

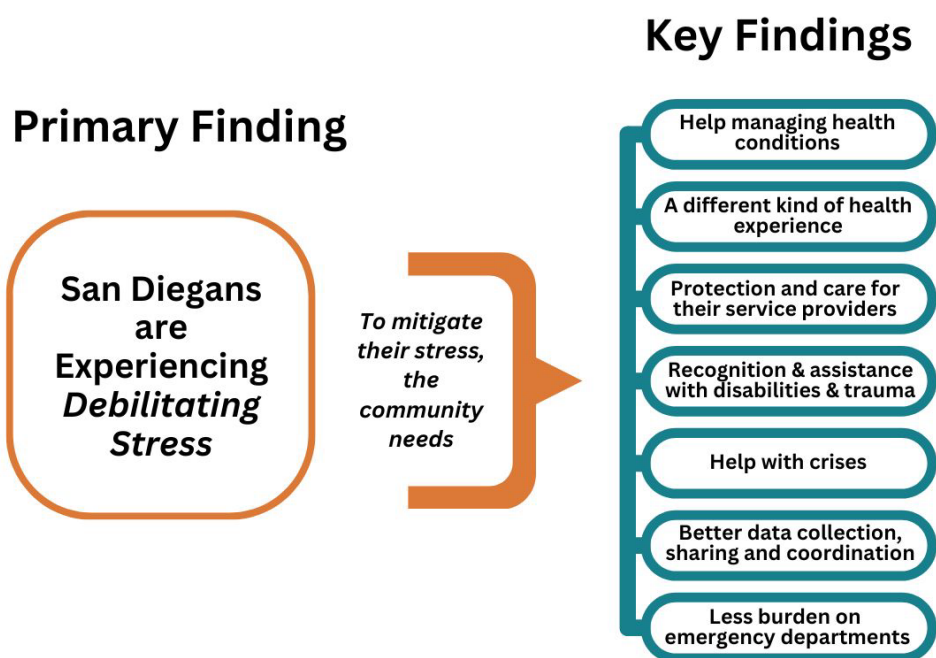
Sharp Mesa Vista Hospital Implementation Strategy Fiscal Years 2027 – 2030

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

In response to the 2025 CHNA findings, each Sharp hospital, including Sharp Mesa Vista Hospital (Sharp Mesa Vista), created an implementation strategy that highlights programs, services and resources it provides to address the identified health needs in its community.

2025 CHNA Top Community Needs

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





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

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

Needs Not Addressed

Sharp Mesa Vista recognizes that it cannot meet every health need identified in the community and will instead focus efforts on the areas where its expertise and resources allow for the greatest impact. As a specialty hospital providing treatment and services for behavioral health, several of the 2025 CHNA identified community health needs do not fall within the scope of Sharp Mesa Vista services and resources.

Learn more

To learn more about Sharp's CHNA process and findings, view [Sharp’s 2025 hospital CHNAs](#) (including Sharp Mesa Vista) or contact communitybenefits@sharp.com.



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Identified Community Health Need – Aging Care and Support		
Objectives	Actions	Evaluation Methods, Measurable Targets, and Other Comments
1. Raise awareness and reduce stigma of behavioral health issues.	a. Provide behavioral health education and resources at community health fairs and events for older adults.	Fiscal Year (FY) 2027 Plan: - Collaborate with local organizations to improve behavioral health outcomes and promote health equity for older adults in San Diego County (SDC) - Offer behavioral health education via local media outlets FY 2025 – 2026 Activities: - Clinicians from Sharp Mesa Vista Hospital’s (Sharp Mesa Vista) Senior Intensive Outpatient Program provided community education and outreach on mental and social wellness to approximately 100 older adults at the Alpine Woman’s Club
2. Improve behavioral health outcomes for older adults.	a. Collaborate with community organizations to provide education on aging and memory screenings for older adult community members ages 55 and over in English and Spanish.	FY 2027 Plan: - Provide education and memory screenings for older adult community members ages 55 and over in English and Spanish - Strengthen partnerships with organizations such as Alzheimer’s San Diego and local senior centers FY 2025 – 2026 Activities: - Sharp Mesa Vista and the Sharp Neurocognitive Research Center provided education on aging, Alzheimer’s disease and care for older adults to nearly 500 individuals through presentations and participation in community events - Sharp Neurocognitive Research Center partnered with community organizations, including local YMCAs and public libraries, to provide nearly 300 free memory screenings to individuals age 55 and up who were concerned about memory loss or interested in establishing a baseline to detect future changes.

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Identified Community Health Need – Behavioral Health		
Objectives	Actions	Evaluation Methods, Measurable Targets, and Other Comments
1. Advocate for the improvement of housing options and living conditions for community members with behavioral health issues.	a. Explore and expand collaborations with law enforcement and housing planning committees to improve outcomes for community members living with behavioral health issues.	<u>FY 2025 – 2026 Activities:</u> Continued to collaborate with the County of San Diego Psychiatric Emergency Response Team CHIP (Community Health Improvement Partners) Behavioral Health Work Team, and CHIP Suicide Prevention Council Means Restriction and Higher Education Subcommittees to improve services for the community
2. Increase community access to behavioral health evaluations and referral sources.	a. Provide free psychiatry evaluations, substance use assessments and referrals for the general community.	<u>FY 2027 Plan:</u> - Increase education, support and engagement related to the opioid epidemic, including community distribution of free overdose prevention kits - Provide free psychiatric assessments, substance use screenings and referrals for the community <u>FY 2025 – 2026 Activities:</u> - Sharp Mesa Vista and Sharp McDonald Center evaluation and intake teams provided free behavioral health evaluation and referrals, as well as substance use screening and assessment opportunities, for the community throughout the year, serving nearly 2,700 community members onsite and virtually
3. Raise awareness and reduce stigma of behavioral health issues.	a. Provide behavioral health education and resources at community health fairs and events.	<u>FY 2027 Plan:</u> - Share behavioral health education and resources at community events and walks - Sponsor and participate in community events to raise awareness and funds for behavioral health services <u>FY 2025 – 2026 Activities:</u> - Sharp Mesa Vista and Sharp McDonald Center sponsored several community events benefitting behavioral health organizations across SDC - More than 1,620 community members were provided with behavioral health and substance use resources at three community awareness and outreach events, including two community walks
	b. Provide behavioral health education through classes and events at Sharp.	<u>FY 2027 Plan:</u> Provide behavioral health education for patients, their loved ones and the community

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Identified Community Health Need – Behavioral Health		
Objectives	Actions	Evaluation Methods, Measurable Targets, and Other Comments
		<u>FY 2025 – 2026 Activities:</u> - Cognitive behavioral therapy lecture series: Sharp Mesa Vista clinicians led an education group focused on learning the principles of cognitive behavioral therapy - Sharp Women’s Health Conference: A Sharp Mesa Vista clinician presented on anxiety
4. Provide support for individuals impacted by behavioral health disorders.	a. Facilitate various support group meetings (monthly, weekly, etc.).	<u>FY 2027 Plan:</u> - Explore opportunities to revamp support group meetings to boost attendance - Offer a Client Advisory Board to ensure effectiveness in meeting the community’s behavioral health needs <u>FY 2025 – 2026 Activities:</u> - Sharp Mesa Vista provided support groups for community members with behavioral health challenges. Nearly 100 community members were reached per month through the following groups: - Mood Disorders Support Group: For individuals whose loved one is diagnosed with depression, bipolar disorder, post-traumatic stress disorder or anxiety - Dialectical Behavioral Therapy Support Group: For patients and loved ones to explore key dialectical behavioral therapy skills, identify how unhelpful behaviors develop, learn strategies to promote growth through validation and change, and foster peer support and collaborative problem solving - Family Education Support Group: This educational and support-based group provides support to adult family members of children and adolescents and topics include communication, information about inpatient treatment, treatment planning, online and electronic challenges, emotional intelligence and crisis management - Maintain Sharp Mesa Vista’s Client Advisory Board to engage hospital outpatients, former patients and employees in providing feedback on how to improve programs, empower patients, promote advocacy and better serve the community
	b. Provide under and uninsured patients with access to Intensive Outpatient Programs.	<u>FY 2025 – 2026 Activities:</u> Partner with Jayden T. Gillespie Foundation to provide underinsured individuals with access to Sharp Mesa Vista’s Intensive Outpatient Program



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Identified Community Health Need – Behavioral Health		
Objectives	Actions	Evaluation Methods, Measurable Targets, and Other Comments
		Evaluation: Twenty-five patients have benefitted from Intensive Outpatient Program via the generosity of the Jayden T. Gillespie Foundation.



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Identified Community Health Needs – Asthma and Respiratory Health, Cancer, Cardiovascular Disease, Diabetes ¹		
Objectives	Actions	Evaluation Methods, Measurable Targets, and Other Comments
1. Address the integration of physical and behavioral health by exploring programs that address social determinants of health and common co-occurring chronic health conditions (e.g., asthma, respiratory health, diabetes, cardiovascular disease, etc.).	a. Not Applicable (NA)	<u>FY 2025 – 2026 Activities:</u> Sharp Mesa Vista is exploring options to educate and address the issue of mind-body integration and effects of physical health on behavioral health and vice versa. Recent examples include: • Sharp Mesa Vista outpatient nurses aim to address all identified active medical needs as part of their standard workflow. They have increased referrals to primary care physicians and have performance goals to ensure that all patients who do not have a community physician are referred • Certification of various Sharp Mesa Vista staff in lifestyle medicine to enhance the integration of lifestyle medicine pillars into individualized plans of care

¹ As a specialty hospital providing treatment and services for behavioral health, these identified community health needs do not fall within the scope of Sharp Mesa Vista Hospital’s services and resources.



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Identified Community Health Need – Access to Health Care		
Objectives	Actions	Evaluation Methods, Measurable Targets, and Other Comments
1. Provide payment options ² , education and support to patients for both inpatient and outpatient hospital facilities with an inability to pay their financial responsibility after health insurance.	a. Assist patients in need of access to free or low-cost medications.	FY 2025 – 2026 Activities: - Patient Assistance Program helped under- and uninsured patients access medications worth a total of \$14.3 million Evaluation: - Cost savings for replacement drugs is monitored through the pharmacy - Sharp uses a specific adjustment code to track dollars associated with results of the patient financial assistance application review
	b. Provide Project HELP funds for pharmaceuticals, transportation vouchers and other needs for economically disadvantaged patients.	FY 2025 Activities: Funds for Sharp Metropolitan Medical Campus’ Project HELP totaled nearly \$110,000 in free medications, transportation and other financial assistance
2. Improve care management and clinical-community linkages that address social needs.	a. Continue data sharing and collaboration with the San Diego Community Information Exchange (CIE)/211 San Diego.	FY 2027 Plan: - Support expanding utilization and tracking referrals compared to social needs identified in hospitalized patients - Explore further integration of CIE into Epic FY 2026 Activities: - Sharp hospitals’ calendar year 2026 referrals to date show a 23.7% increase in utilization over calendar year 2025 - More than half (55%) of direct referrals resulted in individual receiving services, with housing and health management as top needs
	b. Explore and expand Sharp HealthCare (Sharp) integrated delivery system access to post-	FY 2027 Plan: Participate in regional discussions about future sustainability of recuperative care and related CalAIM programs

² Sharp assists underinsured and vulnerable individuals unable to pay their medical bills. Through self-pay discounts such as the Maximum Out of Pocket program, Sharp provides hundreds of thousands of dollars in adjustments to patients who demonstrate the need. Team members meet with patients at all Sharp hospitals to help them better understand their health insurance benefits, payment options and how to access care during their hospital stay.



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Identified Community Health Need – Access to Health Care		
Objectives	Actions	Evaluation Methods, Measurable Targets, and Other Comments
	acute recuperative care services.	FY 2026 Activities: - Continued to partner with ECM providers, Medi-Cal HMOs, recuperative care providers, and community organizations to develop more efficient pathways for patients to access medically appropriate post-acute and community-based services - Participated in regional efforts to improve referral processes and care coordination
	c. Connect vulnerable, underfunded patients and community members to local resources and organizations for low-cost medical equipment, housing options and follow-up care.	FY 2025 – 2026 Activities: - SMH provided assessments for those at risk for psychiatric and developmental disorders and substance use issues, as well as referrals for housing, medication management and supportive community services - SMH funded temporary housing or skilled nursing care for several patients, including individuals experiencing homelessness - SMH’s ICM team partnered with the state’s Assisted Living Waiver Program to help secure housing for patients who required assisted living but lacked the funding to pay for it
3. Improve access to health and social services for vulnerable patients and community members, particularly San Diego’s homeless population.	a. Support education and access to social services programs including, but not limited to, CalFresh enrollment assistance, County of San Diego Hospital Outstation Program, and San Diego CIE.	FY 2026 Activities: - Have assisted more than 60,000 Sharp patients with applications for CalFresh benefits since 2016 - Expanded efforts for patient education related to funding options/access to health care and local community resources - Finetune and improve identification of individual’s experiencing homelessness, especially for treat and release patients seen through Sharp EDs - Renewed utilization of 211 for potential referrals during initial patient assessments (please refer to Identified Community Health Need – Access to Health Care 3a for details)
	b. Explore and expand Sharp integrated delivery system access to post-acute recuperative care services.	FY 2027 Plan: Participate in regional discussions about future sustainability of recuperative care and related CaAIM programs FY 2026 Activities:



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Identified Community Health Need – Access to Health Care		
Objectives	Actions	Evaluation Methods, Measurable Targets, and Other Comments
		- Continued to partner with enhanced care management providers, Medi-Cal HMOs, recuperative care providers, and community organizations to develop more efficient pathways for patients to access medically appropriate post-acute and community-based services - Participated in regional efforts to improve referral processes and care coordination

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

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



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Identified Community Health Need – Community Safety		
Objectives	Actions	Evaluation Methods, Measurable Targets, and Other Comments
professionals and community members in San Diego on around violence and trauma, including human trafficking.	professionals to share best practices and provide education on human trafficking.	- Maintained participation and leadership in San Diego Regional Human Trafficking and Commercial Sexual Exploitation of Children Advisory Council Health Subcommittee³, including, but not limited to, the following collaborative training and education efforts: - Facilitator at HEAL Trafficking Train the Trainer Academy for more than 40 public health professionals - Provided trauma-informed care continuing medical education to more than 50 community health professionals - Provided education on trauma-informed approaches to human trafficking to 60 nursing and physician assistant students - Recorded and shared Health Subcommittee meetings and associated resources as appropriate, reaching contact list of more than 600 community members - Presented best practices at Sharp Memorial Hospital trauma multi-disciplinary rounds conference - Presented street medicine best practices to Healthcare in Action - Joined the SoCal Safe Shelter Collaborative to support safe discharges of survivors of human trafficking and domestic violence; onboarded and trained all Sharp hospitals on providing referrals to support services and shelters through this system
	b. Implement human trafficking and trauma-informed care trainings and protocols at Sharp.	FY 2027 Plan: - Replace previously used screening tools with the PEARR Tool and lead its clinical validation - Hire a survivor consultant to review protocols and make recommendations - Integrate best practices on human trafficking and trauma-informed care into new nurse orientations and continuing education events - Update the personal safety questions with the Epic customization FY 2025 – 2026 Activities: - Created and provided human trafficking workshop at the Sharp Brown Simulation Center, worked with a paid survivor consultant on instruction; and offered continuing education units for all Sharp staff

³ Sharp Memorial Hospital librarian established the Health Subcommittee in 2018. This multidisciplinary group — including physicians, nurses, mental health professionals, social workers, executives and community stakeholders — supports health care systems in addressing human trafficking and trauma-informed care through best practice sharing, protocol development and education.



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



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

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Identified Community Health Need – Workforce		
Objectives	Action Items	Evaluation Methods, Measurable Targets, and Other Comments
1. Increase regional awareness and collaboration among health care providers, law enforcement and community leaders to prevent violence against and enhance safety for health care workers.	a. Participate in countywide workplace violence prevention workgroup.	<u>FY 2025 – 2026 Activities:</u> Participated in the San Diego Hospital Violence Task Force, which includes all San Diego health systems, the Hospital Association of San Diego and Imperial Counties, law enforcement agencies and prosecutors
2. Collaborate with local schools to promote interest in health care careers and provide opportunities for students and interns to explore behavioral health care professions.	a. Provide student mentorship in various health care disciplines.	<u>FY 2025 – 2026 Activities:</u> - Sharp Mesa Vista and Sharp McDonald Center collaborated with local, state and national schools, colleges and universities to provide learning opportunities for students to explore and train for careers in health care. Sharp Mesa Vista and Sharp McDonald Center provided clinical training to more than 330 nursing, advanced practice provider and ancillary (non-nursing) students who spent nearly 69,000 hours on the hospital campus - Sharp Mesa Vista provided early professional development opportunities and hands-on experiences for high school students placed in Health Sciences High and Middle College’s Mental and Behavioral Health Pathway
3. Disseminate best practices in clinical research findings to the health care community.	a. Conduct clinical trials to improve patient care and outcomes.	<u>FY 2025 – 2026 Activities:</u> - Sharp, including Sharp Mesa Vista, advances scientific knowledge and medical innovation by participating in clinical trials - Share and disseminate information at local and national conferences, including the American Psychiatric Nurses Association Annual Conference
4. Strengthen partnerships with community organizations to foster future collaborations and	a. Participate in behavioral health committees, boards and workgroups.	<u>FY 2025 – 2026 Activities:</u> - Staff at Sharp Mesa Vista and Sharp McDonald Center also regularly led or attended various community and professional health boards, committees and advisory and work groups throughout the year, including: - Association for Ambulatory Behavioral Healthcare - Community Health Improvement Partners



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Identified Community Health Need – Workforce		
Objectives	Action Items	Evaluation Methods, Measurable Targets, and Other Comments
fundraise for behavioral health services.		▪ Behavioral Health Work Team ▪ Suicide Prevention Council Means Restriction and Higher Education Subcommittees ○ County of San Diego ▪ Psychiatric Emergency Response Team ▪ Behavioral Health Services’ Older Adult Council ○ National Alliance on Mental Illness San Diego ○ Point Loma Nazarene University ○ San Diego County Age Well Social Participation and Inclusion Workgroup ○ San Diego County Suicide Prevention Council ○ San Diego Psychological Association Membership and Public Education Media Committees