



## Sharp McDonald 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 McDonald Center (SMC) CHNA) at: <https://www.sharp.com/about/community/community-benefits/health-needs-assessments.cfm>.

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

### 2022 CHNA Top Community Needs



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



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

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

For questions regarding SMC's implementation strategy or CHNA, please contact Erica Salcuni, Manager, Community Benefit and Health Improvement at [Erica.Salcuni@sharp.com](mailto:Erica.Salcuni@sharp.com).



## SMC FY 2024 – 2027 Implementation Strategy

### Table of Contents

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#### **Health Conditions**

<a href="#">SMC Identified Community Health Need – Behavioral Health Including Substance Use.....</a>	<a href="#">4</a>
<a href="#">SMC Identified Community Health Need – Aging Care &amp; Support.....</a>	<a href="#">10</a>
<a href="#">SMC Identified Community Health Need – Cancer.....</a>	<a href="#">10</a>
<a href="#">SMC Identified Community Health Need – Cardiovascular Disease.....</a>	<a href="#">10</a>
<a href="#">SMC Identified Community Health Need – Diabetes.....</a>	<a href="#">10</a>
<a href="#">SMC Identified Community Health Need – Obesity.....</a>	<a href="#">10</a>

#### **Social Determinants of Health**

<a href="#">SMC Identified Community Health Need – Access to Health Care.....</a>	<a href="#">10</a>
<a href="#">SMC Identified Community Health Need – Children &amp; Youth Well-Being.....</a>	<a href="#">10</a>
<a href="#">SMC Identified Community Health Need – Community Safety.....</a>	<a href="#">11</a>
<a href="#">SMC Identified Community Health Need – Economic Stability.....</a>	<a href="#">16</a>
<a href="#">SMC Identified Community Health Need – Workforce Development.....</a>	<a href="#">17</a>

# Sharp McDonald Center

## Community Health Needs Assessment – Implementation Strategy

### Fiscal Years 2024 – 2027

Identified Community Health Need – Behavioral Health Including Substance Use				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
1. Expand access to substance use disorder services and resources for both the general San Diego community and vulnerable populations, specifically community members impacted by the opioid epidemic.	a. Develop a program, treatment and support protocol for San Diego community members impacted by opioid use.	Ongoing	Director of Outpatient Services, Sharp Mesa Vista Hospital (SMV)/ Sharp McDonald Center (SMC)  Manager, SMC	<p><b><u>Fiscal Year (FY) 2023 and 2022 Activities:</u></b></p> <ul style="list-style-type: none"> <li>In FY 2023 and 2022, Sharp McDonald Center (SMC) and Sharp HealthCare (Sharp) emergency departments (ED) developed a bridge partnership to ensure patients with a substance use disorder — including opioid use — will begin medication-assisted treatment (MAT) at the ED and then a warm handoff to SMC within a 5-day window for continued treatment</li> <li>In FY 2023, Sharp hired a Substance Use Navigator for each of its EDs</li> </ul> <p><b><u>Background:</u></b></p> <p>The bridge program was launched in May 2021. An Addiction Service Line committee formed in FY 2020, which was chaired by Sharp Mesa Vista Hospital’s (SMV) Chief Medical Officer and Director of SMC. Committee objectives and goals are to improve addiction service line across the system and substance use disorder quality initiatives. To date, Sharp EDs continue to equip inpatients with lifesaving Narcan prescriptions and education at discharge and have attained 99% compliance for the second year in a row.</p>
2. Improve outcomes for community members with substance use disorder issues through support and follow-up after discharge.	a. Continue to provide free SMC Substance Abuse Continuing Care (Aftercare) support meetings for former patients.	Ongoing	Director of Outpatient Services, SMV/SMC  Manager, SMC	<p><b><u>FY 2023 Activities:</u></b></p> <p>In FY 2023, Substance Abuse Continuing Care (Aftercare) sessions resumed in person at SMC and provide a virtual option to ease access for all participants.</p> <p><b><u>Background:</u></b></p> <p>SMV data shows that virtual sessions are effective and being utilized at the same rate as in-person sessions prior to the onset of the pandemic.</p> <p>Follow-up Aftercare contacts are made with discharged patients 3-month follow up to continue to track ongoing alcohol use rates, self-help attendance and completion of programs. SMC patient data for alcohol use is less use days post discharge than national benchmark data.</p>

# Sharp McDonald Center

## Community Health Needs Assessment – Implementation Strategy

### Fiscal Years 2024 – 2027

Identified Community Health Need – Behavioral Health Including Substance Use				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
				The goal of the Aftercare program is to offer alumni patients an outlet for problem-solving issues to make the necessary transitions at home, work and in the community.
	b. Continue to improve the gathering and utilization of patient outcomes to inform ongoing improvement through SMC's Measurement-Based Care principles.	Ongoing	Director of Outpatient Services, SMV/SMC  Manager, SMC	<p><b><u>FY 2022 Activities:</u></b></p> <ul style="list-style-type: none"> <li>Data collected from SMC's Measurement-Based Care principles demonstrated sustained improvement through the course of care as indicated on Brief Addiction Monitor scores</li> <li>SMC continues to see positive outcomes across various clinical symptom domains through best practice interventions</li> </ul> <p><b><u>Evaluation:</u></b> SMC uses clinical outcomes to further guide curriculum enhancement.</p>
	c. Provide support to families of patients with substance use disorder issues post-discharge through the Substance Abuse Family Care Program.	Ongoing	Director of Outpatient Services, SMV/SMC  Manager, SMC	<p><b><u>FY 2023 and 2022 Activities:</u></b> Due to the COVID-19 (coronavirus disease 2019) pandemic, family support services — including the Substance Use Family Care Program — have continued via telehealth options including phone and online platforms.</p>
3. Increase access to substance use disorder screenings and referral sources to the San Diego community.	a. Explore and evaluate opportunities for drug and alcohol screening in primary care settings.	Ongoing	Director of Outpatient Services, SMV/SMC	<p><b><u>FY 2023 and 2022 Activities:</u></b> This strategy also addresses <a href="#">line item 1a</a>. Please refer to that section for details.</p>
	b. Increase access to screenings, services, education and resources to the San Diego community.	Ongoing	Director of Outpatient	<p><b><u>FY 2023 - 2024 Plan:</u></b></p> <ul style="list-style-type: none"> <li>Plans to provide a variety of educational events and programs for community members</li> </ul>

# Sharp McDonald Center

## Community Health Needs Assessment – Implementation Strategy

### Fiscal Years 2024 – 2027

Identified Community Health Need – Behavioral Health Including Substance Use				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
			Services, SMV/SMC	<ul style="list-style-type: none"> <li>Plans to partner with SMV in leveraging MIP grant positions to further enhance outreach and community facing events</li> </ul> <p><b><u>FY 2023 and 2022 Activities:</u></b></p> <ul style="list-style-type: none"> <li>Continues to improve access to education by expanding family programming to the entire community and increasing the number of media opportunities that provide education on addiction and recovery (FY 2023)</li> <li>Worked to rebuild relationships with community partners to improve access to care (FY 2022)</li> <li>Spent more than 1,570 hours offering free substance use disorder assessments, educational materials and community referral resources to more than 640 community members (FY 2022)               <ul style="list-style-type: none"> <li>SMC provides more than 270 free substance use disorder assessments per year</li> <li>The assessments were facilitated by a licensed mental health professional who provided individuals with recommendations for appropriate programs and levels of care</li> </ul> </li> <li>Hosted virtual community education sessions and workshops to increase awareness of behavioral health and substance use issues (FY 2022)               <ul style="list-style-type: none"> <li>Education addressed a variety of topics, including psychotherapy, substance use, life transitions, domestic violence and child and geriatric psychiatry</li> </ul> </li> <li>Participated in the Sharp Women’s Health Conference, serving 650 community members (FY 2022)</li> </ul>
	c. Continue to host speaking engagements for community health professionals on various topics in substance use disorder.	Ongoing	SMV/SMC Outpatient Senior Specialist	<p><b><u>FY 2023 - 2024 Plan:</u></b></p> <p>Continue to offer education to community health professionals and community members on the opioid epidemic and SMC treatment offerings.</p>

# Sharp McDonald Center

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### Fiscal Years 2024 – 2027

Identified Community Health Need – Behavioral Health Including Substance Use				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
			Manager, SMC	<p><b><u>FY 2023 and 2022 Activities:</u></b> In FY 2023, SMC and SMV leadership continued to offer a MAT Roadshow throughout Sharp and in the community to increase awareness, referrals and partnerships.</p> <p><b><u>Evaluation:</u></b> Education and screening programs are evaluated by participants through survey. The goal is to educate and raise awareness for treatment providers and physicians.</p>
	d. Continue to host speaking engagements for community members on substance use disorder topics.	Ongoing	SMV/SMC Outpatient Senior Specialist Manager	<p><b><u>FY 2023 and 2022 Activities:</u></b> SMC continued to provide several support groups in collaboration with community organizations in FY 2023 and 2022 both in person and virtually.</p> <p>This strategy also addresses <a href="#">Identified Community Health Need – Behavioral Health Including Substance Use 3c</a>. Please refer to that section for details.</p> <p><b><u>Evaluation:</u></b> Education and screening programs are evaluated by participants through survey. The goal is to educate and raise awareness for community members.</p>
4. Provide support to community members impacted by substance use disorders.	a. Collaborate with SMV and community organizations to host support groups that serve members of the community impacted by substance use disorder issues.	Ongoing (evaluated annually)	SMV/SMC Outpatient Senior Specialist	<p><b><u>FY 2023 and 2022 Activities:</u></b> SMC continued to provide several support groups in collaboration with community organizations in FY 2023 and 2022 both in person and virtually.</p> <p>In FY 2023, the SMC Aftercare group also continued to meet both in person and virtually to help former patients problem-solve issues and make the necessary transitions to maintain a sober lifestyle following inpatient substance use treatment.</p> <p><b><u>Evaluation:</u></b></p>



**Sharp McDonald Center**  
**Community Health Needs Assessment – Implementation Strategy**  
**Fiscal Years 2024 – 2027**

Identified Community Health Need – Behavioral Health Including Substance Use				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
				There are no evaluation methods in progress at this time.
5. Strengthen partnerships with community organizations to foster future collaborations and fundraise for behavioral health services.	a. Continue participation in key mental health events and fundraising activities.	Ongoing (evaluated annually)	Chief Executive Officer (CEO), SMV  SMV/SMC Outpatient Senior Specialist	<b><u>FY 2023 and 2022 Activities:</u></b> In FY 2023 and 2022, SMV and SMC sponsored and participated in various walks to increase awareness and raise funds for behavioral health services, including National Alliance on Mental Illness’ (NAMI) NAMIWalks Your Way, American Foundation for Suicide Prevention’s Out of the Darkness Community Walk, Survivors of Suicide Loss’ Walk in Remembrance with Hope.
	b. Continue participation on behavioral health committees, boards and workgroups.	Ongoing	CEO, SMV  SMV/SMC Outpatient Senior Specialist	<b><u>FY 2023 and 2022 Activities:</u></b> Throughout FY 2022, staff at SMV and SMC regularly led or attended various community and professional health boards, committees, and advisory and work groups, including A New PATH (Parents for Addiction Treatment and Healing), Alzheimer's San Diego Community Advisory Council, Association for Ambulatory Behavioral Healthcare, Association of Black Psychologists – San Diego Chapter, Association of California Nurse Leaders, Association for Contextual Behavioral Science – Aging Special Interest Group, Back to Work San Diego, Live Well San Diego Check Your Mood Committee, Community Health Improvement Partners (CHIP) Behavioral Health Work Team, CHIP Independent Living Association Work Team, CHIP Suicide Prevention Council (SPC), Hospital Association of San Diego and Imperial Counties (HASD&IC), Jewish Family Service of San Diego (JFS) Behavioral Health Committee, JFS Public Affairs Committee, Philippine Nurses Association of San Diego County (PNASD), Point Loma Nazarene University (PLNU), San Diego County Older Adult Behavioral Health System of Care Council, North San Diego Coalition for Mental Health, San Diego Military Family Collaborative, San Diego Psychological Association Membership and Public Education Media Committees, CHIP SPC Media and Higher Education Subcommittees, Special Needs Trust Foundation, NAMI, and Psychiatric Emergency Response Team.



**Sharp McDonald Center**  
**Community Health Needs Assessment – Implementation Strategy**  
**Fiscal Years 2024 – 2027**

Identified Community Health Need – Behavioral Health Including Substance Use				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
6. Improve care management and clinical-community linkages that address social determinants of health (SDOH) through 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 continue data sharing and collaboration with the San Diego Community Information Exchange (CIE)/2-1-1 San Diego (2-1-1) to improve access to care and mitigate adverse outcomes related to social determinants of health.	June 2024	SMV/SMC Outpatient Senior Specialist  Sharp HealthCare (Sharp) Vice President Integrated Care Management  Manager, Sharp Community Benefit and Health Improvement	<b><u>FY 2023-2024 Plans:</u></b> <ul style="list-style-type: none"><li>• In FY 2024, Sharp Integrated Care Management (ICM) intends to expand their ability to leverage San Diego Community Information Exchange (CIE)/2-1-1 San Diego (2-1-1) 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</li><li>• Sharp is engaged with 2-1-1 leadership to explore opportunities to leverage data captured as a part of the CIE<ul style="list-style-type: none"><li>○ 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</li></ul></li></ul> <b><u>FY 2023 and 2022 Activities:</u></b> <ul style="list-style-type: none"><li>• As of May 2023, there are 8,997 Sharp patients that have a matching client record in the CIE<ul style="list-style-type: none"><li>○ Of those patients, 3,404 are Sharp Health Plan members</li></ul></li><li>• Housing, utilities, and nutrition are the top three domains of need</li></ul> <b><u>Background:</u></b> <p>Sharp implemented data sharing and collaboration with 2-1-1’s CIE team to improve access to care and mitigate adverse outcomes related to social determinants of health (SDOH), with pilot rollout and training beginning in 2019.</p>



**Sharp McDonald Center**  
**Community Health Needs Assessment – Implementation Strategy**  
**Fiscal Years 2024 – 2027**

Identified Community Health Needs – Access to Health Care, Aging Care & Support, Cancer, Cardiovascular Disease, Children & Youth Well-Being, Diabetes, Obesity				
Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
1. Not applicable (NA)	a. NA	NA	SMV Business Development Specialist  Manager, SMC	<b><u>FY 2023 and 2022 Activities:</u></b> These additional identified community health needs do not fall within the scope of SMC’s services and resources.  However, in light of findings from Sharp’s recent Community Health Needs Assessments (CHNA), SMC will explore incorporating primary health screening into behavioral health events in order to address the issue of mind-body integration and effects of physical health on behavioral health and vice versa. Similarly, collaborations to provide nutrition education and resources at behavioral health events are also of interest, particularly in partnership with SMV.
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. SMC (along with other Sharp entities) will participate in a one-year pilot utilizing 2-1-1’s CIE.	June 2024	SMV/SMC Outpatient Senior Specialist  Manager, Sharp Community Benefit and Health Improvement	<b><u>FY 2023 and 2022 Activities:</u></b> This strategy also addresses <a href="#">Identified Community Health Need – Behavioral Health Including Substance Use 6a</a> . Please refer to that section for details.

# Sharp McDonald Center

## Community Health Needs Assessment – Implementation Strategy

### Fiscal Years 2024 – 2027

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	SMV/SMC Outpatient Senior Specialist  Manager, SMC  Sharp Memorial Hospital (SMH) Assistant Librarian  Trauma-Informed Care Team at SMV	<p><b><u>FY 2023 – FY 2024 Plans:</u></b></p> <ul style="list-style-type: none"> <li>Collaborate with HASD&amp;IC to address human trafficking by improving and implementing protocols in regional health care systems to identify and support patients who have been trafficked</li> <li>Collaborate with HASD&amp;IC on additional continuing education addressing human trafficking in health care settings</li> <li>Explore training human trafficking survivors to teach best practices to health care systems</li> <li>Join the SoCal Safe Shelter Collaborative to help improve patient access to community resources and promote trauma-informed best practices</li> <li>Share the trauma-informed care (TIC) series with other stakeholders and organizations</li> </ul> <p><b><u>FY 2023 and 2022 Activities:</u></b></p> <p>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 Sharp Memorial Hospital (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:</p> <ul style="list-style-type: none"> <li>A poster presentation on the PEARR (provide privacy, education, ask, respect and respond) Tool at Sharp’s 8<sup>th</sup> Annual Interprofessional Research &amp; Innovations Conference</li> <li>A panel at the California Association for Nurse Practitioners Virtual Town Hall on TIC &amp; human trafficking (hosted approximately 97 attendees)</li> <li>Facilitated the Two-Hour Training: Health Subcommittee, San Diego Human Trafficking &amp; Commercial Sexual Exploitation of Children Advisory Council &amp; Training Institute on Strangulation Prevention (hosted approximately 180 attendees)</li> </ul>



Sharp McDonald Center  
Community Health Needs Assessment – Implementation Strategy  
Fiscal Years 2024 – 2027

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
				<ul style="list-style-type: none"><li>Facilitated the Health, Education, Advocacy, Linkage Trafficking Train the Trainer Academy for the 3<sup>rd</sup> year in a row</li><li>Shared best practices for health care providers, including nurses and physician assistant (PA) students, at the Nursing Grand Rounds for Sharp Healthcare and other lectures</li></ul> <p>In FY 2023, monthly meeting topics for the Health Subcommittee included: Assessment for non-fatal strangulation, the 2022 CHNA, IRC Support for Asylees &amp; 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</p> <p>The Health Subcommittee continues to voice challenges faced by clinicians with safety planning and referring patients without local hotline support.</p> <p><b>Background:</b> 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.</p> <p>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</p>



**Sharp McDonald Center**  
**Community Health Needs Assessment – Implementation Strategy**  
**Fiscal Years 2024 – 2027**

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
				<p>collaborating with local stakeholders and HASD&amp;IC to include human trafficking in HASD&amp;IC’s CHNA and promote TIC in all clinical settings.</p> <p>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 (LMFT), licensed clinical social workers (LCSW), 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 SDOH contributing to human trafficking and similar exploitation that result in poor health outcomes.</p>
	b. Collaborate with community organizations to improve data collection and assessments for non-fatal strangulation.	Ongoing	SMH Assistant Librarian	<p><b><u>FY 2023 and 2022 Activities:</u></b></p> <p>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 <a href="#">Action Guide: Trafficking Prevention for LGBTQ+ Communities in San Diego</a>.</p> <p>Currently, Sharp diagnoses and treats non-fatal strangulation to reduce the number of stroke and homicide events, which is prevalent in patients who have experienced domestic violence, sex trafficking and prostitution. Sharp plans to train clinicians in this area to prioritize safety planning for these patients.</p>



**Sharp McDonald Center**  
**Community Health Needs Assessment – Implementation Strategy**  
**Fiscal Years 2024 – 2027**

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
	c. Collaborate with community organizations to support, empower and protect vulnerable San Diego youth.	Ongoing	SMH Assistant Librarian	<p><b><u>FY 2023 and 2022 Activities:</u></b> In FY 2023, Sharp plans to expand the Sharp Like Me program and collaborate with Clairemont High School, while continuing its partnership with Lincoln High School.</p> <p><b><u>Background:</u></b> The Sharp Equality Alliance partnered with San Diego Unified School Districts’ College Career and Technical Education Department to mentor at-risk youth by providing health care career pathways with its Sharp Like Me program. Through a goals-based curriculum, Sharp mentors assisted students in navigating next steps to their desired health care career, including pay range and education level requirements. The curriculum also included a checklist of one- and five-year plans for attainable goals, life hacks such as maintaining a credit score and reading through contracts before signing, and a mock interview. Presentations included An Introduction to Sharp Healthcare, Culture and Expectations, Turning Points and Pathways and Workplace Skills. The students were encouraged to share their perspective, enhancing their communication skills. This program was piloted in summer 2021 at La Jolla High School and Lincoln High School, serving a total of 13 students.</p>
	d. Implement human trafficking and trauma-informed care (TIC) trainings and protocols at Sharp.	Ongoing	SMH Assistant Librarian  SMH Emergency Department Leadership  Sharp’s Continuing Medical	<p><b><u>FY 2023 – FY 2024 Plans:</u></b> In FY 2023 and FY 2024, Sharp’s plans include:</p> <ul style="list-style-type: none"><li>• Creating a corporate workgroup to establish TIC as “standard work” and protocols centered around best practices</li><li>• Joining the SoCal Safe Shelter Collaborative</li><li>• Teaching TIC as an extension of person-centered care</li><li>• 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</li><li>• Integrating best practices on human trafficking and TIC into new nurse orientations</li></ul>

# Sharp McDonald Center

## Community Health Needs Assessment – Implementation Strategy

### Fiscal Years 2024 – 2027

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
			Education Department	<ul style="list-style-type: none"> <li>Including the PEARR Tool in the Epic electronic health record system for personal safety questions</li> </ul> <p>In FY 2024 and 2023, Sharp plans to expand implementation of TIC protocols for SMV, Sharp Mary Birch Hospital for Women and Newborns, Sharp Grossmont Hospital, Sharp Chula Vista Medical Center, Sharp Rees-Stealy Medical Centers and Sharp Community Medical Group clinicians to support patients who have been trafficked or have experienced similar exploitation/abuse. The SMH ED currently has a protocol in place for clinicians identifying patients who have been trafficked.</p> <p><b><u>FY 2023 Activities:</u></b> 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 School of Nursing.</p>
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. SMC (along with other Sharp entities) will participate in a pilot partnership with 2-1-1's CIE.	June 2024	SMV/SMC Outpatient Senior Specialist  Manager, Sharp Community Benefit and Health Improvement	<p><b><u>FY 2023 and 2022 Activities:</u></b> This strategy also addresses <a href="#">Identified Community Health Need – Behavioral Health Including Substance Use 6a</a>. Please refer to that section for details.</p>



Sharp McDonald Center  
Community Health Needs Assessment – Implementation Strategy  
Fiscal Years 2024 – 2027

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. 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. SMC (along with other Sharp entities) will participate in a pilot partnership with 2-1-1’s CIE.	June 2024	SMV Business Development Specialist  Manager, Sharp Community Benefit and Health Improvement	<b>FY 2023 and 2022 Activities:</b> This strategy also addresses <a href="#">Identified Community Health Need – Behavioral Health Including Substance Use 6a</a> . Please refer to that section for details.

# Sharp McDonald Center

## Community Health Needs Assessment – Implementation Strategy

### Fiscal Years 2024 – 2027

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 promote interest in health care careers and provide opportunities for students and interns to explore behavioral health care professions. Longer-term impact of improving behavioral health workforce shortages in San Diego.	a. Continue to support workforce development and provide student mentorship in various health care disciplines.	Ongoing	Supervisor, Psychology  Lead Clinical Psychologist  Manager, Professional Development/ Patient Safety/MAGNET	<b><u>FY 2023 and 2022 Activities:</u></b> <ul style="list-style-type: none"> <li>As of June 2023, nearly 148 nursing students have spent approximately 10,736 hours working clinical rotations <ul style="list-style-type: none"> <li>Nursing students from various universities and colleges were also provided free meeting space as needed</li> </ul> </li> <li>Nearly 310 nursing students spent approximately 22,000 hours working clinical rotations of six- to eight- hour shifts in all inpatient units and several of the outpatient programs at SMV and SMC (FY 2022)</li> <li>SMV received more than 200 applications for eight doctoral intern positions available through Sharp’s yearlong, American Psychological Association accredited doctoral internship in clinical psychology (FY 2022) <ul style="list-style-type: none"> <li>Interns completed three four-month rotations that included experience in SMV’s inpatient and outpatient programs, as well as rotations at SMC</li> </ul> </li> <li>At SMV and SMC, psychologists, LMFTs and LCSWs provided thousands of hours of direct clinical supervision to trainees</li> <li>SMV and SMC team members also contributed their expertise to the broader health care community through participation in professional conferences and events</li> <li>SMV and SMC provided continuing education and training for behavioral health care professionals and students in FY 2022 <ul style="list-style-type: none"> <li>This included a virtual lecture on the function of executive leadership in the health care setting, which was delivered to approximately 15 Master of Public Health students from San Diego State University (SDSU) in March</li> <li>In October 2021, an SMV nurse participated in a panel discussion titled Mental and Neurological Health: Nurses as Health Advocates at the Philippine Nurses Association of San Diego County’s virtual Fall Education Day</li> </ul> </li> </ul>



Sharp McDonald Center  
Community Health Needs Assessment – Implementation Strategy  
Fiscal Years 2024 – 2027

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
				<ul style="list-style-type: none"><li>○ In March 2022, an SIOP clinician delivered a lecture on mental health and older adults to community health providers at Elderhelp San Diego</li><li>○ An SMV clinical psychologist also provided virtual lectures to college students at CSUSM, SDSU and PLNU, on topics such as how to select appropriate internship sites, CBT skills and other tools to use with patients, and how to treat eating disorders</li></ul>