Sharp Coronado Hospital and Healthcare Center Implementation Strategy
Fiscal Years 2024 – 2027

As a not-for-profit organization, Sharp HealthCare (Sharp) places great value on the health and wellness of the San Diego community. This value is reflected in Sharp's mission to improve the health of those we serve with a commitment to excellence in all that we do.

Sharp participates in a countywide collaborative to conduct a triennial Community Health Needs Assessment (CHNA) to identify the priority health needs facing the San Diego community, and also develops a separate CHNA for each individually licensed hospital. To learn more about Sharp's CHNA process and findings please view Sharp's 2022 CHNAs (including the Sharp Coronado Hospital and Healthcare Center (SCHHC) CHNA) at: https://www.sharp.com/about/community/community-benefits/health-needs-assessments.cfm.

In response to the 2022 CHNA findings, each Sharp hospital, including SCHHC, created an implementation strategy that highlights programs, services and resources provided by the hospital to address the identified health needs in its community (view the graphic below).

2022 CHNA Top Community Needs

The graphic above represents the **top identified community needs**, the *foundational challenges*, and the ***key underlying themes*** revealed through the 2022 CHNA process. The needs identified as the most critical for San Diegans are listed in the center of the circle in alphabetical — not ranked — order. The blue outer arrows of the circle represent the negative impact of two foundational challenges — health disparities and workforce shortages — which greatly exacerbated every identified need at the center of the circle. The orange bars within the outer circle illustrate the

underlying themes of stigma and trauma — barriers that became more pervasive during the pandemic.

Sharp has numerous support programs for patients and employees to help address the foundational challenges and underlying themes contributing to these needs and will continue to examine them with a goal to expand and improve offerings.

The following pages detail the strategies designed to address the community needs identified through SCHHC's CHNA process. In addition, the Sharp HealthCare Community Health Needs Assessment Guide (CHNA Guide) provides a general overview of Sharp's CHNA process as well as the programs that address the identified community needs. Please view Sharp's most current CHNA Guide at: https://www.sharp.com/about/community/community-benefits/health-needs-assessments.cfm.

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

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1. Continue to host a variety of senior health education and screening programs, in order to raise awareness, identify risk factors, and connect seniors to helpful resources.	a. Provide information on various senior issues such as senior mental health, memory loss, hospice, senior services, nutrition, healthy aging and balance and fall prevention.	Ongoing (evaluated annually)	Manager, Sharp Coronado Hospital and Healthcare Center (SCHHC) Patient and Administrative Relations	**Fiscal Year (FY) 2023-2024 Plan:**
				• Sharp Coronado Hospital and Healthcare Center (SCHHC) plans to continue to collaborate with the John D. Spreckels Center and Bowling Green (Spreckels Center)
				   ○ Collaboration focuses on providing education on a variety of health topics, including mental health, brain health, stress management, grief management, cancer prevention, diabetes, stroke awareness, pelvic floor disorders, healthy habits and exercise for weight loss, obstructive sleep apnea, mindful eating, muscular-skeletal conditions, as well as fall prevention
				
				FY 2023 and 2022 Activities:
				• Provided free seasonal flu vaccinations to more than 320 individuals at its annual community flu clinics (FY 2023)
				   ○ Encouraged community members via Facebook to receive free flu shots at their outdoor flu clinics, which offered both drive-up and walk-up options
				   ○ The clinics served the general community, the Coronado Fire Department and local nursing home staff
				• Supported the health and well-being of nearly 2,500 San Diego and Coronado community members through health education and screenings addressing a range of health needs, including many of those identified in the SCHHC 2022 Community Health Needs Assessment (CHNA) (FY 2022)
				• Continued to collaborate with the Spreckels Center to provide free health education to community seniors (FY 2022)
				   ○ Education was provided on a variety of topics, including diabetes, mental health, brain health, stroke awareness, pelvic floor disorders, healthy habits and exercise for weight loss, obstructive sleep apnea, mindful eating, musculoskeletal conditions and fall prevention

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				○ All in-person presentations integrated a variety of health screenings, including fall risk, body composition, blood pressure and blood glucose ○ Most live presentations offered healthy eating resources, a cooking demonstration as well as healthy food samples prepared by the head chef of SCHHC's hospital cafeteria, known as the Mindful Café • Education was shared in video format with over 1,200 recipients of the Spreckels Center's monthly digital newsletter, as well as approximately 160 community members through in-person presentations at the Spreckels Center (FY 2022) • Provided over 13,200 COVID-19 (coronavirus disease 2019) vaccinations, including to members of the general community at the Sharp Coronado Community Pharmacy as well as to residents of the Coronado Retirement Village (FY 2022) This strategy also addresses Identified Community Health Need – Obesity 3a. Please refer to that section for details. **Evaluation:** FY 2022 education and screening programs provided by SCHHC in partnership with Spreckels Center were evaluated by participants. Evaluations include point scores and average evaluation scores, as well as open-ended questions such as the most important concept participants learned, and what other programs seniors (participants) would like.
	b. Continue to participate in community health fairs for seniors.	Ongoing (evaluated annually)	Manager, SCHHC Patient and Administrative Relations	**FY 2023 and 2022 Activities:** In March, SCHHC participated in the Health and Wellness Fair hosted at the Spreckels Center. At the event, SCHHC staff conducted free health screenings and provided general health education and resources on ways to stay healthy.

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				SCHHC continues to explore opportunities to provide education and resources to community seniors. SCHHC is currently exploring opportunities for community event participation — especially those serving older adults.
	c. Continue to offer health screenings tailored for seniors, annually.	Ongoing (evaluated annually)	Manager, SCHHC Patient and Administrative Relations	**FY 2023 - 2024 Plan:** SCHHC plans to continue to partner with Sharp Mesa Vista Hospital (SMV) to provide behavioral health education, screenings and resources **FY 2023 and 2022 Activities:** • In FY 2023, SCHHC continues to offer various health screenings at community events • In March, SCHHC provided various health screenings at the Spreckels Center's Health and Wellness Fair • In February, SCHHC offered blood pressure screenings at the Spreckels Center as part of the County of San Diego's Love Your Heart initiative • In FY 2022, all in-person presentations at the Spreckels Center integrated a variety of health screenings, including fall risk, body composition, blood pressure and blood glucose **Evaluation:** Education and screening programs provided by SCHHC in partnership with Spreckels Center are evaluated by participants. Evaluations include point scores and average evaluation scores, as well as open-ended questions assessing most important thing participants learned, and future programs seniors (participants) would like. SCHHC will continue to evaluate its offered services/events.
2. Increase health literacy in community members, particularly seniors.	a. Provide education and resources to improve health literacy for	Ongoing	Manager, SCHHC Patient Relations	**FY 2022 Activities:**

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	patients and community members, with a special focus on seniors.			In FY 2022, SCHHC provided education and screenings at community events as well as on-site to support identified community health needs including obesity, cardiovascular health, aging care & support and community safety. This strategy also addresses Identified Community Health Need – Aging Care & Support 1a. Please refer to that section for additional details.
3. Engage and collaborate with local community organizations that address senior health issues in order to foster future opportunities for collaboration in provision of education, screening, food and other resources to seniors.	a. Maintain active relationships with community organizations serving seniors throughout San Diego.	Ongoing (evaluated annually)	Manager, SCHHC Patient and Administrative Relations	**FY 2023 and 2022 Activities:** • To date, SCHHC continues its presence on the Rotary Club of Coronado and Coronado Chamber of Commerce (FY 2023) • Provided over 13,200 COVID-19 vaccinations, including to members of the general community at the Sharp Coronado Community Pharmacy as well as to residents of the Coronado Retirement Village (FY 2022)
	b. Continue and strengthen partnership with Meals on Wheels San Diego County to serve homebound seniors and other vulnerable community members.	Ongoing	Manager, SCHHC Patient and Administrative Relations	**FY 2023 and 2022 Activities:** SCHHC volunteers continued delivering meals and ensured that meals were not disrupted. In FY 2022, SCHHC auxiliary members and volunteers provided nearly 5,800 meals to approximately 40 community members. **Background:** For more than 30 years, SCHHC has partnered with Meals on Wheels San Diego County. In addition to meal service delivery seven days a week, SCHHC's partnership with Meals on Wheels San Diego provides extensive community services, including meals with enhanced nutritional quality, free pet food, in-home safety assessments and sliding-scale payment options for those in need. Meals on Wheels volunteers also observe the client's environment for potential health and

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				safety issues, use a secure mobile delivery application to communicate this information for follow up and are trained to obtain emergency response if needed. This partnership helps promote independence, reduce social isolation and improve the quality of life and health of participating community members.
	c. Continue to connect patients to appropriate services to support recovery and healthy aging at home.	Ongoing	SCHHC Emergency Department (ED)	**FY 2023 and 2022 Activities:** SCHHC continues to offer screening and support services to seniors admitted through its ED. **Background:** In FY 2022, Sharp's four EDs, including SCHHC's ED, earned Geriatric Emergency Department Accreditation (GEDA) through the American College of Emergency Physicians (ACEP). A geriatric emergency department (GED) assists older patients with navigating the ED environment with the help of a team of physicians, nurses, case managers and social workers that are trained and dedicated to emergency care for older adults. Upon arriving at the ED, seniors receive expedited care to ensure they are quickly seen by a provider, followed by a functionality-at-home screening that screens for syndromes that place older adults at risk for losing their independence. These assessments include confirming the ability of patients to provide care for themselves and identifying memory issues; mobility struggles; uncontrolled pain; and symptoms of chronic illness, depression and abuse. After discharge, SCHHC team members reach out to patients through a telephone call to check on their progress and provide them with additional resources, as needed.
4. Improve access to quality hospice, palliative and end-of-life care.	a. Maintain active relationships with or participate on local, state and national community boards and committees to expand access to quality hospice, palliative and end-of-life care.	Ongoing	Various, Sharp HospiceCare	**FY 2023 and 2022 Activities:** • Participated on several local, state and national community boards and committees dedicated to hospice, palliative and end-of-life care, and the needs of seniors. This included, but was not limited to, the Caregiver Coalition, East County Senior Service Providers, San Diego County Hospice Veteran Partnership (HVP), California Hospice and Palliative Care Association (CHAPCA), San Diego County Coalition for Improving End-of-Life Care, California Health Care Foundation's California Physician Orders for Life-

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				Sustaining Treatment (POLST) eRegistry Implementation Committee, and San Diego County Medical Society (SDCMS) Bioethics Commission • Continued to participate in the Health Services Advisory Group/Sharp Grossmont Care Coordination Collaborative • HospiceCare leadership also continued to serve on the board of directors for CHAPCA
	b. Collaborate with a variety of experts throughout San Diego County (SDC) to provide ethical and equitable crisis care throughout the county in response to the COVID-19 (coronavirus disease 2019) pandemic.	Ongoing (evaluated annually)	Vice President (VP), Sharp HospiceCare Advance Care Planning (ACP) Coordinator, Sharp HospiceCare	**FY 2023 and 2022 Activities:** As part of the SDCMS Bioethics Commission, in FY 2023 and 2022, Sharp HospiceCare served on the bioethics workgroup for the development of a new framework called the San Diego County Allocation of Scarce Resources During Crisis Care – The Community Standard of Care Consensus. This countywide framework was rapidly developed as a collaborative effort between SDC's hospital, medical, nursing, bioethics and legal experts to provide ethical and equitable crisis care throughout SDC during the COVID-19 pandemic.
5. Increase the availability of education, resources and support to community members with life-limiting illness and their loved ones.	a. Provide 13 mailings of bereavement support newsletters.	Ongoing (evaluated annually)	Bereavement Department, Sharp HospiceCare	**FY 2023 and 2022 Activities:** During FY 2022, up to 1,700 monthly bereavement support newsletters were mailed to community members for the year following the loss of a loved one. **Evaluation:** Sharp HospiceCare tracks the number of mailings annually through an internal database.
	b. Support the unique advanced illness management and end-of-life care needs of military veterans and their families through participation in veteran-oriented community events and services.	Ongoing (evaluated annually)	Bereavement Department, Sharp HospiceCare	**FY 2023 and 2022 Activities:** At a variety of community events throughout 2022, Sharp HospiceCare provided resources and information on veteran programs. FY 2022 veteran-specific community work included:

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				• Pinning ceremonies for approximately 130 veterans throughout SDC, including St. Paul's Plaza retirement community in Chula Vista; the annual Veterans Day Dance (with County of San Diego Parks and Recreation; and Westmont of La Mesa senior living facility). • Sponsorship of the facility's Veterans Honor Wall by arranging photography services and framing veteran residents' photos at Westmont of La Mesa senior living facility. • Veteran's Day recognition of 63 Sharp HospiceCare veteran patients through pinning ceremonies, during which volunteers present veterans with a We Honor Veterans pin and a certificate of appreciation for their service. **Background:** Since 2010, Sharp HospiceCare has been a member of the San Diego County HVP. Currently a Level 4 Partner a national program developed by the NHPCO in collaboration with the VA to empower hospice professionals to meet the unique end-of-life needs of veterans and their families. To date, Sharp HospiceCare is expanding their services and keeping staff, volunteers and the community engaged with the necessary annual education and outreach. At Level 4 the organization has achieved improved access to and quality of care for community veterans.
	c. Continue to provide community education and resource services throughout San Diego.	Ongoing effort (programs planned on an annual basis)	Business Development Department, Sharp HospiceCare	**FY 2022-2023 Activities:** Sharp HospiceCare supports the San Diego community in the areas of end-of-life care and Advanced Illness Management (AIM) through the provision of education and resources at community health fairs and events, as well as educational presentations to community groups. In FY 2022, activities were conducted both in-person and virtually based on the most current COVID-19 pandemic safety guidelines and served nearly 1,000 community members. Activities included: • Partnered with the Sharp Grossmont Hospital Senior Resource Center to provide the Sharp HealthCare Aging Conference at the La Mesa Community Center

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				• Participated in the Sharp Women's Health Conference, (also planned for FY 2023) • Reached more than 400 community members at both events • Engaged approximately 65 community members in education on understanding hospice and palliative care through presentations provided to residents of Covenant Living at Mount Miguel in October as well as to members of San Diego Oasis in La Mesa in April • Provided phone-based education to approximately 300 community members seeking general information about hospice and palliative care **Evaluation:** Sharp HospiceCare tracks the number of community education events through an internal database.
	d. Continue to offer individual and family bereavement counseling and support groups.	Ongoing (evaluated annually)	Bereavement Department, Sharp HospiceCare	**FY 2022 Activities:** • Sharp HospiceCare's licensed clinical therapists with specific training in grief and loss devoted 170 hours to home-, office-, and phone-based as well as virtual bereavement counseling o Referrals to community counselors, mental health services, bereavement support services and other community resources were provided as needed • Provided two in-person, interactive workshops, including topics such as facilitating closure in the four-session summer workshop and helping children cope with grief • In Fall and Spring, a Sharp HospiceCare music therapist led a new, in-person Coping With Grief Through Music workshop • Provided an eight-session Healing After Loss support group, which focused on practical concerns of adults grieving the loss of a loved one, serving 22 community members. • Supported more than 20 community members grieving the loss of a loved one during the holiday season through its virtual Healing Through the Holidays event.

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				• Offered an eight-week Widow's and Widower's support group, which addressed the concerns of more than 20 men and women who have lost their spouses **Evaluation:** Sharp HospiceCare tracks the number of individual and group counseling sessions through an internal database.

	e. Provide advance care planning (ACP) for community groups as well as individual consultations.	Ongoing (evaluated annually)	ACP Department, Sharp HospiceCare	**FY 2023 - 2024 Plan:**
				• In FY 2023, Sharp's Advanced Care Planning (ACP) team plans to provide information and education to attendees at the Sharp Women's Conference
				• In FY 2023, Sharp's ACP team plans to host a book study focused on ACP at Grossmont Healthcare District (GHD) and various ACP 101 presentations at senior residences across SDC
				
				FY 2023 and 2022 Activities:
				• In FY 2023, Sharp's ACP team hosted various workshops in the community. This included:
				   ○ A Legacy Letter Writing Workshop (Sharing Values, Goals, Personal Legacy Wishes) at the Point Loma Presbyterian Church and Scripps Ranch Library to approximately 35 community members
				   ○ A 4-week Legacy Letter Writing Workshop at GHD to approximately 6 community members
				• In FY 2023, in honor of National Healthcare Decisions Day — a nationwide initiative celebrated every April to educate adults of all ages about the importance of ACP — Sharp's ACP team along with the Senior Resource Center, held community events in La Mesa and Chula Vista
				• Throughout FY 2022, Sharp's ACP team engaged more than 700 community members in both in-person and virtual ACP education, including:

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				○ ACP presentations were provided at the Sharp Women's Health Conference, Sharp HealthCare Aging Conference, the GHD the San Diego Death Talk Meetup group; the Sharp Grossmont Hospital (SGH) Patient and Family Advisory Council in December; the women's auxiliary at Alpine Community Church and residents of Casa de Mañana Retirement Center; and residents of Covenant Living at Mount Miguel ○ An ACP webinar was provided in partnership with the Cancer Centers of Sharp. ○ Sharp HospiceCare's ACP website offered a variety of resources to the community through PREPARE for Your Care • Throughout FY 2022, the Sharp ACP team conducted nearly 150 free consultations in-person and by phone, as well as virtually, with community members seeking guidance with identifying their personal goals of care and health care preferences, appointing an appropriate health care agent and completing an advance directive
6. Provide education and outreach to the San Diego community concerning hospice and palliative services within the care continuum, in order to raise awareness of the choices available toward the end of life and empower community members so that they and their family members may take an active role in their treatment.	a. Provide hospice, palliative care and ACP education and training to physicians, case managers, other health care professionals and health care students.	Ongoing (evaluated annually)	Medical Director, Sharp HospiceCare Business Development Department, Sharp HospiceCare ACP Coordinator, Sharp HospiceCare	**FY 2022 Activities:** - Participated on several local, state and national community boards and committees dedicated to hospice, palliative and end-of-life care, and the needs of seniors (see partnership list in line item 4a) - Provided virtual education on ACP, POLST, End of Life Option Act and goals of care to approximately 80 nursing students at Azusa Pacific University (APU) ○ APU students also received training on the role of bioethics in end-of-life care - Provided 15 Master of Social Work employees at Kaiser Permanente Hospice in Sacramento a virtual presentation on ACP and POLST - Partnered with SDCCC to provide monthly web-based education and training on POLST to 75 community health professionals and students ○ Included clinicians from local skilled nursing facilities (SNF), including Sharp facilities, as well as students from California State University San Marcos and San Diego State University (SDSU)

	Identified Community Health Need – Aging Care & Support			
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				○ Seminars helped develop and enhance participants' skills for facilitating meaningful conversations with patients and families about their care goals ○ Worked directly with community facilities to provide opportunities for students to shadow clinicians during telehealth ACP and POLST conversations with patients and families - Collaborated with a professor from SDSU and other ACP facilitators in SDC to discuss and plan ways to effectively bring ACP education, resources and support to local Latinx community **Evaluation**: Presentations provided to the health care community are evaluated through survey and tracked through an internal Excel database. Survey and data tracking serve to evaluate effectiveness and to document activities for Sharp's annual Community Benefit Plan and Report.
	b. Continue active involvement with and participation on state and national hospice organizations, including presentations on understanding late-stage illness, changing our culture of Care to one of partnership and a continuum of Care perspective, ACP, etc.	Ongoing (evaluated annually)	VP, Sharp HospiceCare Medical Director, Sharp HospiceCare	**FY 2023 and 2022 Activities:** - Provides presentations each year in collaboration with state and national organizations - Leadership continues to serve on the CHAPCA board **Evaluation:** Community presentations provided through Sharp HospiceCare — including those to professional organizations — are evaluated through survey to evaluate effectiveness and revise program content.
7. Collaborate with community, state and national organizations to develop and implement appropriate services for the	a. Explore partnership with community organizations designed specifically to meet the needs of caregivers.	Ongoing (evaluated annually)	Business Development Department, Sharp HospiceCare	**FY 2023 and 2022 Activities:** Sharp HospiceCare will continue to explore collaborations — see line items below. Please refer to line item 5b, line item 5c, line item 5e and line item 6b for additional information on current efforts.

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needs of the aging population.				**Background**: Since FY 2016, Sharp's ACP team has partnered with San Diego Health Connect, Health and Human Services Agency's Aging and Independence Services, Health Services Advisory Group, County of San Diego Emergency Medical Services, and various health care providers in SDC to ensure that community providers have access to POLST forms through the San Diego Healthcare Information Exchange, a countywide program that securely connects health care providers and patients to private health information exchanges. In March 2017, Sharp became the first health care system in SDC to begin electronic uploads of patient POLST forms to the POLST eRegistry. More current data forthcoming.
	b. Continue to collaborate with a variety of local networking groups and community-oriented agencies to provide caregiver classes, end-of-life programs, ACP seminars, web presentations and community-related information for consumers and health care professionals.	Ongoing (evaluated annually)	Business Development Department, Sharp HospiceCare	**FY 2023 and 2022 Activities:** Sharp HospiceCare coordinated with 2-1-1 San Diego (2-1-1) to identify, register and vaccinate homebound individuals in the community, reaching over 1,100 of SDC's most vulnerable residents completed in May 2022. Sharp HospiceCare will continue to explore collaborations — see line items below. Please refer to line items 5b-5c, 5e and 6b for additional information on current efforts.
8. Improve care management and clinical-community linkages that address social determinants of health (SDOH) through implementation of a new technology platform that	a. Sharp HospiceCare and SCHHC (along with other Sharp HealthCare (Sharp) entities) will continue data sharing and collaboration with the San Diego Community Information Exchange (CIE)/2-1-1 San Diego (2-1-1) to	June 2024	VP, Sharp Integrated Care Management (ICM) Manager, Sharp Community	**FY 2023 and 2022 Activities:** This strategy also addresses Identified Community Health Need – Access to Health Care 8a. Please refer to that section for details.

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shares health and social services data across health care and social service sectors.	improve access to care and mitigate adverse outcomes related to social determinants of health.		Benefit and Health Improvement

VP, Sharp HospiceCare | |

Identified Community Health Need – Behavioral Health				
Objectives/Anticipated Impact	**Strategy/Action Items**	**Target Completion Date**	**Responsible Party/ies**	**Evaluation Methods, Measurable Targets, and Other Comments**

1. Raise awareness and reduce stigma of behavioral health issues, with a specific focus on seniors.	a. Provide behavioral health education, screening and resources to community members, specifically seniors.	Ongoing (evaluated annually)	Manager, SCHHC Patient and Administrative Relations	**FY 2023 and 2022 Activities:**
				• In FY 2023, SCHHC collaborated with SMV to provide behavioral health screenings and resources in the community, including the Spreckels Center's Health and Wellness Fair in March.
				• The Sewall Healthy Living Center will continue to provide weekly in-person guided labyrinth walks, as well as virtual meditation and yoga classes to support mental well-being and promote relaxation
				• In FY 2022, SCHHC & SMV specialists conducted a series of in person presentations on mental and brain health at the Spreckels Center
				   ○ Approximately 25 community members served at each event
				   ○ Topics included stress relief with music therapy, care for the caregiver, understanding mental health and maintaining brain health
				• In May 2022, SCHHC participated in Safe Harbor Coronado's Mental Health Awareness Month event
				   ○ The month-long initiative engaged a variety of community partners in promoting behavioral health awareness, especially during the COVID-19 pandemic, to community members of all ages
				• SCHHC also offered a session on stress relief through music therapy to 20 attendees at the Spreckels Center, presented by a board-certified music therapist
				
				Although behavioral health is identified as a priority health need in the primary communities served by SCHHC, the facility is not licensed to comprehensively address this priority. The behavioral health needs of SCHHC's patient community are addressed primarily through the programs and services provided through SMV and Sharp McDonald Center – the major providers of behavioral health and chemical dependency services in SDC. As part of this effort, SMV dispatches Psychiatric Evaluation Team staff to SCHHC's ED in order to identify patients that should be transferred to SMV.

Identified Community Health Need – Behavioral Health				
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2. Improve behavioral health outcomes for safety net patients through early assessment, intervention and resource provision.	a. Provide assessment and early intervention of behavioral health issues for safety net patients presenting in the emergency department (ED).	Ongoing (evaluated annually)	SCHHC ED	**FY 2023 - 2024 Plan:** In FY 2023, SCHHC plans to continue to offer the Bridge MAT program **FY 2023 and 2022 Activities:** • To date, SCHHC continues to identify key stakeholders, train staff, and implement processes for the Bridge Medication Assisted Treatment (MAT) program **Background — MAT program:** The California Bridge Grant was awarded to SGH and Sharp Memorial Hospital (SMH) with the purpose of better addressing the needs of patients experiencing opioid use disorder. SCHHC received the California Bridge Grant in May 2021 and continues to strengthen the program in its facility. In April 2022, the program was extended throughout the system.
3. Improve care management and clinical-community linkages that address SDOH through implementation of a new technology platform that shares health and social services data across health care and social service sectors.	a. SCHHC (along with other Sharp entities) will participate in a pilot partnership with 2-1-1's CIE.	June 2024	Manager, SCHHC Case Management & Social Work VP, Sharp ICM Manager, Sharp Community Benefit and Health Improvement	**FY 2023 and 2022 Activities:** This strategy also addresses Identified Community Health Need – Access to Health Care 8a. Please refer to that section for details.

Identified Community Health Need – Cancer				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments

1. Promote early cancer detection and diagnosis through increased education and screening for patients and community members.	a. Conduct cancer health screenings — on-site and in the community.	Ongoing	VP, Sharp HealthCare Oncology Service Line
			
			Manager, SCHHC Patient and Administrative Relations
				FY 2023 - 2024 Plan:
				• In FY 2023, SCHHC plans to continue to offer visual skin cancer exams and education at the annual Sharp Coronado Hospital Foundation Golf Tournament
				
				FY 2023 and 2022 Activities:
				• During Cancer Awareness month in April, SCHHC offered a free community presentation on cancer prevention and detection at the Spreckels Center
				   ○ Participants received tips on cancer prevention and information about screenings
				• In FY 2022, to support skin cancer awareness and prevention, a SCHHC-affiliated dermatologist provided education and resources to nearly 140 attendees of the annual Sharp Coronado Hospital Foundation Golf Tournament
				   ○ During the event, attendees received free sunscreen samples, protective sleeves and sun hats as well as information on skin cancer and how to practice sun safety
				
				Background:
				SCHHC currently provides cancer screening for breast cancer through digital mammography and 3D Tomosynthesis; screening for colon cancer through colonoscopy; and CT lung screening for lung cancer. SCHHC has recently invested in additional cancer screening services, including breast and lung. SCHHC has also established a new Cancer Care Clinic for consults/education, and follow-up services.
				
				SCHHC has limited cancer resources and staff compared to other Sharp entities, which reflects the lower volume of cancer patients seen at SCHHC. Given the lower patient volume, as well as the cost, expertise and sophistication requirements needed to expand cancer services, increasing investment in cancer screening to promote early cancer detection and connection to services will best support patients and community members served by SCHHC.

			Identified Community Health Need – Cancer	
Objectives/Anticipated Impact	**Strategy/Action Items**	**Target Completion Date**	**Responsible Party/ies**	**Evaluation Methods, Measurable Targets, and Other Comments**
2. Improve navigation of the health care system for newly diagnosed cancer patients.	a. Continue to assist newly diagnosed cancer patients by providing support and easily accessible materials.	Ongoing	VP Oncology Service Line	Representatives throughout the Sharp system are exploring ways to further assist newly diagnosed cancer patients who are particularly anxious at this vulnerable time, including development of accessible community resources and timely support.
3. Improve care management and clinical-community linkages that address SDOH through implementation of a new technology platform that shares health and social services data across health care and social service sectors.	a. SCHHC (along with other Sharp entities) will participate in a pilot partnership with 2-1-1's CIE.	June 2024	VP Oncology Service Line VP, Sharp ICM Manager, Sharp Community Benefit and Health Improvement	**FY 2023 and 2022 Activities:** This strategy also addresses Identified Community Health Need – Access to Health Care 8a. Please refer to that section for details.

Identified Community Health Need – Cardiovascular Disease				
Objectives/Anticipated Impact	**Strategy/Action Items**	**Target Completion Date**	**Responsible Party/ies**	**Evaluation Methods, Measurable Targets, and Other Comments**

1. Increase access to cardiovascular health screenings, education, support and resources for community members; promote accountability and behavioral change through education on chronic disease self-management.	a. Provide cardiovascular health education, screenings, and resources to community members through classes, events and fairs as well as participate in heart-related community events.	Ongoing (evaluated annually)	Manager, SCHHC Patient Relations	**FY 2023 - 2024 Plan:**
				• SCHHC plans to provide presentations on the following topics: healthy eating and exercise for those who have diabetes and heart disease, stress reduction, activity/exercise and various chronic diseases
				• SCHHC-affiliated physicians plan to provide stroke education
				• SCHHC plans to expand education and outreach to the Logan Heights community
				
				FY 2022 Activities:
				• Continued to collaborate with the Spreckels Center to provide seniors with education on living with diabetes and heart disease
				   o An educational video was shared with over 1,200 recipients of the Spreckels Center's monthly digital newsletter, as well as 30 community members through live virtual presentations
				   o Most live presentations offered healthy eating resources, a cooking demonstration as well as healthy food samples prepared by the head chef of SCHHC's hospital cafeteria, known as the Mindful Café
				   o Approximately 160 community members attended on-site presentations, as well as blood glucose and blood pressure screenings
				• Hosted an in-person seminar at the Spreckels Center titled The Golden Hour: How to Respond Quickly to a Stroke and Other Emergencies
				   o Led by the hospital's board-certified emergency medicine doctor, the free event discussed the different types of strokes, common warning signs and when to seek emergency care and included a question-and-answer session
				   o During the event, a Mindful Café chef-led cooking demonstration, heart-healthy food samples, and blood pressure screenings were offered
				   o Approximately 25 community members attended the event

	Identified Community Health Need – Cardiovascular Disease			
Objectives/Anticipated Impact	**Strategy/Action Items**	**Target Completion Date**	**Responsible Party/ies**	**Evaluation Methods, Measurable Targets, and Other Comments**
				• Shared articles throughout 2022 in the local Coronado Eagle & Journal newspaper, covering various topics, including women and heart disease • Participated in year-round fundraising activities in support of the 2022 San Diego Heart & Stroke Walk in September This need is also addressed by existing support groups across Sharp, including Heart Failure, Heart Transplant Support Group and Young Enthusiastic Stroke Survivors (YESS).
2. Collaborate with other health care organizations in San Diego on stroke education and prevention efforts.	a. Continue participation in San Diego County Stroke Consortium — a collaborative effort to improve stroke care and discuss issues impacting stroke care in SDC.	Ongoing	Director, Sharp Neuroscience Service Line Program Manager – Ortho/Neuro Service Line Sharp Medical Directors, Stroke SCHHC Manager, Emergency Department	**FY 2023 - 2024 Plan:** • Consortium education goals include a focus on Large Vessel Occlusion, or blockages of the proximal intracranial anterior and posterior circulation, identification in the field • In collaboration with the San Diego County Stroke Consortium, Sharp's systemwide stroke program plans to provide community education on BEFAST and promote stroke prevention at Petco Park in 2023 **FY 2022 Activities:** • Actively participated in the quarterly San Diego County Stroke Consortium, a collaborative effort with other SDC hospitals to improve stroke care and discuss issues impacting stroke care in SDC • All 17 hospitals that collaborate in the San Diego Stroke Consortium collectively released two messages to the community via social media to encourage San Diegans not to delay seeking care during the COVID-19 pandemic ○ Each message sent from Sharp reached 16,000 subscribers to Facebook, Instagram and other social media outlets with a Sharp following **Background:** SCHHC continued its 18-year collaboration with the County of San Diego Emergency Medical Services to provide data for the SDC stroke registry, where data is tracked to identify gaps and

Identified Community Health Need – Cardiovascular Disease				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
				determine trends. SCHHC also continued to actively participate in the quarterly San Diego County Stroke Consortium, a collaborative effort with other SDC hospitals to improve stroke care and discuss issues impacting stroke care in SDC. **Evaluation:** Sharp's systemwide stroke program participated in submitting data on stroke codes to SDC on a monthly basis. As a result, data is tracked to determine trends and gap identification in the County of San Diego EMS/hospital arena.
3. Provide heart health education to health care professionals in the community.	a. Provide expert speakers on heart disease, heart failure and stroke at professional conferences and events.	Ongoing	Various	**FY 2023 - 2024 Plan:** • Sharp's systemwide stroke program, including SCHHC, will continue to participate at professional conferences and events as opportunities arise **FY 2023 Activities:** • Provided health education at several conferences and events • Systemwide stroke program managers provided training to EMS and fire departments throughout San Diego County ○ Training included BEFAST for large vessel recognition, risk factors, protocol updates and stroke code prehospital training • Systemwide stroke program managers attended the virtual International Stroke Conference in February to learn new advances for stroke care and implement those current advances into the care delivery process in their respective entities

Sharp Coronado Hospital and Healthcare Center
Community Health Needs Assessment – Implementation Strategy
Fiscal Years 2024 – 2027

Identified Community Health Need – Diabetes				
Objectives/Anticipated Impact	**Strategy/Action Items**	**Target Completion Date**	**Responsible Party/ies**	**Evaluation Methods, Measurable Targets, and Other Comments**

1. Increase education of signs and symptoms of diabetes throughout San Diego, particularly underserved and minority populations in the community.	a. Participate in educational forums, health fairs and events throughout San Diego, including Coronado.	Ongoing (evaluated annually)	Manager, SCHHC Patient and Administrative Relations
			
			Sharp Diabetes Service Line Leadership Team
				FY 2023 - 2024 Plan:
				• Continue its collaboration with SunCoast Market Co-op in Imperial Beach
				• Expand education and outreach to the Logan Heights community
				• Continue to participate in health events at the Spreckels Center
				• Provide presentations on the following topics: healthy eating and exercise for those who have diabetes and heart disease, activity/exercise and various chronic diseases
				• Provide fundraising and team participation for the 2023 San Diego Heart & Stroke Walk in September through Sharp Diabetes Education Program
				• Offer diabetes education and support at the annual Sharp Women's Health Conference in June through Sharp Diabetes Education Program
				
				FY 2023 and 2022 Activities:
				• Provided mindful eating, portion control and healthy eating education through the Spreckels Center
				• Collaborated with the Spreckels Center to provide free health education to community seniors, featuring topics like mindful eating and diabetes
				    o Education was shared in video format with over 1,200 recipients of the Spreckels Center's monthly digital newsletter, as well as approximately 160 community members through in-person presentations at the Spreckels Center
				    o All presentations integrated a cooking demonstration with healthy food samples, as well as a variety of health screenings, such as blood glucose and body composition on-site at the Spreckels Center
				• Partnered with the SunCoast Market Co-op to provide education to the Imperial Beach community on health and wellness topics requested directly by residents
				    o The SunCoast Market Co-op is a grassroots effort to open a community-owned, full-service cooperative grocery store with a goal of strengthening the

Identified Community Health Need – Diabetes				
Objectives/Anticipated Impact	**Strategy/Action Items**	**Target Completion Date**	**Responsible Party/ies**	**Evaluation Methods, Measurable Targets, and Other Comments**

				local food system, increasing residents' access to healthy food, and providing a needed retail outlet for small local farms and producers
				    o In the summer/fall, SCHHC participated in SunCoast Market Co-op's monthly community farmers market events, where SCHHC staff provided over 200 attendees with health education and resources, including free and low-cost health and fitness classes, free organic gardening classes, community health education presentations at the Spreckels Center, as well as walks at the hospital's outdoor labyrinth
				• Hosted a free, online webinar titled Mindful Eating During the Holidays
				    o Led by a hospital registered dietitian, the class introduced the concept of mindful eating and how it can help individuals make healthy food choices during the holidays
				    o Nearly 10 community members participated in the webinar
				• Provided fundraising and team participation for the 2022 San Diego Heart & Stroke Walk through the Sharp Diabetes Education Program
				• Offered diabetes education and support to approximately 650 attendees at the annual Sharp Women's Health Conference through the Sharp Diabetes Education Program
				• Sharp Diabetes Education program director participated in a career panel discussing careers in dietetics, including outpatient diabetes care, to approximately 50 dietetics students at the California Academy of Nutrition and Dietetics Career Fair at Point Loma Nazarene University (PLNU)
				• Sharp Diabetes Education Program nurse provided first aid in the Sharp medical tent and answered health-related questions for approximately 200 attendees at San Diego Crew Classic rowing event, Spring 2022
				
				Evaluation Methods:

			Identified Community Health Need – Diabetes	
Objectives/Anticipated Impact	**Strategy/Action Items**	**Target Completion Date**	**Responsible Party/ies**	**Evaluation Methods, Measurable Targets, and Other Comments**
				Feedback is collected from community members on educational courses provided, to improve and refine educational resources for community member needs. Sharp Diabetes Leadership Team also meets annually to evaluate programs over the previous year.

	b. Utilize findings from the Fiscal Year 2022 Community Health Needs Assessment to assess existing community resources and explore areas where additional diabetes education and resources may be needed.	Ongoing	Sharp Diabetes Service Line Leadership
			
			Manager, SCHHC Patient Administrative Relations
			
			Manager, Sharp Community Benefit and Health Improvement
				FY 2023 and 2022 Activities:
				• In FY 2023, the Sharp Diabetes Education Program started using Rfoodx, a company that provides meals for those with diabetes and have Medi-Cal free of charge
				• Continued efforts focus on:
				  o Clinic collaborations — Exploring the possibility of a clinic collaboration is in process
				  o Exploring partnerships to address food insecurity as part of nutrition education and incorporating food insecurity screening into patient diabetes education and counseling

Identified Community Health Need – Diabetes				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
2. Improve care management and clinical-community linkages that address SDOH through implementation of a new technology platform that shares health and social services data across health care and social service sectors.	a. SCHHC (along with other Sharp entities) will participate in a pilot partnership with 2-1-1's CIE.	June 2024	VP, Sharp ICM Manager, Sharp Community Benefit and Health Improvement Sharp Diabetes Health Educator	**FY 2023 and 2022 Activities:** This strategy also addresses Identified Community Health Need – Access to Health Care 8a. Please refer to that section for details.

Identified Community Health Need – Obesity				
Objectives/Anticipated Impact	**Strategy/Action Items**	**Target Completion Date**	**Responsible Party/ies**	**Evaluation Methods, Measurable Targets, and Other Comments**
1. Provide free biometric screenings for community members that address risk factors for obesity; includes education on reducing those risks.	a. Coordinate and provide health education as well as body mass index and blood pressure screenings for indicators of risk of obesity in community members.	Ongoing (evaluated annually)	Manager, SCHHC Rehabilitation Services	**FY 2022 Activities:** • In-person presentations at the Spreckels Center integrated a variety of health screenings, including fall risk, body composition, blood pressure and blood glucose • Most live presentations offered healthy eating resources, a cooking demonstration as well as healthy food samples prepared by the head chef of SCHHC's Mindful Café • Hosted a free, online webinar titled Mindful Eating During the Holidays that was led by a hospital registered dietitian. Approximately 10 community members attended

2. Provide community education on nutrition, healthy eating and access to healthy food.	a. Utilize SCHHC's on-site organic garden to provide community classes on healthy eating.	Ongoing (evaluated annually)	Manager, SCHHC Patient and Administrative Relations	**FY 2023 - 2024 Plan:**
				• Offer free in-person education for community members on a range of health and wellness topics at the Spreckels Center
				• Continue to offer gardening classes through on-site garden and healthy eating classes through hospital cafeteria
				• Provide community education on gardening basics at SCHHC's on-site garden (including to Imperial Beach community members) in partnership with the SunCoast Market Co-op
				
				FY 2022 Activities:
				• Reopened on-site, certified organic fruit, vegetable and herb garden
				   o Incorporates produce into hospital's Mindful Café menu, and serves as an educational tool to teach community members how to start an organic garden through free gardening classes
				   o Four classes were conducted in FY 2022, serving nearly 20 community members in total

	b. Provide community members with education on nutrition and healthy eating on-site, in collaboration with organizations and virtually.	Ongoing (evaluated annually)	Manager, SCHHC Rehabilitation Services	**FY 2023 and 2022 Activities:** • Continued its collaboration with SunCoast Market Co-op in Imperial Beach (FY 2023) • Participated in SunCoast Market Co-op's monthly community farmers market, where SCHHC staff provided over 200 attendees with health education and resources (FY 2022)

Identified Community Health Need – Obesity				
Objectives/Anticipated Impact	**Strategy/Action Items**	**Target Completion Date**	**Responsible Party/ies**	**Evaluation Methods, Measurable Targets, and Other Comments**
				o Included information on hospital programs and services such as free and low-cost health and fitness classes, free organic gardening classes, community health education presentations at the Spreckels Center, and more • Hosted a free, online webinar titled Mindful Eating During the Holidays for more than 10 community members (FY 2022) • Worked with Spreckels Center to provide free health education to community seniors on topics such as diabetes, mindful eating, and healthy habits and exercise for weight loss Please see line item 3a below for additional information on current efforts.
3. Provide care management in support of weight loss and healthy lifestyle choices for San Diego community members.	a. Continue to offer health and wellness services in the Sewall Healthy Living Center.	Ongoing (evaluated annually)	Manager, SCHHC Rehabilitation Services SCHHC Director of Ancillary Services SCHHC Chief Financial Officer, VP of Clinical Services	**FY 2023 - 2024 Plan:** • In FY 2023, SCHHC plans to develop virtual community education and fitness opportunities, including pre-recorded classes and workshops for anytime viewing. **FY 2023 and 2022 Activities:** • In FY 2023 and 2022, SCHHC's Dietary and Nutrition department offered in-person presentations at the Spreckels Center. • Many classes remained virtual due to COVID-19, expanding their reach throughout and beyond SDC Services available through the Sewall Healthy Living Center include: • Memberships for general fitness center access • Personal training sessions for individualized fitness services • Fitness classes for all levels of mobility • Personalized nutrition counseling services • A menu of diagnostic health screenings

Identified Community Health Need – Obesity				
Objectives/Anticipated Impact	**Strategy/Action Items**	**Target Completion Date**	**Responsible Party/ies**	**Evaluation Methods, Measurable Targets, and Other Comments**
				In general, resource limitations restrict growth beyond current programs and services that specifically address obesity at this time. SCHHC continues to offer weekly exercise and wellness classes for individuals of all ages including a variety of yoga, fitness, and mindfulness classes each week. Classes took place at the hospital's Sewall Healthy Living Center, Sandermann Education Center.

Identified Community Health Need – Access to Health Care				
Objectives/Anticipated Impact	**Strategy/Action Items**	**Target Completion Date**	**Responsible Party/ies**	**Evaluation Methods, Measurable Targets, and Other Comments**
1. Increase coverage for patients seen in the in the Emergency Department (ED) by providing assistance to secure health coverage for all individuals entitled to the benefit; also provide payment options for individuals that chose not to secure coverage or are not currently eligible for health benefits. Secure benefit concurrent with stay when Medi-Cal Presumptive Eligibility rules apply.	a. Continue to provide services to help every unfunded patient received in the ED find coverage options.	Ongoing (evaluated annually)	Supervisor, Patient Assistance Navigators	**FY 2023 and 2022 Activities:** From October 2022 through May 2023, Sharp has secured Presumptive Eligibility for 3,317 unfunded patients in the ED. In FY 2022, Sharp secured Presumptive Eligibility for 6,150 unfunded patients in the ED. From October 2022 through May 2023, the COVID-19 Presumptive Eligibility Uninsured Group program secured Presumptive Eligibility for an additional 1,300 unfunded patients in the ED. This program, which was implemented in August 2020, covered diagnostic testing, testing-related services, and treatment services, including vaccination, hospitalization and all medically necessary care, at no cost to the individual. Following the end of the COVID-19 public health emergency, the COVID-19 Presumptive Eligibility Uninsured Group program ceased (May 2023). **Evaluation:** Continued unknowns in understanding the efficacy of efforts include the increase in the patient out of pocket responsibility resulting from health plan coverage purchased off the exchange; and the transition of qualified unfunded patients directly to Medi-Cal. Sharp has initiated a process of trending straight self-pay collections separate from balance after insurance collections in an effort to closely monitor these two distinct populations. Sharp will continue to monitor results. **Background**: In 2014, Sharp hospitals implemented an on-site process for real-time Medi-Cal eligibility determinations (Presumptive Eligibility), making Sharp the first hospital system in SDC to provide this service. At Sharp, patients use PointCare's simple online questionnaire to generate personalized coverage options that are filed in their account for future reference and accessibility. The

	Identified Community Health Need – Access to Health Care			
Objectives/Anticipated Impact	**Strategy/Action Items**	**Target Completion Date**	**Responsible Party/ies**	**Evaluation Methods, Measurable Targets, and Other Comments**
				results of the questionnaire enable Sharp staff to have an informed and supportive discussion with the patient about health care coverage and empower them with options. The PointCare program continues to collect metrics on number of individuals served and cost savings. From October 2015 to September 2022, Sharp helped more than 86,000 self-pay patients through PointCare, while maintaining each patient's dignity throughout the process. In year-to-date FY 2023, the number of individuals served increased by more than 5,916.
2. Provide payment options, education and support to vulnerable, uninsured, underinsured, and patients admitted to hospital facilities with an inability to pay their financial responsibility after health insurance.	a. Provide the Maximum Out of Pocket Program to patients who express an inability to pay their financial responsibility after health insurance.	Ongoing	All Revenue Cycle Staff	**FY 2022 Activities:** In FY 2022, the Maximum Out of Pocket Program made more than $482,000 in adjustments to patient bills. The significant change in volume is a result of the COVID-19 pandemic and a decline in scheduled services. **Background**: The Maximum Out of Pocket Program was launched in October 2014. Sharp assists underinsured and vulnerable individuals unable to meet their financial responsibility after health insurance. Through the program, team members meet with patients at all Sharp hospitals to help them better understand their health insurance benefits, payment options and how to access care during their hospital stay.
	b. Provide a Public Resource Specialist for uninsured and underinsured patients, to offer support patients needing advanced guidance on available funding options.	Ongoing	Patient Access Services (system-level) Public Resource Specialists	**FY 2022 Activities:** Prior to the COVID-19 pandemic, Public Resource Specialists performed field calls (home visits) to patients who require assistance with completing the coverage application process after leaving the hospital. Field calls were paused due to COVID-19 public health and safety restrictions, and have recently been transformed to telehealth (virtual) calls. **Background**: In 2015, positions were created within Sharp's Patient Access Services department (system-level) entitled Public Resource Specialists — to support patients at all Sharp hospitals in need of extra guidance on available funding options.

Identified Community Health Need – Access to Health Care				
Objectives/Anticipated Impact	**Strategy/Action Items**	**Target Completion Date**	**Responsible Party/ies**	**Evaluation Methods, Measurable Targets, and Other Comments**
	c. The Patient Assistance Team will continue to assist patients in need of assistance gain access to free or low-cost medications.	Ongoing	Manager of Pharmacy Finance & Regulatory Compliance Supervisor, Patient Assistance Navigators	**FY 2022 Activities:** In FY 2022, the Patient Assistance Program helped under- and uninsured patients access medications worth a total of $11.8 million. **Background:** Patients are referred by population health teams, physicians, pharmacists, case managers, social workers, nurses and at times, other patients. Team members research all available options for these patients, including programs offered by drug manufacturers, grant-based programs offered by foundations, co-pay assistance and other low-cost alternatives. Eligible patients receive assistance that may help reduce readmissions and the need for frequent medical services resulting from the lack of access to medications. **Evaluation:** Cost savings for replacement drugs is monitored through the pharmacy. The patient accounting staff remove the charges from the patient's statement, as needed. Sharp also tracks each individual that has applied for financial assistance. The patient account is noted with the findings, and a specific adjustment code is used to track the dollars associated with these reviews.
	d. Continue to offer ClearBalance — a specialized loan program for patients facing high medical bills. Through this collaboration with San Diego-based CSI Financial Services, both insured and uninsured patients have the opportunity to secure small bank	Ongoing	Supervisor, Patient Assistance Navigators Manager Patient Access	**FY 2023 Activities:** To date, in FY 2023, more than 1,000 Sharp patients have received assistance through the ClearBalance zero-interest loan program.

				Identified Community Health Need – Access to Health Care

Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
	loans to help pay off their medical bills in low monthly payments and prevent unpaid accounts from going to collections.		Services, Self-Pay Patients	
	e. Continue to provide Project HELP funds for pharmaceuticals, transportation vouchers and other needs for economically disadvantaged patients.	Ongoing	SCHHC Chief Financial Officer	**FY 2022 Activities:** In FY 2022, funds for SCHHC Project HELP totaled more than $32,000 in free medications and transportation. From FY 2010 – FY 2021, funds for SCHHC Project HELP were more than $87,000. In FY 2022, SCHHC also provided nearly $131,000 in free valet services to improve patient, family and community member access to the hospital. **Evaluation:** Project HELP funds are tracked though an internal database.
3. Improve access to health and social services for vulnerable community members, particularly San Diego's homeless population.	a. Explore and expand Sharp integrated delivery system access to post-acute recuperative care services.	Fiscal Year (FY) 2024	VP, Sharp ICM	**FY 2023 - 2024 Plan:** During FY 2024, ICM seeks to resolve gaps in care through community outreach efforts to identify opportunities as they become available. **FY 2023 and 2022 Activities:** Sharp is seeking to identify short-term solutions for immediate needs as they occur, in addition to long-term, sustainable solutions. Each patient is independently considered for exact care need, likely term for the need, and various care setting options immediately available. Sharp continues to coordinate care efforts in partnership such as Whole Person Wellness, PATH (People Assisting the Homeless) and San Diego Community Information Exchange (CIE)/2-1-1 San Diego (2-1-1). Likewise in support of California Senate Bill (SB) 1152, patients experiencing homelessness are screened for insurance and provided weather appropriate clothing, meal prior to discharge, prescriptions and community resources when needed.

Identified Community Health Need – Access to Health Care				
Objectives/Anticipated Impact	**Strategy/Action Items**	**Target Completion Date**	**Responsible Party/ies**	**Evaluation Methods, Measurable Targets, and Other Comments**
4. Seek to provide health care funding options, education, and/or support to the vulnerable, uninsured/underinsured patients admitted to hospitals of the Sharp system.	a. Sharp Integrated Care Management (ICM) and Patient Financial Services support education and access to: • Medi-Cal for CalFresh (Food Stamps) • Hospital Outstation Program (collaboration with the County of San Diego) • Enrollment of qualified patients in CalFresh • San Diego CIE / 2-1-1 Collaboration	Ongoing (evaluated annually)	Manager, Patient Access Services VP, Sharp ICM	**FY 2023 - 2024 Plan:** • Expand ability of ICM team to leverage 2-1-1's CIE by enrolling individuals in the CIE program if not already completed in the community, allowing for hand-off to community organization and timely post-discharge care. • Identify opportunities to engage payers through the CalAIM (California Advancing and Innovating Medi-Cal) program. **FY 2023 and 2022 Activities:** • Expanded efforts for patient education related to funding options/access to health care, as well as San Diego community resources. This largely occurred in concert with California SB 1152. • Continues to finetune and improve identification of individual's experiencing homelessness, especially for treat and release patients seen through Sharp EDs. • Renewed efforts with their relationship and utilization of 2-1-1. In conjunction with the initial patient assessment, individuals are considered for benefit of a 2-1-1 referral (please refer to Identified Community Health Need – Access to Health Care 8a for details). ICM case managers make referrals as needed across all Sharp sites.
	b. Continued partnership and collaboration with Father Joe's Villages in support of Project SOAR.	Ongoing (evaluated annually)	Sharp Clinical Social Workers VP, Sharp ICM	**FY 2023 - 2024 Plan:** Sharp and ICM will continue to seek and optimize opportunities with Father Joe's Villages to serve the needs of patients experiencing homelessness. Given the ongoing state of the pandemic, we continue to assess for the opportunity to establish timelines and priorities. **FY 2023 and 2022 Activities:** Secondary to the global pandemic, the formal Project SOAR's programming offered through Father Joe's Villages was suspended. Sharp partners with Father Joe's Villages to provide assistance for its patients experiencing homelessness.

Identified Community Health Need – Access to Health Care				
Objectives/Anticipated Impact	**Strategy/Action Items**	**Target Completion Date**	**Responsible Party/ies**	**Evaluation Methods, Measurable Targets, and Other Comments**
				Background: Project SOAR, a program through the County of San Diego's Aging and Independence Services: • Provides care management services to frail and disabled adults – age 60 years or older • Provides services to adults are at risk for nursing home placement • Provides services to adults who do not have access or qualify for supportive services through other programs and/or in-home-care service programs
5. Continue to explore opportunities for collaboration with community organizations to enhance access as appropriate for individuals experiencing homelessness to: • Medical care • Financial assistance • Psychiatric and social services	a. Ongoing assessment of homeless data to identify interventions though analysis of trends and key indicators. To guide assessment and planning for: • Allocation of internal resources • Possible expansion of existing external relationships • Identification of new opportunities for partnership and/or collaboration	Ongoing	VP, Sharp ICM	**FY 2023 - 2024 Plan:** Sharp ICM will continue to progress data collection to concurrently advance care opportunities. To that end, and in addition to current efforts, Sharp ICM anticipates: • Exploring opportunities for introduction of a risk index via the incoming electronic medical record (Epic) that will include consideration of individuals experiencing homelessness to more quickly pair assessment with appropriate intervention (FY 2024) • Introduce methods for considering/distinguishing homelessness as a comorbidity versus SDOH (FY 2024) • Explore data integration with CIE and the incoming electronic medical record to improve the provision of person-centered care for patients experiencing homelessness as well as success of community referrals for housing and other social needs (FY 2024)
	b. Explore partnership with Healthcare in Action to provide medically necessary outpatient care to unhoused individuals.	June 2024	VP, Sharp ICM	**FY 2023 - 2024 Plan:** In FY 2023, Sharp ICM leveraged Healthcare in Action for unhoused individuals and Molina Medi-Cal. In FY 2024, Sharp ICM plans to explore opportunities for an enhanced partnership for any unhoused individual.
6. Collaborate with organizations in San Diego to serve individuals experiencing homelessness.	a. Sponsor and participate in the Downtown San Diego Partnership Family Reunification Program.	FY 2022	Sharp Executive VP, Hospital Operations	**FY 2022 Activities:** In FY 2022, with Sharp's help, the Family Reunification Program has reunited more than 3,500 homeless individuals in Downtown San Diego with friends and family across the nation.

Identified Community Health Need – Access to Health Care				
Objectives/Anticipated Impact	**Strategy/Action Items**	**Target Completion Date**	**Responsible Party/ies**	**Evaluation Methods, Measurable Targets, and Other Comments**
				This partnership ceased in FY 2022. **Background**: Since 2012, Sharp has sponsored the Downtown San Diego Partnership's Family Reunification Program, which serves to reduce the number of individuals experiencing homelessness on the streets of downtown San Diego. Through the program, homeless outreach coordinators from the Downtown San Diego Partnership's Clean & Safe Program identify individuals experiencing homelessness who will be best served by traveling back home to loved ones. Family and friends are contacted to ensure that the individuals have a place to stay and the support they need to get back on their feet. Once confirmed, the outreach team provides the transportation needed to reconnect with their support system.
7. Increase health literacy in community members, particularly seniors.	a. Provide education and resources to improve health literacy for patients and community members, with a special focus on seniors.	Ongoing	Manager, SCHHC Patient Relations	**FY 2023 and 2022 Activities:** This strategy also addresses Identified Community Health Need – Aging Care & Support 2a. Please refer to that section for additional details.
8. Improve care management and clinical-community linkages that address SDOH through implementation of a new technology platform that shares health and social services data across health care and social service sectors.	a. SCHHC (along with other Sharp entities) continue data sharing and collaboration with the San Diego CIE/2-1-1 to improve access to care and mitigate adverse outcomes related to social determinants of health (SDOH).	June 2024	Directors, ICM Acute Care Facilities & System Manager, Sharp Community Benefit and Health Improvement	**FY 2023 – 2024 Plans:** • In FY 2024, Sharp HealthCare (Sharp) Integrated Care Management (ICM) intends to expand their ability to leverage 2-1-1's CIE by enrolling individuals in the CIE program if not already completed in the community, allowing for hand-off to community organization and timely post-discharge care • Sharp is engaged with 2-1-1 leadership to explore opportunities to leverage data captured as a part of the CIE ○ This data exploration includes consideration for integration of data as well as extraction of data identified as pertinent for activities managed through the ICM team

Identified Community Health Need – Access to Health Care				
Objectives/Anticipated Impact	**Strategy/Action Items**	**Target Completion Date**	**Responsible Party/ies**	**Evaluation Methods, Measurable Targets, and Other Comments**
				FY 2023 and 2022 Activities: • As of May 2023, there are 8,997 Sharp patients that have a matching client record in the CIE; of those patients, 3,404 are Sharp Health Plan members • Housing, utilities, and nutrition are the top three domains of need **Background:** Sharp implemented data sharing and collaboration with 2-1-1's CIE team to improve access to care and mitigate adverse outcomes related to SDOH, with pilot rollout and training beginning in 2019.

Identified Community Health Need – Children & Youth Well-Being				
Objectives/Anticipated Impact	**Strategy/Action Items**	**Target Completion Date**	**Responsible Party/ies**	**Evaluation Methods, Measurable Targets, and Other Comments**

1. Collaborate with local schools to provide opportunities for students to explore and train for a variety of health care professions.	a. Provide career pipeline programs and early professional development for high school students.	Ongoing	Various	**FY 2023 - 2024 Plan:**
				• In FY 2024, SCHHC plans to host ninth and 10th grade students from Health Sciences High and Middle College (HSHMC)
				  ◦ In 2023 and 2022, HSHMC students were not on campus due to COVID-19 pandemic guidelines
				• In FY 2024, SCHHC plans to continue collaborating with Coronado High School to provide learning experiences for students in grades 10 through 12
				  ◦ In FY 2023 and 2022, the collaboration was paused due to COVID-19 public health and safety regulations
				
				FY 2022 Activities:
				In FY 2022, SCHHC participated in Safe Harbor Coronado's Mental Health Awareness Month event. The month-long initiative engaged a variety of community partners in promoting behavioral health awareness, especially during the COVID-19 pandemic, to community members of all ages. SCHHC contributed to the event by encouraging community members to schedule a walk around the hospital's outdoor labyrinth.

2. Collaborate with local schools and first responders to promote community safety.	a. Support special safety events aimed at reducing drug and alcohol related incidents among Coronado's youth.	Ongoing	SCHHC Manager of Patient Relations	**FY 2022 Activities:** • Participated in Safe Harbor Coronado's Drug Store event at Coronado Middle School, which educated nearly 240 sixth-grade students about the dangers of drugs and alcohol • Participated in an "Every 15 Minutes" demonstration (in partnership with California Highway Patrol, Coronado Fire Department, local agencies and Coronado High School) to help raise awareness about the dangers of driving under the influence of drugs and alcohol. As part of the simulation, two students were taken to the ED to see how first responders and emergency room staff would respond to a real-life accident

Identified Community Health Need – Children & Youth Well-Being				
Objectives/Anticipated Impact	**Strategy/Action Items**	**Target Completion Date**	**Responsible Party/ies**	**Evaluation Methods, Measurable Targets, and Other Comments**
3. Provide an injury and violence prevention program for children, adolescents and young adults throughout SDC.	a. Through the ThinkFirst/Sharp on Survival program, continue to collaborate with local organizations to increase unintentional injury, violence prevention and associated health career awareness.	Ongoing	Sharp Community Health Educator	**FY 2022 Activities:** Sharp's ThinkFirst program offered numerous educational opportunities for community students and residents in FY 2022. In total, ThinkFirst injury prevention education reached nearly 200 community members throughout SDC in FY 2022. The ThinkFirst/Sharp on Survival program continued to partner with the San Diego County Office of Education (SDCOE) College and Career Readiness Team (CCR) to increase unintentional injury, violence prevention and associated health career awareness. The SDCOE and CCR programs consisted of one- to two-hour virtual classes on topics including the modes of injury; disability awareness; the anatomy and physiology of the brain and spinal cord; and career opportunities in physical rehabilitation. These programs were enhanced by powerful testimonies from Sharp's VIPs (Voices for Injury Prevention). Virtual presentations included lengthy question-and-answer segments to enhance the feeling of connectedness between the students and the VIP speakers. Despite the virtual format, students often showed greater engagement and participation compared to previous in-person presentations. **Background**: Sharp's ThinkFirst/Sharp on Survival program is a chapter of the ThinkFirst National Injury Prevention Foundation, a nonprofit organization dedicated to preventing brain, spinal cord, and other traumatic injuries through education, research and advocacy. The SDCOE College and CCR connects school learning to the world of work. This is accomplished through project and work-based learning as well as developing career technical education programs designed to prepare students for careers in high-wage, high-growth industries.
	b. Increase knowledge and awareness of the causes and risk factors of brain and spinal cord	Ongoing	Sharp Community Health Educator	**FY 2023 Plan:** Continue to expand services and partnership with the San Diego County Office of Education's (SDCOE) College and Career Readiness Department (CCR) to provide educational presentations to

Identified Community Health Need – Children & Youth Well-Being				
Objectives/Anticipated Impact	**Strategy/Action Items**	**Target Completion Date**	**Responsible Party/ies**	**Evaluation Methods, Measurable Targets, and Other Comments**
	injury and injury prevention measures.			schools in Coronado. In FY 2023, the program also plans to partner with the SDCOE's College and Career Readiness Department through participation in conferences, round table events and collaborative projects. **FY 2022 Activities:** Continued to offer numerous educational opportunities for community students and residents through virtual platforms. Please see line item 3a above for additional details.
4. Improve care management and clinical-community linkages that address implementation of a new technology platform that shares health and social services data across health care and social service sectors.	a. Sharp entities (including hospital entities, select medical groups, Sharp Health Plan and Sharp HospiceCare) will participate in a pilot utilizing 2-1-1's CIE.	June 2024	VP, Sharp ICM Manager, Sharp Community Benefit and Health Improvement	**FY 2023 and 2022 Activities:** This strategy also addresses Identified Community Health Need – Access to Health Care 8a. Please refer to that section for details.

Sharp Coronado Hospital and Healthcare Center
Community Health Needs Assessment – Implementation Strategy
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Identified Community Health Need – Community Safety				
Objectives/Anticipated Impact	**Strategy/Action Items**	**Target Completion Date**	**Responsible Party/ies**	**Evaluation Methods, Measurable Targets, and Other Comments**
1. Increase education and awareness of health care professionals and community members in San Diego around violence and trauma, including human trafficking.	a. Collaborate with community organizations and health care professionals to share best practices and provide education around human trafficking.	Ongoing	SCHHC Medical Social Worker Sharp Memorial Hospital (SMH) Assistant Librarian Trauma-Informed Care (TIC) Team at SMV	**FY 2023 – FY 2024 Plans:** • Collaborate with the Hospital Association of San Diego and Imperial Counties (HASD&IC) to address human trafficking by improving and implementing protocols in regional health care systems to identify and support patients who have been trafficked • Collaborate with HASD&IC on additional continuing education addressing human trafficking in health care settings • Explore training human trafficking survivors to teach best practices to health care systems • Join the SoCal Safe Shelter Collaborative to help improve patient access to community resources and promote trauma-informed best practices • Share the trauma-informed care (TIC) series with other stakeholders and organizations **FY 2023 and 2022 Activities:** In FY 2023, as part of the Health Subcommittee for the San Diego Regional Human Trafficking and Commercial Sexual Exploitation of Children Advisory Council (Health Subcommittee), the SMH assistant librarian contributed to trainings and other events that helped equip community health care professionals and students with best practices to identify and support patients who have experienced human trafficking. This included: • A poster presentation on the PEARR (provide privacy, education, ask, respect and respond) Tool at Sharp's 8th Annual Interprofessional Research & Innovations Conference • A panel at the California Association for Nurse Practitioners Virtual Town Hall on TIC & human trafficking (hosted 97 attendees) • Facilitated the Two-Hour Training: Health Subcommittee, San Diego Human Trafficking & Commercial Sexual Exploitation of Children Advisory Council & Training Institute on Strangulation Prevention (hosted 180 attendees) • Facilitated the Health, Education, Advocacy, Linkage Trafficking Train the Trainer Academy for the 3rd year in a row

			Identified Community Health Need – Community Safety	
Objectives/Anticipated Impact	**Strategy/Action Items**	**Target Completion Date**	**Responsible Party/ies**	**Evaluation Methods, Measurable Targets, and Other Comments**
				• Shared best practices for healthcare providers, including nurses and physician assistant (PA) students, at the Nursing Grand Rounds for Sharp Healthcare and other lectures In FY 2023, monthly meeting topics for the Health Subcommittee included: Assessment for non-fatal strangulation, the 2022 San Diego County CHNA, IRC Support for Asylees & Human-Trafficking Survivors, Your Safe Place a Family Justice Center, Trauma-Informed Assessment versus Screening and HPV Vaccines for Survivors. More than 330 community members attended the live meetings, which were also recorded and shared on YouTube, as appropriate. Overall, more than 550 community members received meeting details, best practices, and topic resources throughout the year. The Health Subcommittee continues to voice challenges faced by clinicians with safety planning and referring patients without local hotline support. **Background**: In 2018, the SMH assistant librarian created the Health Subcommittee. This multidisciplinary group — including physicians, nurses, mental health professionals, social workers, executives and community stakeholders — was established to support health care systems in addressing human trafficking through best practice sharing, protocol development and education. Sharp representations include the Continuing Medical Education (CME) Department, Sharp clinicians, two Sharp Chief Medical Officers and more. Sharp's CME Department has provided numerous CME activities targeted to Sharp and non-Sharp community physicians and providers related to human trafficking. The Health Subcommittee is collaborating with local stakeholders and HASD&IC to include human trafficking in HASD&IC's CHNA and promote TIC in all clinical settings.

	Identified Community Health Need – Community Safety			
Objectives/Anticipated Impact	**Strategy/Action Items**	**Target Completion Date**	**Responsible Party/ies**	**Evaluation Methods, Measurable Targets, and Other Comments**
				To equip Sharp and community health systems with TIC skills, Sharp collaborated with the Health Subcommittee, Palomar Health and the Institute on Violence, Abuse and Trauma to create a TIC CME series for physicians, PAs, nurse practitioners, nurses, licensed marriage and family therapists, licensed clinical social workers, and other interested individuals within and outside the medical profession. Topics include ACE (Adverse Childhood Experience) score — a metric that represents the amount of toxic stress endured during childhood; PEARR Tool — an effective, evidence-based and trauma-informed assessment for human trafficking, domestic violence and related violence; Neurobiology of Trauma; Vicarious Trauma; and TIC Principles. By incorporating and sharing best practices in TIC, such as the use of screenings like the PEARR Tool, Sharp is able to better support patients who have been trafficked as well a social determinants of health (SDOH) contributing to human trafficking and similar exploitation that result in poor health outcomes.
	b. Collaborate with community organizations to improve data collection and assessments for non-fatal strangulation.	Ongoing	SCHHC Medical Social Worker SMH Assistant Librarian	**FY 2023 and 2022 Activities:** In FY 2022, the SMH assistant librarian continued to share Sharp's TIC CME modules with community partners. In FY 2022, Sharp hosted a 2-hour CME training with the Training Institute on Strangulation Prevention. In collaboration with local stakeholders and organizations, the training included recommendations to assess for non-fatal strangulation with sex trafficking and domestic violence survivors, and resulted in the creation of a resource to prevent trafficking for LGBTQ+ communities, named Action Guide: Trafficking Prevention for LGBTQ+ Communities in San Diego. Currently, Sharp diagnoses and treats non-fatal strangulation to reduce the number of stroke and homicide events, which is prevalent in patients who have experienced domestic violence, sex trafficking and prostitution. Sharp plans to train clinicians in this area to prioritize safety planning for these patients.
	c. Implement human trafficking and trauma-informed care (TIC) trainings and protocols at Sharp.	Ongoing	SCHHC Medical Social Worker	**FY 2023 – FY 2024 Plans:** In FY 2023 and FY 2024, Sharp's plans include: • Creating a corporate workgroup to establish TIC as "standard work" and protocols centered around best practices

Identified Community Health Need – Community Safety				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
			SMH Assistant Librarian SMH ED Leadership Sharp's Continuing Medical Education Department	• Joining the SoCal Safe Shelter Collaborative • Teaching TIC as an extension of person-centered care • Implementing completed protocols, which include replacing previously used screening tools with the PEARR Tool, teaching TIC as a universal precaution and establishing processes for a paid Survivor consultant • Integrating best practices on human trafficking and TIC into new nurse orientations • Including the PEARR Tool in the Epic electronic health record system for personal safety questions In FY 2024 and 2023, Sharp plans to expand implementation of TIC protocols SMV, Sharp Mary Birch Hospital for Women and Newborns, SGH, Sharp Chula Vista Medical Center, Sharp Rees-Stealy Medical Centers and Sharp Community Medical Group clinicians to support patients who have been trafficked or have experienced similar exploitation/abuse. The SMH ED currently has a protocol in place for clinicians identifying patients who have been trafficked. **FY 2023 Activities:** To date, in FY 2023, the SMH assistant librarian has provided TIC trainings for Palomar Health's California Clinical Forensic Medical Training Center, Sharp Nursing Grand Rounds, Sharp Metropolitan Medical Campus's Rehabilitation department, Sharp's Social Work department, PLNU School of Nursing, PLNU's Physician Assistant Program and National University (NU) School of Nursing.
2. Collaborate with local schools and first responders to promote community safety.	a. Support special safety events aimed at reducing drug and alcohol related incidents among Coronado's youth.	Ongoing	SCHHC Manager of Patient Relations	**FY 2023 and 2022 Activities:** This strategy also addresses Identified Community Health Need - Children & Youth Well-Being 2a. Please refer to that section for additional details.

SHARP

Sharp Coronado Hospital and Healthcare Center
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Identified Community Health Need – Community Safety				
Objectives/Anticipated Impact	**Strategy/Action Items**	**Target Completion Date**	**Responsible Party/ies**	**Evaluation Methods, Measurable Targets, and Other Comments**
3. Improve care management and clinical-community linkages that address SDOH through implementation of a new technology platform that shares health and social services data across health care and social service sectors.	a. SCHHC (along with other Sharp entities) will participate in a pilot partnership with 2-1-1's CIE.	June 2024	VP, Sharp ICM Manager, Sharp Community Benefit and Health Improvement	**FY 2023 and 2022 Activities:** This strategy also addresses Identified Community Health Need – Access to Health Care 8a. Please refer to that section for details.

Identified Community Health Need – Economic Stability				
Objectives/Anticipated Impact	**Strategy/Action Items**	**Target Completion Date**	**Responsible Party/ies**	**Evaluation Methods, Measurable Targets, and Other Comments**
1. Support community members affected by food insecurity.	a. Donate surplus foods to organizations that provide this food to community members in need.	Ongoing (evaluated annually)	SCHHC Cafeteria Staff	**FY 2023 - 2024 Plan:** • SCHHC's cafeteria plans to create an agreement with Feeding San Diego to donate the cafeteria's expiring and surplus food items (FY 2024) • SCHHC plans to host a food drive to support the Food Bank (FY 2024) • Plans to continue donating surplus food from its kitchen to the San Diego Food Bank. SCHHC donates surplus food from its kitchen to the San Diego Food Bank to support community members facing hunger (FY 2023) **FY 2022 Activities:** • Collected approximately 620 pounds of food — the equivalent of over 500 meals — through its virtual Sharp SuperFood Drive • Donated surplus food from its kitchen to the San Diego Food Bank to support community members facing hunger

	b. Partner with food delivery services to increase community member access to healthy food due to the COVID-19 pandemic.	Ongoing (evaluated annually)	SCHHC Cafeteria Staff	**FY 2023 and 2022 Activities:**
				• Continued the GrubHub/Mindful Café partnership
				   o To date, SCHHC's Mindful Café receives an average of 10 GrubHub orders
				   o Community members can place orders through the Grubhub application or call the café directly
				   o Since March 2020, SCHHC's Mindful Café has fulfilled approximately 70 Grubhub orders

	c. Continue and strengthen partnership with Meals on Wheels San Diego County to serve homebound seniors and other vulnerable community members.	Ongoing	Manager, SCHHC Patient and Administrative Relations	**FY 2023 and 2022 Activities:** This strategy also addresses Identified Community Health Need – Aging Care & Support 3b. Please refer to that section for additional details.

Identified Community Health Need – Economic Stability				
Objectives/Anticipated Impact	**Strategy/Action Items**	**Target Completion Date**	**Responsible Party/ies**	**Evaluation Methods, Measurable Targets, and Other Comments**
2. Improve care management and clinical-community linkages that address SDOH through implementation of a new technology platform that shares health and social services data across health care and social service sectors.	a. SCHHC (along with other Sharp entities) will participate in a pilot partnership with 2-1-1's CIE.	June 2024	Manager, SCHHC Case Management & Social Work VP, Sharp ICM Manager, Sharp Community Benefit and Health Improvement	**FY 2023 and 2022 Activities:** This strategy also addresses Identified Community Health Need – Access to Health Care 8a. Please refer to that section for details.

Identified Community Health Need – Workforce Development				
Objectives/Anticipated Impact	**Strategy/Action Items**	**Target Completion Date**	**Responsible Party/ies**	**Evaluation Methods, Measurable Targets, and Other Comments**
1. Collaborate with local schools to provide opportunities for students to explore and train for a variety of health care professions.	a. Provide career pipeline programs and early professional development for high school students.	Ongoing	Various	**FY 2023 and 2022 Activities:** This strategy also addresses Identified Community Health Need - Children & Youth Well-Being 3a. Please refer to that section for additional details.
	b. Provide education and training for college students and health professionals.	Ongoing	Various	**FY 2022 Activities:** • Collaborated with local, state and national schools, colleges and universities to provide hospital-based opportunities for students to explore and train for a variety of careers in health care • Provided training opportunities for approximately 30 nursing students and nearly 25 ancillary (non-nursing) students ○ Together, these students dedicated more than 10,000 hours on the SCHHC campus. Internships were completed by students from a variety of schools, including APU, Pima Medical Institute, PLNU, SDSU, San Joaquin Valley College and Southwestern College • Continued to partner with Midwestern University in Glendale, Arizona to provide physician-led mentorship opportunities for medical students, serving five students • Hospital leadership provided career advice to 25 students from SDSU's School of Public Health during a professional development seminar **Background**: The Planetree philosophy of care holds that care should be organized around the needs of the patient. In 2007, SCHHC became California's first Planetree designated hospital and is one of only three hospitals worldwide to have maintained this designation for each of the past 13 years. In 2017, NU's School of Health and Human Services achieved Planetree Silver Recognition, making it the first academic institution in the world to be recognized by Planetree. Since September 2018,

	Identified Community Health Need – Workforce Development			
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
				SCHHC has supported NU's efforts to integrate the Planetree model of patient-centered care into its student training curriculum by providing internship opportunities for the school's nursing students. As two Planetree recognized organizations, SCHHC and NU serve as a global model for other academic-practice partnerships, while exposure to a Planetree designated hospital in action helps give NU students a competitive advantage for entering the health care profession.
	c. Through the ThinkFirst/Sharp on Survival program, continue to collaborate with local organizations to increase unintentional injury, violence prevention and associated health career awareness.	Ongoing (evaluated annually)	Sharp Community Health Educator	**FY 2022 Activities:** This strategy also addresses Identified Community Health Need – Children & Youth Well-being 3a. Please refer to that section for details.
2. Improve care management and clinical-community linkages that address SDOH through implementation of a new technology platform that shares health and social services data across health care and social service sectors.	a. SCHHC (along with other Sharp entities) will participate in a pilot partnership with 2-1-1's CIE.	June 2024	Manager, SCHHC Case Management & Social Work VP, Sharp ICM Manager, Sharp Community Benefit and Health Improvement	**FY 2023 and 2022 Activities:** This strategy also addresses Identified Community Health Need – Access to Health Care 8a. Please refer to that section for details.