

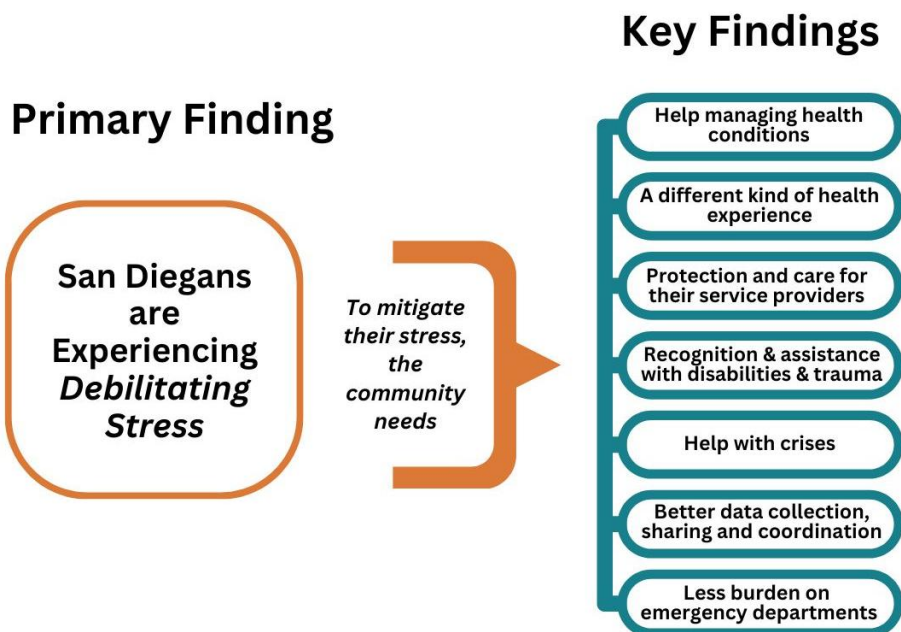
## Sharp McDonald Center Implementation Strategy Fiscal Years 2026 – 2029

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

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

### 2025 CHNA Top Community Needs

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





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

<b>Sharp Identified Need</b>	<b>2025 CHNA Findings Addressed</b>
Health Conditions	Help managing health conditions
Access to Healthcare	A different kind of healthcare 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**

SMC 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 SMC services and resources.

### **Learn more**

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



# SMC FY 2026 – 2029 Implementation Strategy

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## Sharp McDonald Center Community Health Needs Assessment – Implementation Strategy Fiscal Years 2026 – 2029

Identified Community Health Need – Behavioral Health				
Objectives	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 impacted by the opioid epidemic.	a. Develop a program, treatment and support protocol for San Diego community members impacted by opioid use.	Ongoing	Director, Behavioral Health, Sharp Mesa Vista Hospital (SMV)/ Sharp McDonald Center (SMC)  Manager, Behavioral Health	<p><b><u>Fiscal Year (FY) 2026 Plan:</u></b></p> <ul style="list-style-type: none"> <li>Continue to leverage the Bridge partnership<sup>1</sup> to support and engage patients with opioid disorders with treatment options</li> </ul> <p><b><u>FY 2024-25 Activities:</u></b></p> <ul style="list-style-type: none"> <li>In FY2024 and 2025, 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 medications for addiction treatment (MAT) at the ED and then a warm handoff to SMC within a 5-day window for continued treatment</li> </ul>
2. Improve outcomes for community members with substance use disorder issues through support and follow-up after discharge.	a. Provide free Sharp McDonald Center (SMC) Substance Abuse Continuing Care (Aftercare) support meetings for former patients.	Ongoing	Director, Behavioral Health  Manager, Behavioral Health	<p><b><u>FY 2026 Plan:</u></b></p> <ul style="list-style-type: none"> <li>Provide free weekly aftercare support groups to patients struggling with addiction</li> </ul> <p><b><u>FY 2024-25 Activities:</u></b></p> <ul style="list-style-type: none"> <li>Help former patients learn problem-solving and maintenance of a sober lifestyle following inpatient substance use treatment</li> </ul> <p><b><u>Evaluation:</u></b> SMC patient data for alcohol use is less use days post discharge than national benchmark data. 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.</p>

<sup>1</sup> The California Bridge program was launched in May 2021 and serves patients with opioid use disorder. Sharp EDs continue to equip inpatients with lifesaving NARCAN<sup>®</sup> prescriptions and education at discharge.

## Sharp McDonald Center Community Health Needs Assessment – Implementation Strategy Fiscal Years 2026 – 2029

Identified Community Health Need – Behavioral Health				
Objectives	Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
	b. Provide support to families of patients with substance use disorder issues post-discharge through the Substance Abuse Family Care Education and Counseling Program.	Ongoing	Director, Behavioral Health  Manager, Behavioral Health	<b><u>FY 2024-25 Activities:</u></b> <ul style="list-style-type: none"> <li>Support families and loved ones through the transition to an alcohol- or drug-free home that can once again be a loving, supportive and healthy system</li> </ul>
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, Behavioral Health  Manager, Behavioral Health	<b><u>FY 2024-25 Activities:</u></b> This objective also addresses <a href="#">line item 1a</a> . Please refer to that section for details.
	b. Increase access to screenings, services, education and resources to the San Diego community.	Ongoing	Director, Behavioral Health  Manager, Behavioral Health	<b><u>FY 2026 Plan:</u></b> <ul style="list-style-type: none"> <li>Provide a variety of educational events and programs for community members</li> </ul> <b><u>FY 2024-25 Activities:</u></b> <ul style="list-style-type: none"> <li>Partnered with SMV in leveraging Mentored Internship Program grant positions to further enhance outreach and community facing events</li> <li>Continued to improve access to education by expanding family programming to the entire community and increasing the number of media opportunities that provide education on substance use, addiction and recovery</li> <li>Worked to rebuild relationships with community partners to improve access to care</li> <li>Provided free, hour-long substance use assessments, educational materials and community referral resources for more than 1,560 community members</li> </ul>



## Sharp McDonald Center Community Health Needs Assessment – Implementation Strategy Fiscal Years 2026 – 2029

Identified Community Health Need – Behavioral Health				
Objectives	Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
				<ul style="list-style-type: none"> <li>• Provided ED visitors with resources on addiction treatment and strategies for preventing and treating overdoses in recognition of International Overdose Awareness</li> </ul>
4. Raise awareness and reduce stigma through the provision of behavioral health education for patients, their loved ones, health care providers and the broader community.	a. Continue to host speaking engagements for community members and community providers on various topics in substance use disorder.	June 2026	SMV Business Development Specialist  Director, Behavioral Health  Manager, Behavioral Health	<p><b><u>FY 2026 Plan:</u></b></p> <ul style="list-style-type: none"> <li>• Educate community health professionals and community members on the opioid epidemic</li> </ul> <p><b><u>FY 2024-25 Activities:</u></b></p> <ul style="list-style-type: none"> <li>• Partnered with Jewish Family Service of San Diego to educate SMV and SMC staff on Senate Bill 43 and CHIP (Community Health Improvement Partners) Behavioral Health Work Team to improve collaboration with patients in the community</li> <li>• Sponsorship/participation in events benefitting local behavioral health organizations including but not limited to: American Foundation for Suicide Prevention, International Bipolar Foundation, Mental Health America, National Alliance on Mental Illness</li> </ul> <p><b><u>Evaluation:</u></b> Education and screening programs are evaluated by participants through surveys. The goal is to educate and raise awareness for treatment providers and physicians.</p>
5. Strengthen partnerships with community organizations to foster future collaborations and fundraise for behavioral health services.	a. Participate in behavioral health committees, boards and workgroups.	Ongoing	CEO, SMV	<p><b><u>FY 2026 Plan:</u></b></p> <ul style="list-style-type: none"> <li>• Explore opportunities to support multicultural and vulnerable groups through community involvement and education</li> </ul> <p><b><u>FY 2024-25 Activities:</u></b></p> <ul style="list-style-type: none"> <li>• SMV and SMC staff regularly led or attended 10 behavioral health community and professional health boards, committees, advisory and work groups in FY24</li> </ul>



## Sharp McDonald Center Community Health Needs Assessment – Implementation Strategy Fiscal Years 2026 – 2029

Identified Community Health Needs – Access to Health Care, Asthma, Cancer, Cardiovascular Disease, Diabetes <sup>2</sup>				
Objectives	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 2024-25 Activities:</u></b> SMC will explore incorporating primary health screening into behavioral health events 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 social determinants of health through implementation of a new technology platform that shares health and social services data across health care and social service sectors.	a. Continue data sharing and collaboration with the San Diego Community Information Exchange (CIE)/211 San Diego.	June 2025	Sharp VP ICM  SMH Lead Medical Social Worker	<b><u>FY 2026-27 Plans:</u></b> <ul style="list-style-type: none"> <li>• Support expanding utilization and tracking referrals compared to SDoH needs identified in hospitalized patients</li> <li>• Explore further integration of CIE into Epic</li> </ul> <b><u>FY 2024-25 Activities:</u></b> <ul style="list-style-type: none"> <li>• Trained over 200 Sharp staff on use of the CIE platform               <ul style="list-style-type: none"> <li>○ Achieved &gt;400% increase (18 to 97) in active CIE users between FY24-25</li> <li>○ Since March 2025, an average of 60 referrals a month are initiated in the system</li> </ul> </li> <li>• Approximately 13,000 Sharp patients that have a matching client record in the CIE</li> </ul>

<sup>2</sup> As a specialty hospital providing treatment and services for behavioral health, these identified community health needs do not fall within the scope of Sharp McDonald Center’s (SMC) services and resources.

## Sharp McDonald Center Community Health Needs Assessment – Implementation Strategy Fiscal Years 2026 – 2029

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



## Sharp McDonald Center Community Health Needs Assessment – Implementation Strategy Fiscal Years 2026 – 2029

Identified Community Health Need – Community Safety				
Objectives	Actions	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
members through education and outreach.				<ul style="list-style-type: none"> <li>Served nearly 4,000 students at Westview High School and Scripps Ranch High School through Every 15 Minutes program to raise awareness on personal safety, drinking and driving, and related injury prevention topics.</li> </ul>
	b. Continue to provide free STOP the Bleed trainings to community members throughout SDC.	Ongoing (evaluated annually)	SMH Trauma Manager	<b>FY 2025-26 Plan:</b> Continue providing free STOP the Bleed trainings in the community to train, equip and empower bystanders to assist in a bleeding emergency before professional help arrives.
3. Increase education and awareness of health care professionals and community members in San Diego on around violence and trauma, including human trafficking.	a. Collaborate with community organizations and health care professionals to share best practices and provide education on human trafficking.	Ongoing	SMH Assistant Librarian  Sharp Coronado Hospital and Healthcare Center Medical Social Worker  Trauma-Informed Care team at Sharp Mesa Vista Hospital	<b>FY 2024-25 Activities:</b> <ul style="list-style-type: none"> <li>Maintained participation and leadership in San Diego Regional Human Trafficking and Commercial Sexual Exploitation of Children Advisory Council Health Subcommittee<sup>3</sup>, including, but not limited to, the following collaborative training and education efforts:               <ul style="list-style-type: none"> <li>Facilitator at HEAL Trafficking Train the Trainer Academy for more than 40 public health professionals and health educators</li> <li>Provided a trauma-informed care continuing medical education series to more than 50 community healthcare professionals</li> <li>Provided education on trauma-informed approaches to human trafficking to 60 nursing and PA students</li> <li>Recorded and shared Health Subcommittee meetings and associated resources as appropriate, reaching a contact list of more than 600 community members</li> <li>Presented best practices at SMH trauma multi-disciplinary rounds conference</li> <li>Presented best practices to Healthcare in Action (street medicine)</li> <li>Nonfatal strangulation training scheduled for August 11<sup>th</sup> includes CE</li> </ul> </li> </ul>

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



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Objectives	Actions	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
				<ul style="list-style-type: none"> <li>Joined the SoCal Safe Shelter Collaborative to support safe discharges of survivors of human trafficking and domestic violence; onboarded and trained all Sharp hospitals on providing referrals to support services and shelters through this system.</li> </ul>
	b. Collaborate with community organizations to improve data collection and assessments for non-fatal strangulation.	Ongoing	SMH Assistant Librarian	<p><b>FY 2025-2026 Plans:</b></p> <ul style="list-style-type: none"> <li>Provide a continuing education training on non-fatal strangulation or mandated support</li> </ul> <p><b>FY2024-25 Activities:</b></p> <ul style="list-style-type: none"> <li>Present non-fatal strangulation training with California Clinical Forensic Medical Training Center (CCFMTC) August 2025</li> </ul>
	c. Implement human trafficking and trauma-informed care trainings and protocols at Sharp.	Ongoing	SMH Assistant Librarian  SMH Emergency Department Leadership  Sharp’s Continuing Medical Education Department  Sharp Coronado Hospital Medical Social Worker	<p><b>FY 2026 Plans:</b></p> <ul style="list-style-type: none"> <li>Replace previously used screening tools with the PEARR Tool and lead its clinical validation</li> <li>Hire a survivor consultant to review protocols and make recommendations</li> <li>Integrate best practices on human trafficking and trauma-informed care into new nurse orientations and continuing education events</li> <li>Update the personal safety questions with the Epic customization</li> <li>Update the P&amp;P for domestic violence and human trafficking to reflect SB 963</li> </ul> <p><b>FY 2024-25 Activities:</b></p> <ul style="list-style-type: none"> <li>Created and provided human trafficking workshop at the Sharp Brown Simulation Center, worked with a paid survivor consultant on instruction; and offered CEUs for all Sharp staff               <ul style="list-style-type: none"> <li>Results demonstrated significant improvement in all areas: confidence in recognizing indicators increased from 2.8 to 4.0, using the structured communication tool increased from 2.2 to 3.9, and providing appropriate resources increased from 2.5 to 4.1. Qualitative feedback from participants emphasized the</li> </ul> </li> </ul>



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Identified Community Health Need – Community Safety				
Objectives	Actions	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
				<p>value of experiential learning, noting the simulation as informative, realistic, and emotionally engaging.</p> <ul style="list-style-type: none"> <li>Expanded implementation of trauma-informed care protocols for SMV, SMBHWN, SGH, Sharp Chula Vista Medical Center, Sharp Rees-Stealy Medical Centers and Sharp Community Medical Group clinicians to support patients who have been trafficked or have experienced similar exploitation/abuse.</li> <li>Developed a protocol at SCHHC for identification of trafficked persons, responses within the healthcare system, and resources to provide to patients.</li> </ul>
4. Promote the health and safety of the San Diego community through essential emergency and disaster preparedness activities and services.	a. Train community health care professionals on emergency and disaster preparedness.	Ongoing	Director, Emergency/ Disaster Preparedness	<p><b><u>FY2024-25 Activities:</u></b></p> <ul style="list-style-type: none"> <li>Hosted monthly trainings on ARES® (Amateur Radio Emergency Service)</li> <li>Offered free NIMS (National Incident Management System) and HICS (Hospital Incident Command System) classes</li> <li>Hosted and facilitated trainings for pediatric surge readiness and mass casualty triage</li> <li>Educated personnel from County of San Diego Public Health Preparedness and Response Branch and Office of Emergency Services on Sharp disaster preparedness efforts</li> <li>Educated community health care workers on active shooter response and Stop the Bleed</li> </ul>
	b. Participate in local and state disaster preparedness exercises in collaboration with public health agencies and other health care partners.	Ongoing	Director, Emergency/ Disaster Preparedness	<p><b><u>FY2024-25 Activities:</u></b></p> <ul style="list-style-type: none"> <li>Joined more than 100 regional health care partners to test major utility failure readiness through the California Department of Public Health and the California Emergency Medical Service Authority annual Statewide Medical and Health Exercise</li> <li>Collaborated on regionwide Radiation Exposure Table Top Exercise as well as Region Wide Fuel Planning</li> </ul>
	c. Serve on various local, state, and national committees and boards			<p><b><u>FY2024-25 Activities:</u></b></p> <ul style="list-style-type: none"> <li>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</li> </ul>



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<b>Identified Community Health Need – Community Safety</b>				
<b>Objectives</b>	<b>Actions</b>	<b>Target Completion Date</b>	<b>Responsible Party/ies</b>	<b>Evaluation Methods, Measurable Targets, and Other Comments</b>
	to strengthen collaboration and coordinated response.			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. <ul style="list-style-type: none"><li>• Maintained participation in local health system workgroup that prepares workforce for local emergency response to public health events</li></ul>



## Sharp McDonald Center Community Health Needs Assessment – Implementation Strategy Fiscal Years 2026 – 2029

Identified Community Health Need – Workforce				
Objectives	Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
1. Increase regional awareness and collaboration between regional health care providers, law enforcement and community leaders regarding violence against health care workers, as well as opportunities/strategies to prevent and protect health care workers.	a. Participate in the countywide workplace violence prevention workgroup.	Ongoing	CEO, Sharp HealthCare  VP, Sharp HealthCare Government Relations	<b><u>FY2024-25 Activities:</u></b> Participate in San Diego Hospital Violence Task Force. Task force members include all San Diego health systems, the Hospital Association of San Diego and Imperial Counties, the San Diego County District Attorney’s Office, the Office of the San Diego City Attorney, the San Diego County Sheriff’s Department, the San Diego Police Department, the Chula Vista Police Department, the Carlsbad Police Department, the National City Police Department, the La Mesa Police Department, the Escondido Police Department, the Oceanside Police Department and the San Diego Harbor Police Department.
2. Collaborate with local schools to promote interest in health care careers and provide opportunities for students and interns to explore behavioral health care professions.	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 2024-25 Activities:</u></b> <ul style="list-style-type: none"> <li>• SMV and SMC participated in internship and clinical training programs for trainees and students in various health care disciplines, including psychology, clinical social work, social work administration, marriage and family therapy, pharmacy, medicine and nursing. <ul style="list-style-type: none"> <li>○ Ancillary (non-nursing) students served more than 36,500 hours on the SMV campus in FY 2024</li> <li>○ 260 nursing students spent nearly 820 hours working clinical rotations in all inpatient units and several of the outpatient programs at SMV and SMC</li> </ul> </li> <li>• Hosted eight paid doctoral interns through yearlong, American Psychological Association accredited doctoral internship in clinical psychology <ul style="list-style-type: none"> <li>○ Psychology trainees provided over 3,900 hours of direct patient therapy, including 3,100 hours of group therapy and over 620 hours of individual therapy</li> <li>○ Supervisors provided 1,030 combined hours of individual and group supervision</li> <li>○ With this training, psychology doctoral students provided 1,450 of psycho-diagnostic assessments throughout the year</li> </ul> </li> </ul>



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<b>Identified Community Health Need – Workforce</b>				
<b>Objectives</b>	<b>Action Items</b>	<b>Target Completion Date</b>	<b>Responsible Party/ies</b>	<b>Evaluation Methods, Measurable Targets, and Other Comments</b>
				<ul style="list-style-type: none"><li>• Mentored behavioral health therapist trainees to provide daily clinical programming on hospital inpatient units</li><li>• SMV and SMC psychologists, licensed marriage and family therapists and licensed clinical social workers provided thousands of hours of direct clinical supervision to trainees</li><li>• SMV clinicians provided 1.5 hours of virtual lectures every week for psychology doctoral interns, which were also open to trainees and staff throughout the hospital.</li><li>• Contributed their expertise to the broader healthcare community through participation in professional conferences and events</li></ul>