hospital (SGH) Community Relations	<u><b>FY 2026 Plans:</b></u> <ul style="list-style-type: none"> <li>Identify a community health education opportunity related to asthma management or a related respiratory health care topic</li> </ul>
	b. Maintain active relationships with local, state and national community boards and committees.	Ongoing (evaluated annually)	Various	<u><b>FY 2025 Activities:</b></u> <ul style="list-style-type: none"> <li>Participation on local chapter of American Lung Association board of directors</li> <li>Participation on California Society for Respiratory Care Board</li> </ul>



**Sharp Grossmont Hospital  
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Identified Community Health Need – Aging Care and Support				
Objectives	Actions	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
1. Support the safety net for seniors living alone in East County.	a. Maintain daily contact through phone calls with East County individuals (often elderly and home-bound) in rural and suburban settings who are at risk for injury or illness and continue supporting telephone reassurance call services for East County residents.	Ongoing (evaluated annually)	Program Coordinator, HealthCare (Sharp) Community Resource Center	<p><b><u>FY 2024-25 Activities:</u></b></p> <ul style="list-style-type: none"> <li>Placed over 7,300 phone calls, including follow-up phone calls to family and friends of participants to ensure older adults living independently were safe</li> <li>Provided medication reminders to program clients as needed</li> </ul> <p><b><u>Evaluation:</u></b> Telephone reassurance call data are tracked internally by the Sharp Community Resource Center team.</p>
2. Raise awareness about senior health issues and connect community members to resources.	a. Provide information on various senior issues (e.g., senior mental health, memory loss, hospice, senior services, nutrition, healthy aging and balance and fall prevention).	Ongoing (evaluated annually)	Program Coordinator, Sharp Community Resource Center	<p><b><u>FY 2025-26 Plans:</u></b></p> <ul style="list-style-type: none"> <li>Provide community presentations and screenings in person at community sites and libraries</li> <li>Partner with Sharp Memorial Hospital (SMH) and the County of San Diego AIS to host a fall prevention event</li> <li>Provide free education programs for community members</li> </ul> <p><b><u>FY 2024-25 Activities:</u></b></p> <ul style="list-style-type: none"> <li>Connected with four libraries in the east region to share information, educate library patrons about the center’s services and programs, Vials of Life and community resources</li> <li>Hosted several senior health education and screening programs and reached over 18,500 individuals via resource consultations, collateral distribution and a variety of interactions</li> <li>Reached over 630 community members through free health education programs presented by experts from community organizations as well as Sharp professionals</li> <li>Presented on scams and how to protect oneself to community members at Good Shepherd Missionary Baptist Church</li> </ul>

## Sharp Grossmont Hospital Community Health Needs Assessment – Implementation Strategy Fiscal Years 2026 – 2029

Identified Community Health Need – Aging Care and Support				
Objectives	Actions	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
				<ul style="list-style-type: none"> <li>Collaborated with Grossmont Healthcare District (GHD) and SMH to host a free fall prevention and balance screening event for 60 attendees</li> <li>Offered free, monthly caregiver basics training classes in collaboration with Sharp experts</li> <li>Mailed over 5,500 activity calendars with information about free resources for seniors</li> <li>Distributed nearly 2,100 Vials of Life, including partnership with Meals on Wheels San Diego County to provide to every new east region program member</li> <li>Provided information about flu and COVID-19 vaccination events to vulnerable older adults and caregivers</li> </ul> <p><b>Evaluation:</b> Program feedback is collected from participants and provided to speakers so that they may refine future educational offerings. The Center also tracks attendance for each educational event and screening held throughout the year. Metrics on community members referred for follow-up are also tracked, and often participants’ names and phone numbers are collected to facilitate follow-up. In addition, community members receive their results and feedback to take to their doctor on their own time.</p>
	b. Participate in community health fairs for seniors.	Ongoing (evaluated annually)	Program Coordinator, Sharp Community Resource Center	<p><b>FY 2026 Plan:</b></p> <ul style="list-style-type: none"> <li>Participate in Jackie Robinson YMCA’s monthly health and resource fair</li> </ul> <p><b>FY 2024-25 Activities:</b></p> <ul style="list-style-type: none"> <li>Offered senior- and health-related resources and Vials of Life as well as information about its programs and services to over 2,700 attendees at various community events in 2024-25</li> <li>Provided over 100 students with information on career opportunities with seniors in health care along with blood pressure screenings at SDSU Health Expo</li> <li>Served approximately 100 individuals per month at Jackie Robinson Family YMCA</li> </ul>

## Sharp Grossmont Hospital Community Health Needs Assessment – Implementation Strategy Fiscal Years 2026 – 2029

Identified Community Health Need – Aging Care and Support				
Objectives	Actions	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
	c. Coordinate conferences dedicated to aging care and support, including a collaboration with Sharp HospiceCare.	Ongoing (evaluated annually)	Program Coordinator, Sharp Community Resource Center	<p><b><u>FY 2026 Plan:</u></b></p> <ul style="list-style-type: none"> <li>• Offer a conference in Point Loma dedicated to aging care and support</li> <li>• Provide additional personalized interactions at events to assist individuals with advance care planning (ACP)</li> </ul> <p><b><u>FY 2024-25 Activities:</u></b></p> <ul style="list-style-type: none"> <li>• Provided ACP workshops to more than 40 community members in La Mesa, Coronado and Otay Mesa in partnership with Sharp HospiceCare</li> <li>• Organized a panel discussion featuring leading experts in health care planning at Point Loma Community Presbyterian Church, reaching 15 community members</li> </ul>
	d. Promote a healthy lifestyle, including an increase in physical activity, among senior community members.	Ongoing	Program Coordinator, SGH Senior Resource Center	<p><b><u>FY 2024-25 Activities:</u></b></p> <ul style="list-style-type: none"> <li>• Launched Walk With a Doc program, where a doctor shares valuable health insights, tips and answers questions while walking with residents across SDC               <ul style="list-style-type: none"> <li>○ Engaged 15 community members attended each month</li> </ul> </li> <li>• Maintained sponsorship of Grossmont Mall Walkers fitness and socialization program for community adults and seniors, serving 40 community members each week</li> </ul>
	e. Provide caregiver support services in SDC’s east region.	Ongoing	Program Coordinator, Sharp Community Resource Center  Lead Medical Social Worker, SGH	<p><b><u>FY 2024 Activities:</u></b></p> <ul style="list-style-type: none"> <li>• Led by social workers, the monthly caregiver support group provides a safe space for caregivers to connect with others in similar situations, share resources, and find emotional support</li> </ul>



## Sharp Grossmont Hospital Community Health Needs Assessment – Implementation Strategy Fiscal Years 2026 – 2029

Identified Community Health Need – Aging Care and Support				
Objectives	Actions	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
3. Engage and partner with local community organizations that address senior health issues to enhance service to vulnerable populations.	a. Maintain active relationships with community organizations serving seniors throughout San Diego.	Ongoing (evaluated annually)	Program Coordinator, Sharp Community Resource Center	<p><b><u>FY 2024 Activities:</u></b></p> <ul style="list-style-type: none"> <li>• Collaborated with Sharp Community Medical Group to provide an educational speaker series to Mount Miguel Covenant Village</li> <li>• Sustained partnership with the American College of Emergency Physicians-accredited Sharp Grossmont Hospital (SGH) geriatric emergency department (ED)               <ul style="list-style-type: none"> <li>○ Reached out to 480 seniors with community resources post-discharge — including transportation, placement services and caregiving</li> <li>○ Provided 470 seniors with a follow-up telephone call 30 days post-discharge to connect with seniors who were hospitalized and provide them with resources</li> </ul> </li> </ul>
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.	Ongoing	Various, Sharp HospiceCare	<p><b><u>FY 2024-25 Activities:</u></b></p> <ul style="list-style-type: none"> <li>• Participated on boards and committees including, but not limited to: the 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 Implementation Committee, San Diego County Medical Society Bioethics Commission, and the Health Services Advisory Group/Sharp Grossmont Care Coordination Collaborative</li> </ul>
	b. Collaborate with a variety of experts to provide ethical and equitable crisis care.	9/30/2025 (evaluated annually)	Vice President (VP)/ Advance Care Planning (ACP) Coordinator Sharp HospiceCare	<p><b><u>FY 2024 Activities:</u></b></p> <ul style="list-style-type: none"> <li>• 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</li> </ul>

## Sharp Grossmont Hospital Community Health Needs Assessment – Implementation Strategy Fiscal Years 2026 – 2029

Identified Community Health Need – Aging Care and Support				
Objectives	Actions	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
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.	Ongoing (evaluated annually)	Bereavement Department, Business Development and Volunteer Services Sharp HospiceCare	<b><u>FY 2024 Activities:</u></b> <ul style="list-style-type: none"> <li>• Celebrated nearly 200 veterans during community events in partnership with USS Midway, St. Paul’s retirement community, and the City of San Diego Parks and Recreation</li> <li>• Expanded services and staff/volunteer/community engagement with annual education and outreach as a Level 4 partner of We Honor Veterans program.</li> <li>• Maintained membership in the San Diego Hospice Veterans Partnership (SDHVP), a group of hospice programs who participate in the We Honor Veterans (WHV) program</li> </ul>
	b. Provide community education and resources on end-of-life care.	Ongoing effort (programs planned on an annual basis)	Business Development Department, Sharp HospiceCare	<b><u>FY 2024-25 Activities:</u></b> Reached more than 300 community members through classes, conferences, and community events in the areas of end of life care and Advanced Illness Management
	c. Offer individual and family bereavement counseling, support groups, and resources.	Ongoing (evaluated annually)	Bereavement Department, Sharp HospiceCare	<b><u>FY 2024 Activities:</u></b> <ul style="list-style-type: none"> <li>• Provided bereavement counseling to nearly 100 community members, including Referrals to community counselors, mental health services, and bereavement support services</li> <li>• Served 150-200 community members through free bereavement education and support group offerings</li> <li>• Mailed nearly 1,600 monthly bereavement support newsletters to community members for the year following the loss of a loved one</li> </ul>
	d. Provide ACP for community groups as well as individual consultations.	Ongoing (evaluated annually)	ACP Department, Sharp HospiceCare	<b><u>FY 2024 Activities:</u></b> <ul style="list-style-type: none"> <li>• Reached 230 community members by hosting workshops and classes countywide in partnership with organizations including, but not limited to: Sharp Community Resource Center, Grossmont Healthcare District, Point Loma Community Presbyterian Church, Scripps Miramar Ranch Library, and John D. Spreckels Center</li> <li>• Provided free consultations to 90 community members seeking ACP guidance</li> </ul>

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Identified Community Health Need – Aging Care and Support				
Objectives	Actions	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
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.	Ongoing (evaluated annually)	<p>Medical Director, Sharp HospiceCare</p> <p>Business Development Department, ACP department Sharp HospiceCare</p> <p>ACP Coordinator, Sharp HospiceCare</p>	<p><b><u>FY 2024 Activities:</u></b></p> <ul style="list-style-type: none"> <li>• Provided 320 hours of mentorship to nursing and advanced practice students</li> <li>• Presented on end-of-life and spirituality to 30 physician assistant graduate students</li> <li>• Conducted a virtual ACP presentation for more than 30 nursing students</li> <li>• 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</li> <li>• Provided education on ACP, the End of Life Option Act and spiritual care in palliative care to professional and academic groups</li> <li>• Engaged in a workgroup for Compassion &amp; Choices’ National Emergency and Palliative Medicine Initiative</li> </ul> <p><b><u>Evaluation:</u></b> Presentations are evaluated through survey and tracked through an internal database to measure program effectiveness and document activities for annual Community Benefit Plan and Report</p>
	b. Continue active involvement with state and national hospice organizations, including presentations on understanding late-stage illness, ACP, compassionate care, etc.	Ongoing (evaluated annually)	<p>VP, Sharp HospiceCare</p> <p>Medical Director, Sharp HospiceCare</p>	<p><b><u>FY 2024-25 Activities:</u></b></p> <ul style="list-style-type: none"> <li>• Provides presentations each year in collaboration with state and national organizations</li> <li>• Sharp HospiceCare leadership continues to serve on the California Hospice and Palliative Care Association board</li> </ul> <p><b><u>Evaluation:</u></b> Community presentations provided through Sharp HospiceCare are evaluated through survey to evaluate effectiveness and revise program content.</p>
7. Collaborate with community, state and national organizations to	a. Explore partnership with community organizations	Ongoing (evaluated annually)	Business Development Department,	<b><u>FY 2024-25 Activities:</u></b>



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Identified Community Health Need – Aging Care and Support				
Objectives	Actions	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
develop and implement appropriate services for the needs of the aging population.	designed specifically to meet the needs of caregivers.		Sharp HospiceCare	<ul style="list-style-type: none"> <li>Provide ACP for community groups as well as individual consultations<sup>1</sup></li> </ul> Please refer to <a href="#">line item 5a</a> , <a href="#">line item 5b</a> , <a href="#">line item 5d</a> and <a href="#">line item 6b</a> 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.	Ongoing (evaluated annually)	Business Development Department, Sharp HospiceCare	<b><u>FY 2024-25 Activities:</u></b>  Please refer to <a href="#">line item 5a</a> , <a href="#">line item 5b</a> , <a href="#">line item 5d</a> and <a href="#">line item 6b</a> for additional information on current efforts.

<sup>1</sup> 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.

## Sharp Grossmont Hospital Community Health Needs Assessment – Implementation Strategy Fiscal Years 2026 – 2029

Identified Community Health Need – Behavioral Health				
Objectives	Actions	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
1. Provide comprehensive behavioral health programs to adults and older adults in the east region with acute or persistent psychiatric disorders.	a. Provide a dedicated psychiatric assessment team in the emergency department (ED) and acute care.	Ongoing	Director, SGH Behavioral Health Services  Manager, SGH Behavioral Health Services	<b><u>FY 2024-25 Activities:</u></b> SGH is the only hospital in East County to provide a dedicated psychiatric assessment to patients in the ED. All psychiatric admissions are from the ED and the SGH Behavioral Health Intensive Outpatient Program.
	b. Provide hospital-based outpatient programs that serve individuals dealing with a variety of behavioral health issues, including schizophrenia, depression and bipolar or anxiety disorders, as well as psychiatric diagnosis for patients 18 or older.	Ongoing	Director, SGH Behavioral Health Services  Manager, SGH Behavioral Health Services	<b><u>FY 2024-25 Activities:</u></b> Current outpatient programs include: Adult Mental Health Program for adults with acute and chronic disorders such as schizophrenia and bipolar disease; Bridges Program, based on the Recovery Model for adults diagnosed with schizophrenia and bipolar disorder; Dual Recovery Program for adults with co-existing mental illness and chemical-use/addictive behavior disorder; Senior Intensive Outpatient Program for adults age 60 and older who have addiction or substance use issues, anxiety, bipolar disorder and depression; Inpatient and Outpatient Electroconvulsive Therapy (ECT) Program; and Medication Clinic for adults that benefit from long-acting injectable medications.
	c. Offer specialized inpatient treatment programs designed to address the specific needs and conditions of patients.	Ongoing	Director & Manager, SGH Behavioral Health Services	<b><u>FY 2024-25 Activities:</u></b> Current inpatient programs include comprehensive program for adults suffering from psychiatric illness such as psychosis, delusions, depression, grief, anxiety, panic, obsessive-compulsive disorder, and traumatic stress syndromes; and Intensive treatment programs for short-term crisis intervention, rapid recovery and return home.
2. Raise awareness and reduce stigma among community members about behavioral health.	a. Provide behavioral health education and resources at community sites and events.	Ongoing	Manager, SGH Community Relations	<b><u>FY 2024-25 Activities:</u></b> <ul style="list-style-type: none"> <li>Distributed information on behavioral health-related resources and information about their program offerings at 2024 and 2025 NAMI Walks events</li> </ul>

## Sharp Grossmont Hospital Community Health Needs Assessment – Implementation Strategy Fiscal Years 2026 – 2029

Identified Community Health Need – Cancer				
Objectives	Actions	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
1. Improve navigation of the health care system for cancer patients in San Diego County’s east region through patient navigation services.	a. Offer the cancer patient navigator program to SGH cancer patients.	Ongoing	SGH Cancer Patient Navigator Coordinator	<p><b><u>FY 2026 Plan:</u></b></p> <ul style="list-style-type: none"> <li>• The Cancer Centers of Sharp plan to revamp the current model for navigation and restructure navigator roles and responsibilities to better distribute resources to more disease sites</li> </ul> <p><b><u>FY 2024-25 Activities:</u></b></p> <ul style="list-style-type: none"> <li>• Assisted more than 1,425 patients in-person, virtually and over the phone with personalized support               <ul style="list-style-type: none"> <li>○ Licensed clinical social worker served more than 600 patients and family members and provided an additional 275 community member consultations regarding support groups and other services and community resources</li> <li>○ SGH breast health navigator facilitated access to care for approximately 350 breast cancer patients</li> <li>○ SGH head and neck and other digestive system cancer navigators provided navigation assistance to approximately 50 patients</li> <li>○ Dietitian provided individualized nutrition assessments, education and follow-up to 150 patients</li> </ul> </li> </ul>
	b. Provide and refine SGH Cancer Patient Navigation Distress Screening technology to screen, track and respond to the needs of cancer patients and their families.	Ongoing (evaluated annually)	VP Oncology Service Line  SGH Cancer Patient Navigator Coordinator	<p><b><u>FY 2026 Plan:</u></b></p> <ul style="list-style-type: none"> <li>• Expand use of distress screening tool to increase the number of patients screened at least one time, as well as the number of patients screened more than one time, especially at times of care transitions               <ul style="list-style-type: none"> <li>○ SGH aims to increase their number of patients screened to 100%</li> </ul> </li> </ul>

## Sharp Grossmont Hospital Community Health Needs Assessment – Implementation Strategy Fiscal Years 2026 – 2029

Identified Community Health Need – Cancer				
Objectives	Actions	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
			Oncology Social Workers  Sharp Nurses	
2. Increase cancer education and support for community members in the east region with cancer diagnoses.	a. Offer free education, support sessions and resources for community members with cancer diagnoses and their support networks.	Ongoing	SGH Cancer Patient Navigator Coordinator	<b><u>FY 2024-25 Activities:</u></b> <ul style="list-style-type: none"> <li>• Reached more than 1,800 community members through free support groups</li> <li>• Reached more than 625 community members through free webinars, classes, and workshops</li> <li>• The Moving Ahead Clinic program provides support for patients with feeding tubes after radiation therapy to ensure they stay nourished, hydrated, and continue utilizing muscles for swallowing               <ul style="list-style-type: none"> <li>○ Patients meet monthly with a nurse, social worker, dietitian, and speech pathologist</li> <li>○ SGH continues to reach out to patients via telephone as well</li> </ul> </li> </ul>
	b. Provide a wig and prosthesis bank to cancer patients.	Ongoing	SGH Cancer Patient Navigator Coordinator	<b><u>FY 2024-25 Activities:</u></b> <ul style="list-style-type: none"> <li>• Provided cancer patients with donated wigs, prosthetic devices and bras at no cost</li> </ul>
3. Increase awareness of the signs and symptoms of cancer through community education and screening events.	a. Conduct comprehensive cancer screenings in English and Spanish and collaborate with partners to offer resources.	Ongoing	VP Clinical Support Services, SCVMC  SCVMC Cancer Patient Navigator Coordinator	<b><u>FY 2024-25 Activities:</u></b> <ul style="list-style-type: none"> <li>• Conducted comprehensive cancer screenings in English and Spanish and collaborate with partners to offer resources</li> </ul>

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Identified Community Health Need – Cancer				
Objectives	Actions	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
	b. Host and participate in community events to provide education and awareness on cancer for San Diego’s east region population.	Ongoing	Various	<p><b><u>FY 2024-25 Activities:</u></b></p> <ul style="list-style-type: none"> <li>Offered education on cancer prevention, risk factors, and support services at 2024 and 2025 Sharp Women’s Health Conferences</li> <li>Participated in community walks including American Lung Association annual Lung Force Walk and the American Cancer Society’s Making Strides Against Breast Cancer Walk, including sponsorship of ACS event</li> <li>Featured Sharp cancer specialists in local English- and Spanish-language media and published content on sharp.com to raise awareness about cancer and the importance of screenings</li> </ul>
	c. Reduce the negative impacts of cancer on the broader community through earlier detection of certain cancers.	Ongoing	VP Oncology Service Line	<p><b><u>FY 2025-26 Plan:</u></b></p> <ul style="list-style-type: none"> <li>Provide screening opportunities for breast, lung and colon cancers</li> </ul> <p><b><u>FY 2024 Activities:</u></b></p> <ul style="list-style-type: none"> <li>In FY 2024, 60 screenings were completed</li> </ul>
	d. Expand Sharp Cancer Genetics Program to increase access to cancer screenings for high-risk community members.	Ongoing (evaluated annually)	VP Oncology Service Line	<p><b><u>FY 2024 Activities:</u></b></p> <ul style="list-style-type: none"> <li>Offered personalized assessments to evaluate patients’ risk of hereditary cancer and its effect on treatment and prevention strategies, with a focus on improving access to genetic counseling and testing for gynecological cancer patients</li> </ul> <p><b><u>Evaluation:</u></b></p> <ul style="list-style-type: none"> <li>In FY 2024, the program’s referral base increased by 43% and the number of patients receiving genetic counseling increased by 54%</li> <li>Ovarian cancer referrals increased by 3% and endometrial cancer referrals increased by 10%</li> </ul>



**Sharp Grossmont Hospital  
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Identified Community Health Need – Cancer				
Objectives	Actions	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
4. Increase support and ongoing education for cancer survivors.	a. Develop a survivorship program that meets the ongoing needs of cancer survivors and their loved ones.	Ongoing (evaluated annually)	Survivorship Program Coordinator Program  Manager for Cancer Quality and Outcomes	<p><b><u>FY 2025-26 Plan:</u></b></p> <ul style="list-style-type: none"> <li>• Host annual events including the Survivorship conference and Cancer Survivors Day</li> </ul> <p><b><u>FY 2024 Activities:</u></b></p> <ul style="list-style-type: none"> <li>• Hosted the annual Survivorship conference</li> <li>• Hosted and provided transportation for the annual Cancer Survivors Day to recognize and support over 200 community members affected by cancer</li> <li>• Hosted a private Sharp HealthCare Cancer Patient Community Group on Facebook for cancer patients and their loved ones, engaged more than 260 community members</li> </ul> <p><b><u>Evaluation:</u></b> The Cancer Centers of Sharp outline and evaluate at least three services within the program and report results on an annual basis.</p>

## Sharp Grossmont Hospital Community Health Needs Assessment – Implementation Strategy Fiscal Years 2026 – 2029

Identified Community Health Need – Cardiovascular Disease				
Objectives	Actions	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
1. Increase access to screenings, community education and support for cardiovascular and cerebrovascular health among San Diego County (SDC) east region community members.	a. Provide free congestive heart failure education classes and support groups.	Ongoing	Lead, SGH Cardiac Rehabilitation  SGH Heart Failure Senior Specialist  Manager, Noninvasive  Director, SGH Cardiac/Vascular Services	<p><b><u>FY 2025-26 Plan:</u></b></p> <ul style="list-style-type: none"> <li>Offer the monthly congestive heart failure class and support group</li> </ul> <p><b><u>FY 2024 Activities:</u></b></p> <ul style="list-style-type: none"> <li>Provided education and support to 5-10 individuals per month impacted by congestive heart failure through a free virtual class and support group</li> </ul> <p><b><u>Evaluation:</u></b> SGH educational programs are evaluated by participants through survey for live presentations.</p>
	b. Provide education and resources focused on heart disease and cardiovascular health for the east region communities.	Ongoing (evaluated annually)	Manager, SGH 5 West, Cardiac Rehabilitation  Director, SGH Cardiac/Vascular Services  Director, SGH Marketing and Communication	<p><b><u>FY 2026 Plan:</u></b></p> <ul style="list-style-type: none"> <li>Provide an in-person cardiac health lecture for community members in collaboration with Sharp’s Community Resource Center</li> </ul> <p><b><u>FY 2024-25 Activities:</u></b></p> <ul style="list-style-type: none"> <li>Reached 120 community members with public education events in partnership with GHD</li> <li>Shared heart-related information through local media channels, including collaboration with the City of Santee to produce a heart health video for its public access TV channel</li> <li>Sharp HealthCare partnered with entity cardiovascular teams to identify cardiovascular doctors to present at various Sharp webinars on AFib, heart failure, etc.</li> </ul>
	c. Provide preventive cardiovascular screenings to community members in San Diego’s east region.	Ongoing (evaluated annually)	Manager, SGH Community Relations	<p><b><u>FY 2024 Activities:</u></b></p> <ul style="list-style-type: none"> <li>Provided body composition screenings to over 300 attendees at the Sharp Women’s Health Conference</li> </ul>

## Sharp Grossmont Hospital Community Health Needs Assessment – Implementation Strategy Fiscal Years 2026 – 2029

Identified Community Health Need – Cardiovascular Disease				
Objectives	Actions	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
			Director, SGH Cardiac/Vascular Services  Manager, Noninvasive  Director, SGH Marketing and Communications	<ul style="list-style-type: none"> <li>Offered over 300 individuals blood pressure screenings at partner events (Love Your Heart, GHD, and two City of Santee events) as well as blood pressure and heart-related information</li> <li>Preventive cardiovascular screenings (fee-based) are comprehensive and include ultrasound, lab tests, and calcium scoring as well as assessing and educating the patient on their risk of a heart attack or stroke</li> </ul>
	d. Provide stroke education and screening, including events targeting seniors and high-risk adults.	Ongoing	VP, Sharp Ortho/Neuro Service Line  Director, Sharp Neuroscience Service Line  Director, SGH Acute Care Nursing  Program Manager, SGH Stroke  Program Coordinator,	<p><b><u>FY 2026 Plan:</u></b></p> <ul style="list-style-type: none"> <li>Provide health education and screenings at annual Sharp Women’s Health Conferences</li> <li>Share stroke education through media channels</li> <li>Provide a community presentation on stroke education and prevention featuring a Sharp-affiliated physician</li> </ul> <p><b><u>FY 2024-25 Activities:</u></b></p> <ul style="list-style-type: none"> <li>Reached approximately 6,000 community members with stroke education at community events, including AHA’s annual San Diego Heart &amp; Stroke Walk</li> <li>Offered nearly 600 blood pressure screenings at more than 25 community events and reached an additional 150 individuals at the annual Sharp Women’s Health Conference with blood pressure screenings, stroke education, and risk assessments</li> </ul>

## Sharp Grossmont Hospital Community Health Needs Assessment – Implementation Strategy Fiscal Years 2026 – 2029

Identified Community Health Need – Cardiovascular Disease				
Objectives	Actions	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
			Sharp Community Resource Center	
	e. Collaborate with community organizations to provide free support groups for community members impacted by stroke and their families.	Ongoing	<p>Director, Sharp Neuroscience Service Line</p> <p>Director, SGH Acute Care Nursing Administration</p>	<p><b><u>FY 2025-26 Plan:</u></b></p> <ul style="list-style-type: none"> <li>In FY 2024, the SGH Stroke Center plans to offer a stroke support group in conjunction with the hospital’s Outpatient Rehabilitation Department.</li> </ul> <p>This need is also addressed by pre-existing support groups at Sharp, including YESS (Young Enthusiastic Stroke Survivors) and the Community Re-Entry Program.</p>
2. Collaborate with other health care organizations in San Diego on stroke education and prevention efforts.	a. Participate in San Diego County Stroke Consortium and collaboration with the County of San Diego Emergency Medical Services.	Ongoing	<p>VP, Sharp Ortho/Neuro Service Line</p> <p>Director, Sharp Neuroscience Service Line</p> <p>Program Manager, SGH Stroke</p> <p>Director, SGH Acute Care Nursing Administration</p>	<p><b><u>FY 2024 Activities:</u></b></p> <p>Participated in countywide San Diego County Stroke Consortium efforts as follows:</p> <ul style="list-style-type: none"> <li>Provided first responders with education on recognizing and responding to LVO</li> <li>Participated in County of San Diego and UCSD research to determine correlation between FAST-ED scores and likelihood of having LVO               <ul style="list-style-type: none"> <li>Data was collected early to mid-2024 at all Sharp stroke centers</li> <li>Will guide future EMS protocol around LVO patient transport to stroke centers with thrombectomy capabilities</li> </ul> </li> <li>Provided stroke awareness education at the Strike Out Stroke baseball game at Petco Park, reaching 350 community members with Sharp resources and 42,000 with Consortium messaging displayed on stadium Jumbotron.</li> </ul> <p><b><u>Evaluation:</u></b></p> <p>Sharp’s systemwide stroke program participated in submitting data on stroke codes to SDC monthly. As a result, data is tracked to determine trends and gaps in the County of San Diego EMS/hospital arena.</p>

## Sharp Grossmont Hospital Community Health Needs Assessment – Implementation Strategy Fiscal Years 2026 – 2029

Identified Community Health Need – Cardiovascular Disease				
Objectives	Actions	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
	b. Provide data to the County of San Diego Emergency Medical Services for STEMI.	Ongoing	VP, Sharp Ortho/Neuro Service Line  Director, Sharp Neuroscience Service Line  Program Manager, SGH Stroke  Director, SGH Acute Care Nursing Administration	<b><u>FY 2024-25 Activities:</u></b> <ul style="list-style-type: none"> <li>Participated in programs to improve the care and outcomes of individuals with heart and vascular disease</li> <li>Participated in quarterly County of San Diego Cardiac Advisory Committee for STEMI (ST-elevation myocardial infarction or acute heart attack); provides STEMI data to County of San Diego EMS on an ongoing basis</li> </ul>
	c. Participate in the County of San Diego ECPR Advisory Committee.	Ongoing	Directors, MCS Team	<b><u>FY 2024 Activities:</u></b> <ul style="list-style-type: none"> <li>Participate in the County of San Diego ECPR (extracorporeal cardiopulmonary resuscitation) pilot program</li> <li>The pilot focuses 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</li> </ul> <b><u>Evaluation:</u></b> 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.



**Sharp Grossmont Hospital  
Community Health Needs Assessment – Implementation Strategy  
Fiscal Years 2026 – 2029**

Identified Community Health Need – Cardiovascular Disease				
Objectives	Actions	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
3. Provide heart health education to health care professionals in the community.	a. Provide expert speakers on heart disease, heart failure and stroke at professional conferences and events.	Ongoing	Director, Program Office, Service Line Leaders	<p><b><u>FY 2026 Plan:</u></b></p> <ul style="list-style-type: none"> <li>• Continue to participate at professional conferences and events as opportunities arise</li> <li>• Offer lectures to health care professionals on performance improvements in congestive heart failure and acute myocardial infarction, and cardiovascular treatment options</li> </ul> <p><b><u>FY 2024-25 Activities:</u></b></p> <ul style="list-style-type: none"> <li>• Provided health education at conferences and events throughout the year</li> </ul>

## Sharp Grossmont Hospital Community Health Needs Assessment – Implementation Strategy Fiscal Years 2026 – 2029

Identified Community Health Need – Diabetes				
Objectives	Actions	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
1. Increase education of signs and symptoms of diabetes in San Diego’s east region.	a. Provide education and participate in health fairs and events in SDC, including SDC’s east region.	Ongoing (evaluated annually)	Sharp Diabetes Leadership Team	<p><b><u>FY 2025-26 Plan:</u></b></p> <ul style="list-style-type: none"> <li>• Provide group instruction for newly diagnosed gestational diabetes patients, including follow-up and support through delivery</li> <li>• Participate in the annual San Diego Heart &amp; Stroke Walk and Tour de Cure</li> <li>• Offer diabetes education and support at the annual Sharp Women’s Health Conference</li> </ul> <p><b><u>FY 2024-25 Activities:</u></b></p> <ul style="list-style-type: none"> <li>• Offered an expert speaker as well as diabetes risk assessments and disease management resources at 2024 and 2025 Sharp Women’s Health Conferences</li> <li>• Provided presentations to more than 50 community members on diabetes and cardiovascular disease, diabetes management and healthy aging in partnership with Westmont Senior Living, GHD, and Santee City Hall</li> <li>• Raised funds and participated in the annual San Diego Heart &amp; Stroke Walk</li> <li>• The Sharp Community Resource Center offered free health education programs presented by experts on topics such as healthy lifestyle and diabetes management</li> </ul> <p><b><u>Evaluation:</u></b> Feedback is collected from community members on educational courses provided, to improve and refine educational resources for community member needs. The Sharp Diabetes Leadership Team meets annually to evaluate the programs over the previous year.</p>
	b. Explore internal and external opportunities to provide additional resources and education to patients in need.	Ongoing (evaluated annually)	Sharp Diabetes Leadership Team	<p><b><u>FY 2026 Plan:</u></b></p> <ul style="list-style-type: none"> <li>• Provide clinic- and community-based diabetes education classes and resources</li> <li>• Offer free outpatient phone visits for recently discharged SGH patients who are uninsured, newly diagnosed with diabetes and in need of additional assistance to prevent readmission</li> </ul> <p><b><u>FY 2024-25 Activities:</u></b></p>

## Sharp Grossmont Hospital Community Health Needs Assessment – Implementation Strategy Fiscal Years 2026 – 2029

Identified Community Health Need – Diabetes				
Objectives	Actions	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
				<ul style="list-style-type: none"> <li>• Provided support for regional community health fairs with a focus on the comorbidities of diabetes and heart disease</li> <li>• Served as an insulin pump training center<sup>2</sup> to support endocrinologists and primary care physician groups throughout SDC</li> <li>• Made post-discharge phone calls to review next steps and follow up plan to prevent hospital readmissions among high-risk patients, reaching 20 community members in their preferred language</li> </ul>
	c. Provide education to students in local high schools and colleges as well as health professionals.	Ongoing	Sharp Diabetes Leadership Team	<p><b><u>FY 2024-25 Activities:</u></b></p> <ul style="list-style-type: none"> <li>• Provided presentations on the types of diabetes, diagnostic methods, current technology and medication, community resources for patients, patient education modalities to 40 dietetic students at SDSU</li> <li>• Supported the San Diego WIC (Women, Infants and Children) Dietetic Internship program by serving on WIC board and providing education, career development and mentorship opportunities for interns</li> <li>• Provided a poster presentation on blood sugar levels, blood pressure and diabetes management to 200 attendees at the 2023 AHA Annual Meeting</li> </ul>
	d. Assess existing community resources and explore areas where additional diabetes education and resources may be needed in SDC’s east region.	Ongoing (evaluated annually)	Sharp Diabetes Leadership Team	<p><b><u>FY 2024-25 Activities:</u></b></p> <ul style="list-style-type: none"> <li>• Collaborated with Grossmont Healthcare District to offer diabetes seminars in east region</li> <li>• Explored additional partnerships to address food insecurity as part of nutrition education and incorporating food insecurity screening into patient diabetes education and counseling</li> </ul>
	e. Provide diabetes education to high-risk women with gestational	Ongoing (evaluated annually)	Sharp Diabetes Leadership Team	<p><b><u>FY 2024-25 Activities:</u></b></p>

<sup>2</sup> Since 2020, the Sharp Diabetes Education Program has served as an insulin pump training center, where the program trains community providers to use diabetes technology, including insulin pumps, continuous blood glucose monitors and blood glucose meters, to improve patient care and health outcomes.

## Sharp Grossmont Hospital Community Health Needs Assessment – Implementation Strategy Fiscal Years 2026 – 2029

Identified Community Health Need – Diabetes				
Objectives	Actions	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
	diabetes, through collaboration with community clinics.			<ul style="list-style-type: none"> <li>• Provided diabetes management education and resources to underserved pregnant women with type I, type 2 and gestational diabetes, both at SGH and in collaboration with community clinics</li> <li>• Provided services and education to 360 underserved pregnant and breastfeeding women with diabetes at SGH in FY 2024</li> </ul> <p><b>Background:</b> The Sharp Diabetes Education Program is working with California Maternal &amp; Child Health.</p> <p><b>Evaluation:</b> Program and patient feedback reviewed by diabetes leadership annually.</p>
2. Improve access to diabetes educational resources for underserved populations in SDC’s east region.	a. Explore potential partnerships with community clinics in order to offer diabetes classes at clinic locations.	Ongoing (evaluated annually)	Sharp Diabetes Leadership Team	<p><b>FY 2025-26 Plan:</b></p> <ul style="list-style-type: none"> <li>• Provide discharged patients with resources (211 San Diego and Transition of Care through SGH) to connect with a local physician upon discharge to promote care continuity</li> </ul> <p><b>FY 2024-25 Activities:</b></p> <ul style="list-style-type: none"> <li>• Explore potential partnerships with community clinics</li> <li>• Served patients referred by community clinics and provided consultation to providers at community clinics, such as FHCSD, as needed</li> </ul>
	b. Create language-appropriate and culturally sensitive diabetes educational materials.	Ongoing (evaluated annually)	Sharp Diabetes Leadership Team	<p><b>FY 2024-25 Activities:</b></p> <ul style="list-style-type: none"> <li>• Provided educational resources in various languages, including food diaries and logbooks for community members to track blood sugar levels</li> <li>• Live interpreter services are available in more than 200 languages via the Stratus Video Interpreting iPad application</li> <li>• Sharp’s certified diabetes care and education specialists received training to improve the delivery of inclusive and culturally competent care for diverse communities</li> </ul>

## Sharp Grossmont Hospital Community Health Needs Assessment – Implementation Strategy Fiscal Years 2026 – 2029

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

Objectives	Actions	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
1. Provide support and education for women on a variety of health topics, including prenatal care and parenting skills to improve health outcomes for new mothers, newborns and families in SDC’s east region.	a. Provide education, resources and outreach to help meet the unique needs of women, mothers and newborns in SDC’s east region.	Ongoing	Manager, SGH Obstetrics and Gynecology  Manager, SGH Labor and Delivery  Manager, SGH Neonatal Intensive Care Unit (NICU)	<p><b><u>FY 2024-25 Activities:</u></b> Offered a variety of health education classes and free support groups</p> <ul style="list-style-type: none"> <li>Served approximately 750 community members with recurring support groups</li> <li>Provided education classes to more than 1,200 community members on topics related to pregnancy planning, breastfeeding, labor preparation, and post-partum care</li> <li>Offered women’s health resources to over 1,000 attendees at the annual Sharp Women’s Health Conferences</li> <li>Distributed First 5 California’s Kit for New Parents, a bag filled with useful resources and information in both English and Spanish for parents and their babies</li> </ul> <p><b><u>Evaluation:</u></b> SGHWN continues to evaluate its offered services/events.</p>
2. Improve outcomes for mothers and newborns through breastfeeding and maternity care best practices.	a. Implement process improvements to increase breastfeeding rates among new mothers.	Ongoing (evaluated annually)	Manager, SGH Obstetrics and Gynecology  Lead Clinical Nurse, SGH Lactation	<p><b><u>FY 2024-25 Activities:</u></b></p> <ul style="list-style-type: none"> <li>Increased exclusive newborn breastfeeding rate at discharge from 49% to 59% (2011-2024)</li> <li>Engaged SGH Perinatal Clinic in a new evidence-based home visiting model called Healthy Families America San Diego County<sup>3</sup>, a partnership between the County of San Diego, First 5 Commission and the local chapter of the American Academy of Pediatrics</li> </ul> <p><b><u>Evaluation:</u></b> The SGHWN tracks mothers of premature infants 28 to 34 weeks who had established breastmilk supply at two weeks.</p>
3. Collaborate with community organizations to raise	a. Support low-income and underserved women in	Ongoing	Perinatal Advanced	<p><b><u>FY 2024-25 Activities:</u></b></p>

<sup>3</sup> Healthy Families America serves as a follow up model to sustain efforts achieved through initial pilot program that resulted in the establishment of Baby-Friendly USA guidelines around breastfeeding education and support.

## Sharp Grossmont Hospital Community Health Needs Assessment – Implementation Strategy Fiscal Years 2026 – 2029

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

Objectives	Actions	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
awareness of women’s health issues and services; provide low-income and underserved women in SDC’s east region with critical prenatal services.	the community through collaboration with community organizations.	(evaluated annually)	Practitioner, SGH Perinatal Services  Manager, SGH Obstetrics and Gynecology	<ul style="list-style-type: none"> <li>• SGH Prenatal Clinic<sup>4</sup> midwives provided in-kind help at Neighborhood Healthcare in El Cajon to support the underserved population in SDC’s east region, including more than 1,080 hours of care for pregnant women, with midwife coverage five days per week</li> <li>• Additional Prenatal Clinic activities:               <ul style="list-style-type: none"> <li>○ Participated in the California Department of Public Health Comprehensive Perinatal Services Program to offer comprehensive prenatal clinical and social services to low-income, low-literacy women with Medi-Cal benefits</li> <li>○ Partnered with Vista Hill ParentCare through the ADAPT program to assist women with substance use or psychosocial issues during pregnancy</li> <li>○ Screened expecting mothers for various social determinants of health; developed treatment and follow-up plans for individuals with positive screens to support remainder of the pregnancy and up to 10 weeks postpartum</li> </ul> </li> </ul>
	b. Participate in and partner with several community organizations and advisory boards for maternal and child health.	Ongoing	Manager, SGH Obstetrics and Gynecology  Manager, SGH Labor and Delivery  Manager, SGH NICU	<p><b><u>FY 2024-25 Activities:</u></b></p> <ul style="list-style-type: none"> <li>• Participated in and partnered with 15 community organizations and advisory boards</li> </ul>

<sup>4</sup> SGHWN includes the SGH Prenatal Clinic, which provides services and resources specifically to the hospital’s underinsured patients. The SGH Prenatal Clinic offers comprehensive obstetric services, postpartum assessments and individualized care plans to determine and address patients’ strengths, risks, needs and goals.

## Sharp Grossmont Hospital Community Health Needs Assessment – Implementation Strategy Fiscal Years 2026 – 2029

### Identified Community Health Need – Access to Health Care

Objectives	Actions	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
1. Increase health coverage for patients seen in the emergency department.	a. Provide services to help every unfunded patient in the ED find coverage options.	Ongoing (evaluated annually)	Supervisor, Patient Assistance Navigators	<p><b><u>FY 2024 Activities:</u></b></p> <ul style="list-style-type: none"> <li>Sharp secured Medi-Cal Presumptive Eligibility for 2,760 unfunded patients in the ED</li> <li>Used PointCare to assist more than 3,800 self-pay patients</li> </ul> <p><b><u>Evaluation:</u></b> The PointCare program collects metrics on number of individuals served and cost savings. From October 2015 to September 2024, Sharp helped nearly 98,000 self-pay patients through PointCare, while maintaining each patient’s dignity throughout the process.</p>
2. Provide payment options <sup>5</sup> , 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.	Ongoing	Manager of Pharmacy Finance & Regulatory Compliance  Supervisor, Patient Assistance Navigators	<p><b><u>FY 2024 Activities:</u></b></p> <ul style="list-style-type: none"> <li>Patient Assistance Program helped under- and uninsured patients access medications worth a total of \$14.3 million</li> </ul> <p><b><u>Evaluation:</u></b> 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.</p>
	b. Participate in the 340B Drug Pricing Program <sup>6</sup> .	Ongoing	Manager of Pharmacy Finance &	<p><b><u>FY 2024 Activities:</u></b></p> <ul style="list-style-type: none"> <li>Annual savings totaled more than \$110 million to help expand programs and medication access to Sharp's patients in need</li> </ul>

<sup>5</sup> 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.

<sup>6</sup> Three Sharp hospitals — SMH, SGH and Sharp Chula Vista Medical Center — are permitted to purchase outpatient drugs at reduced prices

## Sharp Grossmont Hospital Community Health Needs Assessment – Implementation Strategy Fiscal Years 2026 – 2029

Identified Community Health Need – Access to Health Care				
Objectives	Actions	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
			Regulatory Compliance	
	c. Offer ClearBalance — a specialized loan program for patients facing high medical bills.	Ongoing	Supervisor, Patient Assistance Navigators  Manager Patient Access Services, Self-Pay Patients	<b><u>FY 2024 Activities:</u></b> Since 2010, ClearBalance has assisted more than 9,800 Sharp patients in securing small bank loans to help pay off medical bills in low monthly payments.
	d. Provide Project HELP funds for pharmaceuticals, transportation vouchers and other needs for economically disadvantaged patients.	Ongoing	SGH Chief Financial Officer	<b><u>FY 2024 Activities:</u></b> <ul style="list-style-type: none"> <li>Funds for SGH Project HELP totaled nearly \$260,000 in free medications, transportation and other financial assistance</li> </ul>
3. Improve care management and clinical-community linkages that address social determinants of health through use of technology platform that shares health and social services data	a. Continue data sharing and collaboration with the San Diego Community Information Exchange (CIE)/211 San Diego. <sup>7</sup>	June 2026	Sharp VP ICM	<b><u>FY 2026 Plan:</u></b> <ul style="list-style-type: none"> <li>Continue to support expanding utilization and tracking referrals compared to SDoH needs identified in hospitalized patients.</li> <li>Explore further integration of CIE into Epic. This strategy has been adopted with other local health care organizations and has shown to improve experience and utilization</li> </ul> <b><u>FY 2024-25 Activities:</u></b>

<sup>7</sup> 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.

## Sharp Grossmont Hospital Community Health Needs Assessment – Implementation Strategy Fiscal Years 2026 – 2029

Identified Community Health Need – Access to Health Care				
Objectives	Actions	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
across health care and social service sectors.				<ul style="list-style-type: none"> <li>Observed a &gt;400% increase (18 to 97) in active CIE users from the year prior with over 200 users completing training between FY24 and FY25 (systemwide)</li> <li>An average of 60 referrals a month are processed with consistent trending of increased utilization and referral activity</li> </ul>
4. Improve outcomes for vulnerable, underfunded patients and community members.	a. Continued partnership and collaboration with recuperative care units.	Ongoing (evaluated annually)	Sharp Clinical Social Workers  VP, Sharp ICM	<p><b><u>FY 2024 Activities:</u></b> Partnered with recuperative care providers to assist individuals experiencing homelessness with treatment options upon discharge.</p>
	b. Ongoing assessment of homeless data to identify opportunities for community partnerships and interventions.	Ongoing	VP, Sharp ICM	<p><b><u>FY 2025-26 Plan:</u></b></p> <ul style="list-style-type: none"> <li>Continue to progress data collection to concurrently advance care opportunities by:               <ul style="list-style-type: none"> <li>Exploring opportunities for introduction of a risk index via Epic - will include consideration of individuals experiencing homelessness to more quickly pair assessment with appropriate intervention</li> <li>Introducing methods for distinguishing homelessness as a comorbidity</li> </ul> </li> </ul> <p>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</p>
	c. Explore and expand Sharp HealthCare (Sharp) integrated delivery system access to post-acute recuperative care services.	Ongoing	VP, Sharp ICM	<p><b><u>FY 2026 Plan:</u></b></p> <ul style="list-style-type: none"> <li>Resolve gaps in care through community outreach efforts to identify opportunities as they become available</li> </ul> <p><b><u>FY 2024-25 Activities:</u></b></p> <ul style="list-style-type: none"> <li>Sharp Integrated Care Management (ICM) has created a System Social Work Educator role to advance Medical Social Work and build upon community partnerships</li> <li>Coordinated care efforts with partners such as Whole Person Wellness, PATH (People Assisting the Homeless) and 211 CIE</li> </ul>

## Sharp Grossmont Hospital Community Health Needs Assessment – Implementation Strategy Fiscal Years 2026 – 2029

### Identified Community Health Need – Access to Health Care

Objectives	Actions	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
				<ul style="list-style-type: none"> <li>Screened patients experiencing homelessness for insurance and provided weather appropriate clothing, meal prior to discharge, prescriptions and community resources when needed.</li> </ul> <p><b>Evaluation:</b> 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.</p>
	d. Offer a Care Transitions Intervention (CTI) program <sup>8</sup> to help patients transition safely from hospital to home environment.	Ongoing (evaluated annually)	Director, SGH Case Management & Social Work  SGH Medical Social Worker	<p><b>FY 2024 Activities:</b> Average readmission rate for CTI patients in FY 2024 was 5.0%. These figures are a substantial decrease from the average readmission rate of 25-30% for those patients who qualify for CTI but who do not enroll in the program.</p> <p>The CTI program data also reveals a significant reduction in cost between average length of stay for vulnerable patients, as well as average direct costs (per day) and average hospital day direct cost.</p> <p><b>Evaluation:</b> This will be accompanied with evaluation of the CIE partnership (see <a href="#">Identified Community Health Need – Access to Health Care 3a</a>).</p>
	e. Connect vulnerable patients, including those experiencing homelessness, to local community organizations and resources for	Ongoing (evaluated annually)	Director, SGH Case Management and Social Work	<p><b>FY 2025-26 Plan:</b></p> <ul style="list-style-type: none"> <li>Schedule post-acute care visits at Family Health Centers of San Diego and Neighborhood Healthcare</li> </ul>

<sup>8</sup> The CTI<sup>®</sup> program focuses on ensuring patients have a care management plan across the care continuum upon discharge. To date, the CTI team has successfully enrolled nearly 15,000 individuals in the program. CTI has dramatically reduced readmission rates for participants year to year, accomplished in part by connecting these patients to community resources and referrals that help them maintain their health and safety (i.e., food, transportation, housing, utilities).

## Sharp Grossmont Hospital Community Health Needs Assessment – Implementation Strategy Fiscal Years 2026 – 2029

Identified Community Health Need – Access to Health Care				
Objectives	Actions	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
	low-cost medical equipment, housing options, and follow-up care.		SGH Lead Medical Social Worker	<ul style="list-style-type: none"> <li>• Expand the California Bridge program by establishing referral pathways to community MAT clinics such as Revive Pathway</li> </ul> <p><b><u>FY 2024 Activities:</u></b></p> <ul style="list-style-type: none"> <li>• Provided more than \$171,000 in home health services, medical transportation, temporary stays in independent living facilities and medical equipment oximeters and scales to facilitate post-acute care services for vulnerable patients, including individuals who experience homelessness or lack financial resources or insurance coverage</li> <li>• Referred individuals to community organizations to assist with food and safe shelter               <ul style="list-style-type: none"> <li>○ Referred patients experiencing homelessness to a shelter when appropriate</li> </ul> </li> <li>• Participated in The Regional Task Force on Homelessness’ annual WeAllCount Point-in-Time count to gather data on homelessness</li> </ul>
5. Collaborate with local organizations to assist patients who live in rural, eastern San Diego areas.	a. Collaborate with the County of San Diego Public Health Services and San Diego County Fire to assist already discharged SGH patients with little to no access to health care services through the Rural Health Program.	Ongoing	Various	<p><b><u>FY 2024 Activities:</u></b></p> <ul style="list-style-type: none"> <li>• Continued collaboration with GHD, County of San Diego Public Health Services and San Diego County Fire to offer Rural Health Program, which assists SGH patients who live in the far eastern part of San Diego County and have limited access to nearby follow up care               <ul style="list-style-type: none"> <li>○ Care team includes a public health nurse and a San Diego County Fire paramedic providing short visits to ensure the medical recovery of patients and support fire safety through provision of care coordination, medical and safety equipment, property inspection and community resources</li> <li>○ Patient visits are unlimited with goal to reduce hospital readmissions</li> </ul> </li> </ul>

## Sharp Grossmont Hospital Community Health Needs Assessment – Implementation Strategy Fiscal Years 2026 – 2029

Identified Community Health Need – Community Safety				
Objectives	Actions	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
1. Provide an injury and violence prevention program for children, adolescents and young adults throughout SDC.	a. 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.	Ongoing	SMH Community Health Educator	<p><b><u>FY 2024 Activities:</u></b></p> <ul style="list-style-type: none"> <li>• Provided injury prevention education to nearly 1,000 students in grades 9-12 from nine high schools throughout the county</li> </ul>
	b. Increase knowledge and awareness of the causes and risk factors of brain and spinal cord injury and injury prevention measures.	Ongoing	SMH Community Health Educator	<p><b><u>FY 2026 Plans:</u></b></p> <ul style="list-style-type: none"> <li>• Expand beyond the scope of the San Diego County Office of Education’s College and Career Readiness program to provide and provide educational presentations to schools in North County, Coronado and the South Bay</li> <li>• 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</li> </ul> <p><b><u>FY 2024-25 Activities:</u></b></p> <ul style="list-style-type: none"> <li>• Offered numerous educational opportunities for community students and residents. Please see line item 1a above for additional details</li> <li>• Presented on traumatic brain injury, spinal cord injury, disability awareness and the permanence of certain injuries to 150 students at Avocado Elementary School in La Mesa</li> </ul>
2. Increase awareness of injury and violence prevention for patients and community	a. Participate in the California Highway Patrol’s Every 15 Minutes program.	Ongoing (evaluated annually)	SMH Trauma Manager	<p><b><u>FY 2024-25 Activities:</u></b></p> <ul style="list-style-type: none"> <li>• Served nearly 2,000 students at Santana and Mountain Empire High Schools through Every 15 Minutes program to raise awareness on personal safety, drinking and driving, and related injury prevention topics.</li> </ul>

## Sharp Grossmont Hospital Community Health Needs Assessment – Implementation Strategy Fiscal Years 2026 – 2029

Identified Community Health Need – Community Safety				
Objectives	Actions	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
members through education and outreach.				<ul style="list-style-type: none"> <li>Served nearly 4,000 students at Westview High School and Scripps Ranch High School through Every 15 Minutes program to raise awareness on personal safety, drinking and driving, and related injury prevention topics.</li> </ul>
	b. Provide free STOP the Bleed trainings to community members throughout SDC.	Ongoing (evaluated annually)	SMH Trauma Manager	<p><b>FY 2025-26 Plan:</b> Continue providing free STOP the Bleed trainings in the community to train, equip and empower bystanders to assist in a bleeding emergency before professional help arrives.</p>
3. Increase education and awareness of health care professionals and community members in San Diego on around violence and trauma, including human trafficking.	a. Collaborate with community organizations and health care professionals to share best practices and provide education on human trafficking.	Ongoing	SMH Assistant Librarian  Sharp Coronado Hospital and Healthcare Center Medical Social Worker  Trauma-Informed Care team at Sharp Mesa Vista Hospital	<p><b>FY 2024-25 Activities:</b></p> <ul style="list-style-type: none"> <li>Maintained participation and leadership in San Diego Regional Human Trafficking and Commercial Sexual Exploitation of Children Advisory Council Health Subcommittee<sup>9</sup>, including, but not limited to, the following collaborative training and education efforts:               <ul style="list-style-type: none"> <li>Facilitator at HEAL Trafficking Train the Trainer Academy for more than 40 public health professionals and health educators</li> <li>Provided a trauma-informed care continuing medical education series to more than 50 community healthcare professionals</li> <li>Provided education on trauma-informed approaches to human trafficking to 60 nursing and PA students</li> <li>Recorded and shared Health Subcommittee meetings and associated resources as appropriate, reaching contact list of more than 600 community members</li> <li>Presented best practices at conferences - SMH trauma multi-disciplinary rounds conference and Healthcare in Action (street medicine)</li> </ul> </li> <li>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.</li> </ul>

<sup>9</sup> SMH 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.

**Sharp Grossmont Hospital  
Community Health Needs Assessment – Implementation Strategy  
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Identified Community Health Need – Community Safety				
Objectives	Actions	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><b><u>FY 2025-26 Plans:</u></b></p> <ul style="list-style-type: none"> <li>▪ Provide a continuing education training on non-fatal strangulation or mandated support</li> </ul> <p><b><u>FY 2024-25 Activities:</u></b></p> <ul style="list-style-type: none"> <li>• Present non fatal strangulation training with California Clinical Forensic Medical Training Center (CCFMTC) August 2025</li> </ul>
	c. Implement human trafficking and trauma-informed care trainings and protocols at Sharp.	Ongoing	<p>SMH Assistant Librarian</p> <p>SMH Emergency Department Leadership</p> <p>Sharp’s Continuing Medical Education Department</p> <p>Sharp Coronado Hospital Medical Social Worker</p>	<p><b><u>FY 2026 Plans:</u></b></p> <ul style="list-style-type: none"> <li>• Replace previously used screening tools with the PEARR Tool and lead its clinical validation</li> <li>• Hire a survivor consultant to review protocols and make recommendations</li> <li>• Integrate best practices on human trafficking and trauma-informed care into new nurse orientations and continuing education events</li> <li>• Update the personal safety questions with the Epic customization</li> <li>• Update the P&amp;P for domestic violence and human trafficking to reflect SB 963</li> </ul> <p><b><u>FY 2024-25 Activities:</u></b></p> <ul style="list-style-type: none"> <li>• Created and provided human trafficking workshop at the Sharp Brown Simulation Center, worked with a paid survivor consultant on instruction; and offered CEUs for all Sharp staff               <ul style="list-style-type: none"> <li>○ 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.</li> </ul> </li> <li>• Expanded implementation of trauma-informed care protocols for SMV, SMBHWN, SGH, Sharp Chula Vista Medical Center, Sharp Rees-Stealy Medical Centers and Sharp Community</li> </ul>

## Sharp Grossmont Hospital Community Health Needs Assessment – Implementation Strategy Fiscal Years 2026 – 2029

Identified Community Health Need – Community Safety				
Objectives	Actions	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
				Medical Group clinicians to support patients who have been trafficked or have experienced similar exploitation/abuse
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.	Ongoing	Director, Emergency/ Disaster Preparedness	<b><u>FY 2024-25 Activities:</u></b> <ul style="list-style-type: none"> <li>• Hosted monthly trainings on ARES® (Amateur Radio Emergency Service)</li> <li>• Offered free NIMS (National Incident Management System) and HICS (Hospital Incident Command System) classes</li> <li>• Hosted and facilitated trainings for pediatric surge readiness and mass casualty triage</li> <li>• Educated personnel from County of San Diego Public Health Preparedness and Response Branch and Office of Emergency Services on Sharp disaster preparedness efforts</li> <li>• Educated community health care workers on active shooter response and Stop the Bleed</li> </ul>
	b. Participate in local and state disaster preparedness exercises in collaboration with public health agencies and other health care partners.	Ongoing	Director, Emergency/ Disaster Preparedness	<b><u>FY 2024-25 Activities:</u></b> <ul style="list-style-type: none"> <li>• 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 Service Authority annual Statewide Medical and Health Exercise</li> <li>• Collaborated on regionwide Radiation Exposure Table Top Exercise as well as Region Wide Fuel Planning</li> </ul>
	c. Serve on various local, state, and national committees and boards to strengthen collaboration and coordinated response.			

## Sharp Grossmont Hospital Community Health Needs Assessment – Implementation Strategy Fiscal Years 2026 – 2029

Identified Community Health Need – Workforce				
Objectives	Actions	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
1. Increase regional awareness and collaboration between regional health care providers, law enforcement and community leaders regarding violence against health care workers, as well as opportunities/strategies to prevent and protect health care workers.	a. Participate in countywide workplace violence prevention workgroup.	Ongoing	CEO, Sharp HealthCare  VP, Sharp HealthCare Government Relations	<b><u>FY 2026 Plan:</u></b> Participate in San Diego Hospital Violence Task Force. Task force members include all San Diego health systems, the Hospital Association of San Diego and Imperial Counties, the San Diego County District Attorney’s Office, the Office of the San Diego City Attorney, the San Diego County Sheriff’s Department, the San Diego Police Department, the Chula Vista Police Department, the Carlsbad Police Department, the National City Police Department, the La Mesa Police Department, the Escondido Police Department, the Oceanside Police Department and the San Diego Harbor Police Department
2. Collaborate with local colleges and universities to promote interest in health care careers and provide professional development lectures.	a. Provide college and university students with opportunities to explore health care professions.	Ongoing	Varies – Preceptors throughout SGH	<b><u>FY 2024-25 Activities:</u></b> 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. <ul style="list-style-type: none"> <li>• The David and Donna Long Cancer Center – internship with SDSU medical physics resident</li> <li>• SGH’s Cardiac Rehabilitation - 40 hour internship with a PLNU Master of Science in Exercise Physiology student</li> <li>• Over 680 nursing students spent over 69,500 hours at SGH, including time spent both in clinical rotations and individual preceptor training, while more than 210 ancillary (non-nursing) students spent more than 50,700 hours on the campus</li> <li>• 25 midlevel practitioners - over 3,000 hours on the campus</li> <li>• SGH cardiac team - more than 1,100 hours mentoring over 50 students</li> <li>• SGH continued to partner with Midwestern University in Glendale, Arizona, to provide physician-led mentorship opportunities for medical students, serving 22 students</li> <li>• SGH’s Pharmacy Department - more than 5,000 hours of supervision, training, lectures and support for over 20 pharmacy students; over 4,000 hours of training to post-graduate Doctor of Pharmacy residents</li> </ul>

## Sharp Grossmont Hospital Community Health Needs Assessment – Implementation Strategy Fiscal Years 2026 – 2029

Identified Community Health Need – Workforce				
Objectives	Actions	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
3. Provide career pathway programs and early professional development for middle and high school students.	a. Provide elementary, middle and high school students with opportunities to explore health care professions.	Ongoing	Varies – Preceptors throughout SGH  Manager, SGH Community Relations	<p><b><u>FY 2025-26 Plans:</u></b></p> <ul style="list-style-type: none"> <li>• Offer the Health Exploration Summer Institute (HESI) program</li> <li>• Participate in the Health Sciences High Middle College (HSHMC) program</li> <li>• Offer HealthCare Towne</li> </ul> <p><b><u>FY 2024 Activities:</u></b></p> <ul style="list-style-type: none"> <li>• Collaborate with the Grossmont Union High School District to offer the HESI program, providing nearly 20 high school students with opportunities for instruction, job shadowing, observations and select hands-on experiences</li> <li>• Participated in the HSHMC program, engaging over 80 high school students on campus</li> <li>• HealthCare Towne was offered twice and encouraged over 60 middle school students to connect what they learn in the classroom to real-life career opportunities in health care</li> </ul>
4. Offer professional development opportunities for community health professionals	a. Actively engage in collaborative meetings, conferences and educational programs to share best practices and provide valuable insights and tours to various stakeholders and health professionals.	Ongoing	Various	<p><b><u>FY 2026 Plan:</u></b></p> <ul style="list-style-type: none"> <li>• Provide education to community health professionals through webinars and community outreach</li> </ul> <p><b><u>FY 2024-25 Activities:</u></b></p> <ul style="list-style-type: none"> <li>• Participated in and shared best practices during professional development programs, conferences, meetings, and webinars, including Southern California VOICE meetings, California Hospital Volunteer Leadership Conference and The Beryl Institute</li> <li>• Offered facility tours to educate community leaders on health system innovations</li> </ul>