

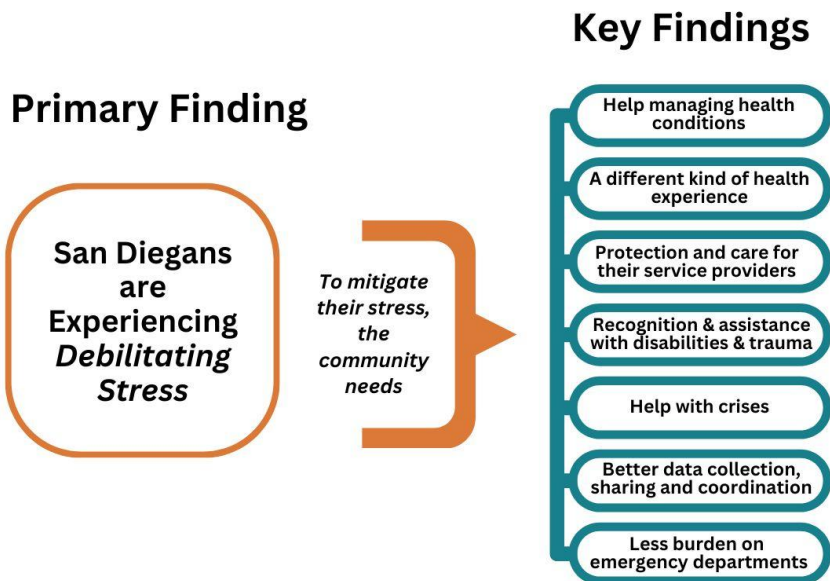
Sharp Memorial Hospital Implementation Strategy Fiscal Years 2026 – 2029

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

In response to the 2025 CHNA findings, each Sharp hospital, including Sharp Memorial Hospital (SMH), 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 SMH’s 2025 CHNA process, as follows:

Sharp Identified Need	2025 CHNA Findings Addressed
Health Conditions	Help managing health conditions
Access to Health Care	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

SMH recognizes that it cannot meet every health need identified in the community and will instead focus efforts on the areas where its expertise and resources allow for the greatest impact. While we acknowledge the importance of all identified needs, some—such as dental health—will not be directly addressed through current SMH initiatives due to existing limitations and the availability of other community resources.

Learn more

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



SMH FY 2026 – 2029 Implementation Strategy

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Identified Community Health Need – Aging Care and Support				
Objectives	Actions	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
1. Increase community awareness of senior health issues and connection to resources through a variety of events.	a. Participate in community health fairs and events for seniors.	September 2026	SMH Trauma Center team	<p><u>FY 2025-26 Plan:</u></p> <ul style="list-style-type: none"> Partner with other Sharp departments and community partners to provide a fall prevention and balance screening event for seniors <p><u>FY 2024 Activities:</u></p> <ul style="list-style-type: none"> The SMH trauma center team provided fall prevention education and resources to nearly 200 senior community members at the Fall Prevention & Balance Screening Event at the Grossmont Healthcare District in collaboration with SGH Rehabilitation Services, as well as the Salvation Army Kroc Center Senior Resource Fair

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Identified Community Health Need – Aging Care and Support				
Objectives	Actions	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
2. Help geriatric patients reach maximum health and independence following an elective surgery or procedure.	a. Through SMH’s Generational Health program and Geriatric Surgery Verification program, provide prehabilitation services to geriatric patients.	Ongoing	Manager, Nursing AIM/Generational Health	<p><u>FY 2024-25 Activities:</u></p> <ul style="list-style-type: none"> • During hospitalization, individuals ages 65 and older are vulnerable to functional and cognitive decline due to factors such as mobility, swallowing, nutritional and cognitive deficits or medical comorbidities • If geriatric patients are referred to the program, they are screened prior to their scheduled operation and will then receive a pre-surgical/procedural plan <p><u>Evaluation:</u> The preventive interventions provided by the Geriatric Surgery Verification program help improve geriatric patient outcomes and optimize their return home following their surgery or procedure.</p>
3. Improve access to quality hospice, palliative and end-of-life care.	a. Maintain active relationships with local, state and national community boards and committees to expand access to quality hospice, palliative and end-of-life care.	Ongoing	Various, Sharp HospiceCare	<p><u>FY 2024-25 Activities:</u></p> <ul style="list-style-type: none"> • Participated on boards and committees including, but not limited to: the Caregiver Coalition of San Diego, Coalition for Compassionate Care of California, East County Senior Service Providers, San Diego County Hospice Veteran Partnership, California Hospice and Palliative Care Association, California Health Care Foundation’s California Physician Orders for Life-Sustaining Treatment (POLST) eRegistry Implementation Committee, San Diego County Medical Society Bioethics Commission, and the Health Services Advisory Group/Sharp Grossmont Care Coordination Collaborative
	b. Collaborate with a variety of experts to provide ethical and equitable crisis care.	9/30/2025 (evaluated annually)	Vice President/ Advance Care Planning (ACP) Coordinator, Sharp HospiceCare	<p><u>FY 2024 Activities:</u></p> <ul style="list-style-type: none"> • Contributed to development of a new framework called the San Diego County Allocation of Scarce Resources During Crisis Care – The Community Standard of Care Consensus, a collective effort of the San Diego County Medical Society Bioethics Commission
4. Increase the availability of education, resources and	a. Support the unique needs of military veterans and their	Ongoing	Bereavement Department,	<p><u>FY 2024 Activities:</u></p>

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

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Identified Community Health Need – Aging Care and Support				
Objectives	Actions	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
				<ul style="list-style-type: none"> • Provided free consultations to 90 community members seeking ACP guidance
5. Increase awareness and empowerment surrounding hospice and palliative care options.	a. Provide hospice, palliative care and ACP education and training to physicians, case managers, other health care professionals and health care students.	Ongoing (evaluated annually)	<p>Medical Director, Sharp HospiceCare</p> <p>Business Development Department, ACP department Sharp HospiceCare</p> <p>ACP Coordinator, Sharp HospiceCare</p>	<p>FY 2024 Activities:</p> <ul style="list-style-type: none"> • Provided 320 hours of mentorship to nursing and advanced practice students • Presented on end-of-life and spirituality to 30 physician assistant graduate students • Conducted a virtual ACP presentation for more than 30 nursing students • Partnered with San Diego Coalition for Compassionate Care to provide monthly education and training on POLST to more than 60 community health professionals and students • Provided education on ACP, the End of Life Option Act and spiritual care in palliative care to professional and academic groups • Engaged in a workgroup for Compassion & Choices’ National Emergency and Palliative Medicine Initiative <p>Evaluation: Presentations are evaluated through survey and tracked through an internal database to measure program effectiveness and document activities for annual Community Benefit Plan and Report</p>
	b. Continue active involvement with state and national hospice organizations, including presentations on understanding late-stage illness, ACP, compassionate care, etc.	Ongoing (evaluated annually)	<p>VP, Sharp HospiceCare</p> <p>Medical Director, Sharp HospiceCare</p>	<p>FY2024-25 Activities:</p> <ul style="list-style-type: none"> • Provides presentations each year in collaboration with state and national organizations • Sharp HospiceCare leadership continues to serve on the California Hospice and Palliative Care Association board <p>Evaluation: Community presentations provided through Sharp HospiceCare are evaluated through survey to evaluate effectiveness and revise program content.</p>

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Identified Community Health Need – Aging Care and Support				
Objectives	Actions	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
6. Collaborate with community, state and national organizations to develop and implement appropriate services for the needs of the aging population.	a. Explore partnership with community organizations designed specifically to meet the needs of caregivers.	Ongoing (evaluated annually)	Business Development Department, Sharp HospiceCare	<p>FY 2024-25 Activities:</p> <ul style="list-style-type: none"> Provide ACP for community groups as well as individual consultations¹ <p>Please refer to line item 4a, line item 5c, line item 5e and line item 6b for additional information on current efforts.</p>
	b. Collaborate with local networking groups and community agencies to provide caregiver classes, end-of-life programs, ACP seminars, web presentations and community-related information for consumers and health care professionals.	Ongoing (evaluated annually)	Business Development Department, Sharp HospiceCare	<p>FY 2024-25 Activities:</p> <p>Please refer to line item 4a, line item 5c, line item 5e and line item 6b for additional information on current efforts.</p>

¹ Sharp’s ACP team partners with San Diego Health Connect, Health and Human Services Agency’s Aging and Independence Services, Health Services Advisory Group, County of San Diego Emergency Medical Services, and various health care providers in SDC to ensure that community providers have access to POLST forms through the countywide San Diego Healthcare Information Exchange.



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Identified Community Health Need – Behavioral Health ²				
Objectives	Actions	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
1. Not applicable (NA)	a. NA	NA	NA	<p><u>FY 2024-25 Activities:</u></p> <ul style="list-style-type: none"> SMH participated in the California Bridge program with the aim of improving the connection of patients with opioid use disorder to outpatient treatment. SMH patients who have been screened appropriately or referred, if interested, are initiated on MAT therapy in the ED and receive prioritized access to outpatient treatment through various community partners for long-term MAT SMH’s ED distributes NARCAN® and fentanyl testing strips, free of charge, to any requesting community member

² Behavioral Health is identified as a health need in SMH and Sharp Mary Birch Hospital for Women and Newborns (SMBHWN) patient community. Although SMH and SMBHWN are not Lanterman-Petris-Short Act facilities, SMH and SMBHWN provide resources to address this priority. Both SMH and SMBHWN employ a team of Psychiatric Nurse Practitioners on staff working under the direction of a California-licensed Psychiatric Physician. The nurse practitioners provide psychiatric assessment, treatment and medications to patients in the Emergency Department (ED), observation units, and in-patient units at the request of an attending physician. An interdisciplinary Behavioral Health Committee provides evaluation, direction and oversight to optimize behavioral health-related process and education for staff.

SMH’s clinical social workers provide patients with support, education and resources to help address behavioral/emotional health issues that often accompany many health conditions (e.g., cancer, postpartum depression, physical rehabilitation, etc.).

More comprehensive behavioral health needs of SMH’s patient community are addressed through the programs/services provided through Sharp Mesa Vista Hospital (SMV) and Sharp McDonald Center.

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Identified Community Health Need – Cancer				
Objectives	Actions	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
1. Improve navigation of the health care system for cancer patients in San Diego County through patient navigation services.	a. Offer the cancer patient navigator program to SMH cancer patients.	Ongoing	Sharp Memorial Hospital (SMH) Oncology Administration	<p><u>FY 2026 Plan:</u></p> <ul style="list-style-type: none"> The Cancer Centers of Sharp plan to revamp the current model for navigation and restructure navigator roles and responsibilities to better distribute resources to more disease sites SMH navigation is recruiting in the final positions for GU/prostate and heme navigation (as of May 2025) <p><u>FY 2024-25 Activities:</u></p> <ul style="list-style-type: none"> Cancer patient navigator supported approximately 3,700 patients and their families through care coordination and connection to needed resources Dietitians provided individualized nutrition assessments, education and follow-up to approximately 1,200 patients who were at high risk for malnutrition and receiving radiation therapy or combined radiation and chemotherapy As of May 2025, SMH navigation currently follow breast, GYN, neuro, head & neck, GI/CRC, and lung cancer patient
	b. Provide and refine SMH Cancer Patient Navigation Distress Screening technology to screen, track and respond to the needs of cancer patients and their families.	Ongoing (evaluated annually)	VP Oncology Service Line SMH Cancer Patient Nav Coordinator Oncology Social Workers Sharp Nurses	<p><u>FY 2025-26 Plan:</u></p> <ul style="list-style-type: none"> Expand use of distress screening tool to increase the number of patients screened at least one time, as well as the number of patients screened more than one time, especially at times of care transitions

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Identified Community Health Need – Cancer				
Objectives	Actions	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
2. Increase cancer education and support for San Diego community members with cancer diagnoses.	a. Offer free education, support sessions and community resources for community members with cancer diagnoses and their support networks.	Ongoing (evaluated annually)	SMH Clinical Case Manager, Oncology Administration	<u>FY 2024-25 Activities:</u> <ul style="list-style-type: none"> Reached more than 1,800 community members through free support groups Reached more than 625 community members through free webinars, classes, and workshops
	b. Provide a wig and prosthesis bank to cancer patients.	Ongoing	SMH Clinical Case Manager	<u>FY 2024-25 Activities:</u> <ul style="list-style-type: none"> Provided cancer patients with donated wigs, prosthetic devices and bras at no cost
3. Increase community education on the signs and symptoms of cancer through education and screening events.	a. Conduct comprehensive cancer screenings in English and Spanish and collaborate with partners to offer resources.	Ongoing	SMH Clinical Case Manager, Oncology Administration	<u>FY 2024-25 Activities:</u> <ul style="list-style-type: none"> Conduct comprehensive cancer screenings in English and Spanish and collaborate with partners to offer resources.
	b. Host and participate in community events to provide education and awareness on cancer for San Diego’s population.	Ongoing	Various	<u>FY 2024-25 Activities:</u> <ul style="list-style-type: none"> Offered education on cancer prevention, risk factors, and support services at 2024 and 2025 Sharp Women’s Health Conference Participated in community walks including American Lung Association annual Lung Force Walk and the American Cancer Society’s Making Strides Against Breast Cancer Walk, including sponsorship of ACS event Participated in the Ovarian Cancer Alliance of San Diego Teal Steps Walk and raised over \$2,000 Featured Sharp cancer specialists in local English- and Spanish-language media and published content on sharp.com to raise awareness about cancer and the importance of screenings

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Identified Community Health Need – Cancer				
Objectives	Actions	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
	c. Reduce the negative impacts of cancer on the broader community through earlier detection of certain cancers.	Ongoing	VP Oncology Service Line	<p><u>FY 2025 Plan:</u></p> <ul style="list-style-type: none"> Provide screening opportunities for breast, lung, and colon cancers <p><u>FY 2024 Activities:</u></p> <ul style="list-style-type: none"> In FY 2024, 60 screenings were completed
	d. Expand Sharp Cancer Genetics Program to increase access to cancer screenings for high-risk community members.	Ongoing (evaluated annually)	VP Oncology Service Line	<p><u>FY 2024 Activities:</u></p> <ul style="list-style-type: none"> Offered personalized assessments to evaluate patients' risk of hereditary cancer with a focus on improving access to genetic counseling and testing for gynecological cancer patients <p><u>Evaluation:</u></p> <p>Referral base increased by 43% and number of patients receiving genetic counseling increased by 54%; Ovarian cancer referrals increased by 3% and endometrial cancer referrals increased by 10% (FY2024)</p>
4. Increase support and ongoing education for cancer survivors.	a. Develop a survivorship program that meets the ongoing needs of cancer survivors and their loved ones.	Ongoing (evaluated annually)	Survivorship Program Coordinator Program Manager for Cancer Quality and Outcomes	<p><u>FY 2025-26 Plan:</u></p> <ul style="list-style-type: none"> Host annual events including the Survivorship conference and Cancer Survivors Day <p><u>FY 2024 Activities:</u></p> <ul style="list-style-type: none"> Hosted the annual Survivorship conference Hosted and provided transportation for the annual Cancer Survivors Day to recognize and support over 200 community members affected by cancer Hosted a private Sharp HealthCare Cancer Patient Community Group on Facebook for cancer patients and their loved ones, engaged more than 260 community members <p><u>Evaluation:</u></p> <p>The Cancer Centers of Sharp outline and evaluate at least three services within the program and report results on an annual basis.</p>

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Identified Community Health Need – Cardiovascular Disease				
Objectives	Actions	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
1. Increase access to screenings, community education and support for cardiovascular and cerebrovascular health among San Diego County (SDC) community members.	a. Provide heart disease and stroke support groups to community members; support groups are hosted on the SMH campus.	Ongoing	Sharp Manager of Rehabilitation Services Director, SMH Cardiovascular Service Line	<p>FY 2026 Plan:</p> <ul style="list-style-type: none"> Develop and offer an in-person stroke support group through SMH Stroke Program Provide heart-related education webinars and on-demand videos for community members Engage patients and families through participation in the San Diego Heart & Stroke Walk <p>FY 2024-25 Activities:</p> <ul style="list-style-type: none"> Provided online meeting space for Young Enthusiast Stroke Survivors (YESS) Reached 200 attendees with Stroke Program and connected with 700 survivors, family members and health professionals through mailing list Provide annual BP screening for community, serving nearly 200 <p>Evaluation: The YESS Program will explore participant satisfaction surveys/evaluation tools for recommendations to implement for the upcoming fiscal year.</p>
	b. Continue to provide support programs for patients and family members.	Ongoing	Supervisor, SMH Cardiac Rehabilitation/ Health Promotion, Cushman Wellness Center	<p>FY 2024-25 Activities:</p> <ul style="list-style-type: none"> Provided exercise therapy including cardiovascular, strength and flexibility training Offered a free weekly low-impact circuit training class to patients Attend Sharp Women’s Health Conference to provide health screenings, including body composition <p>Evaluation: Program goals are to increase exercise tolerance and reduce associated risk factors for both primary and secondary prevention of heart disease. Measurable outcomes include increased exercise tolerance, percentage of patients with controlled blood pressure, body weight, percentage of body</p>

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Identified Community Health Need – Cardiovascular Disease				
Objectives	Actions	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
				fat, COOP Quality of Life questionnaire scores, and improved PHQ-9 depression screening scores post participation.
	c. Provide cardiac education on-site and in the community, including information on blood pressure, body composition, and heart attack and stroke risk.	Ongoing	Supervisor, SMH Cardiac Rehabilitation Various	<p><u>FY 2026 Plan:</u></p> <ul style="list-style-type: none"> Participate in the 2026 Sharp Women’s Health conference <p><u>FY 2024-25 Activities:</u></p> <ul style="list-style-type: none"> SMH staff participated in the annual Sharp Women’s Health Conference and offered attendees resources on cardiovascular health Raised funds and participated in the annual San Diego Heart & Stroke Walk, offering education to more than 3,000 attendees Provided free blood pressure screenings to more than 240 community members at Heart Month events
	d. Participate in stroke education events in San Diego, including events targeting seniors & high-risk adults as well as individuals with identified risk factors.	Ongoing	VP, Sharp Ortho/Neuro Service Line Program Manager, SMH Stroke	<p><u>FY 2026 Plan:</u></p> <ul style="list-style-type: none"> Participate in Sharp Women’s Health Conference to provide community members with health education and screenings on heart health and stroke Share stroke education through media channels and in-person events <p><u>FY 2024-25 Activities:</u></p> <ul style="list-style-type: none"> Provided targeted stroke education, blood pressure screenings, and stroke risk assessment to 150 attendees at the annual Sharp Women’s Health Conference
2. Collaborate with other health care organizations in San Diego on stroke education and prevention efforts.	a. Continue participation in San Diego County Stroke Consortium and collaboration with the County of San Diego Emergency Medical Services.	Ongoing	VP, Sharp Ortho/Neuro Service Line	<p><u>FY 2024 Activities:</u></p> <p>Participated in countywide San Diego County Stroke Consortium efforts as follows:</p> <ul style="list-style-type: none"> Provided first responders with education on recognizing and responding to Large Vessel Occlusion (LVO) Participated in County of San Diego and UCSD research to determine correlation between FAST-ED scores and likelihood of having LVO

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Identified Community Health Need – Cardiovascular Disease				
Objectives	Actions	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
			Program Manager, SMH Stroke	<ul style="list-style-type: none"> ○ Data was collected early to mid-2024 at all Sharp stroke centers ○ Will guide future EMS protocol around LVO patient transport to stroke centers with thrombectomy capabilities ● Provided stroke awareness education at the Strike Out Stroke baseball game at Petco Park, reaching 350 community members with Sharp resources and 42,000 with Consortium messaging displayed on stadium Jumbotron. <p>Evaluation: Sharp’s systemwide stroke program participated in submitting data on stroke codes to SDC monthly. As a result, data is tracked to determine trends and gaps in the County of San Diego EMS/hospital arena.</p>
	b. Participate in the County of San Diego ECPR Advisory Committee.	Ongoing	Director of CVSL and Manager of ECMO Services	<p>FY 2024 Activities: Participate in the County of San Diego ECPR (extracorporeal cardiopulmonary resuscitation) pilot program, focusing on on out-of-hospital cardiac arrest patients who meet specific criteria and who may benefit from rapid transport to a hospital staffed and equipped to provide ECPR using ECMO.</p> <p>Evaluation: Key components of the pilot include robust quality assurance and data collection as well as regular progress reports to the County of San Diego EMS.</p>
3. Provide heart health education to health care professionals in the community.	a. Provide expert speakers on heart disease, heart failure and stroke at professional conferences and events.	Ongoing	Various	<p>FY 2025-26 Plan:</p> <ul style="list-style-type: none"> ● Continue to participate at professional conferences and events as opportunities arise <p>FY 2024 Activities:</p> <ul style="list-style-type: none"> ● SMH provided health education at conferences and events throughout the year including Go Red for Women, AHA Heart Walk, National Heart Month

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Identified Community Health Need – Diabetes				
Objectives	Actions	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
1. Increase education of signs and symptoms of diabetes.	a. Participate in educational health fairs and events throughout San Diego.	Ongoing (evaluated annually)	Sharp Diabetes Leadership Team	<p><u>FY 2025-2026 Plans:</u></p> <ul style="list-style-type: none"> Participate in the annual San Diego Heart & Stroke Walk and Tour de Cure Offer diabetes education and support at the annual Sharp Women’s Health Conference <p><u>FY 2024-25 Activities:</u></p> <ul style="list-style-type: none"> Raised funds and participated in annual San Diego Heart & Stroke Walk Offered diabetes education and support including an expert speaker as well as diabetes risk assessments and disease management resources to approximately 750 attendees at the 2024 and 2025 Sharp Women’s Health Conferences A dietitian presented on diabetes and healthy aging to more than 10 attendees at the Center for Healthy Aging <p><u>Evaluation:</u> Feedback is collected from community members on educational courses provided to improve and refine educational resources for community member needs. The Sharp Diabetes Leadership Team meets annually to evaluate the programs over the previous year. Patients complete a learning evaluation.</p>

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

Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
<p>1. Improve outcomes for expectant mothers experiencing high-risk pregnancy, as well as their babies, through research initiatives and provision of specialized care for premature and/or other complicated births.</p>	<p>a. Meet the need for high-risk pregnancy services through the 84-bed Level III Neonatal Intensive Care Unit – the largest in San Diego and one of the largest in Southern California.</p>	<p>Ongoing</p>	<p style="text-align: center;">Senior Vice President (SVP) and Market Chief Executive Officer (CEO), Sharp Mary Birch Hospital for Women & Newborns (SMBHWN)</p> <p style="text-align: center;">Director of Maternal Infant, Women’s Support Programs & Neonatal Services</p>	<p>Background: The hospital’s 84-bed Neonatal Intensive Care Unit (NICU) features a 15-bed area with private rooms designed specifically for families who are transitioning their babies from hospital care to home. Specialized, private rooms allow families to spend the night and begin to care for their babies more independently with the care and support of the nursing staff.</p>
	<p>b. Provide a Perinatal Special Care Unit.</p>	<p>Ongoing</p>	<p style="text-align: center;">SVP and Market CEO, SMBHWN</p> <p style="text-align: center;">Associate Chief Nursing Officer</p> <p style="text-align: center;">Manager of Perinatal Special Care Unit, Women’s Acute Care & Transporters</p>	<p>Background: One of the few units of its kind in the country, a highly skilled team including nurses and perinatologists care for the high-risk antepartum patient on this specially designed 36-bed unit. Patients with preterm labor, complicated with diabetes and/or hypertension, and cardiac complications, comprise the majority of the patient population. Patients are admitted for observation due to obstetrical complications and managing fetal conditions or placenta abnormalities such as placenta previa or placenta accrete. As the length of stay ranges from a few days to several months, the care team members are challenged to meet the entire spectrum of needs for the Perinatal Special Care Unit patient and their family.</p>

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

Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
	c. Through the Neonatal Research Institute ³ , conduct critical research and share best practices to transform medical practice and improve outcomes for newborns in San Diego and beyond.	Ongoing	SVP and Market CEO, SMBHWN Manager, Neonatal Research Institute	<p><u>FY 2025-26 Plan:</u></p> <ul style="list-style-type: none"> Identify evidence-based best practices for newborn care through the Neonatal Research Institute (NRI) <p><u>FY 2024 Activities:</u></p> <ul style="list-style-type: none"> Shared NRI expertise and groundbreaking research developments with the greater health and research communities through presentations at various national and international conferences
2. Reduce the incidence of neonatal morbidity and mortality associated with preterm delivery through outreach, education and support to new mothers and their families around preterm birth and prenatal health in San Diego. Target outreach to teenage mothers in San Diego.	a. Offer free monthly preterm birth prevention classes on the warning signs of preterm labor and preventing preterm births.	Ongoing	Director of Maternal Infant, Women’s Support Programs & Neonatal Services Manager, SMBHWN Women’s Support Programs	<p><u>FY 2025-26 Plan:</u></p> <ul style="list-style-type: none"> Provide free, monthly, virtual Preterm Birth Prevention classes <p><u>FY 2024 Activities:</u></p> <ul style="list-style-type: none"> Offered online and in-person maternal and prenatal care classes to expectant mothers and families Taught 100 expectant parents about the warning signs of preterm labor and how to help prevent a premature birth through free, monthly, virtual Preterm Birth Prevention classes <p><u>Evaluation:</u> SMBHWN collects evaluations from participants in all its educational offerings to assess quality and incorporate feedback to inform future programming.</p>
	b. Provide a variety of educational programs and workshops for new mothers	Ongoing	Director of Maternal Infant, Women’s Support	<p><u>FY 2025 – 2026 Plans:</u></p> <ul style="list-style-type: none"> Develop and provide free and low-cost prenatal classes for expectant mothers and families

³ In 2013, the NRI was established to identify and disseminate the latest scientific evidence on newborn care. The NRI includes the Parent Advisory Board (NRI-PAB) consisting of parents and grandparents of infants who have been in the NICU. Among other input, the NRI-PAB provides feedback on proposed and current clinical trials to ensure other parents will understand and feel comfortable participating in them. In 2023, the NRI was invited to join the national Neonatal Research Network (NRN) of the Eunice Kennedy Shriver National Institute of Child Health and Human Development, part of the National Institutes of Health (NIH).

Sharp Memorial Hospital and Sharp Mary Birch Hospital for Women & Newborns Community Health Needs Assessment – Implementation Strategy Fiscal Years 2026 – 2029

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

Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
	and their families covering various aspects of prenatal care and women’s health. (e.g., preparing for birth, medication choices, newborn characteristics, etc.).		<p style="text-align: center;">Programs & Neonatal Services</p> <p style="text-align: center;">Manager, SMBHWN Women’s Support Programs</p>	<ul style="list-style-type: none"> Provide education to high-risk populations <p><u>FY 2024 Activities:</u></p> <ul style="list-style-type: none"> Hosted a free webinar addressing high-risk pregnancy Sharp hospitals, including SMBHWN, hosted four free Planning for Pregnancy events, which provided pre-pregnancy education to over 60 community members Offered low-cost classes for new mothers and their families on various pre- and post-natal care topics, waiving fees as needed for pregnant teens to help improve their access to important prenatal education <p><u>Evaluation:</u> SMBHWN collects evaluations from participants in all its educational offerings to assess quality and incorporate feedback for improvement of future classes.</p>
	c. Provide prenatal, postpartum, child and women’s health education and outreach through community health fairs and events and media outlets.	Ongoing	<p style="text-align: center;">Director of Maternal Infant, Women’s Support Programs & Neonatal Services</p> <p style="text-align: center;">Manager, SMBHWN Women’s Support Programs</p>	<p><u>FY 2025-26 Plans:</u></p> <ul style="list-style-type: none"> Participate in the annual Sharp Women’s Health Conference Raise funds and participate in the annual San Diego Heart & Stroke Walk <p><u>FY 2024 Activities:</u></p> <ul style="list-style-type: none"> Offered lactation educator to provide support to more than 30 mothers at Petco Park during World Breastfeeding Week Provided education on blood pressure and hypertension as well as blood pressure screenings to mothers and their children who previously received care in the SMBHWN’s NICU Provided fundraising support for and participated in the Ovarian Cancer Alliance of San Diego Teal Steps Walk

Sharp Memorial Hospital and Sharp Mary Birch Hospital for Women & Newborns Community Health Needs Assessment – Implementation Strategy Fiscal Years 2026 – 2029

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

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"> Featured health experts in media interviews and online articles to educate the community about prenatal, maternal and child health topics Provided information on pre- and postnatal health and hospital services, including an LCSW-led breakout session for new moms, at annual Sharp Women’s Health Conference Raised funds and participated in the annual San Diego Heart & Stroke Walk, including outreach with resources on cardiac disease for women
3. Provide support and education to new mothers and their families on postpartum care, in order to improve outcomes for both new mothers and their babies.	a. Provide breastfeeding, postpartum and Baby and Me Time support groups to community members.	Ongoing	<p style="text-align: center;">Director of Maternal Infant, Women’s Support Programs & Neonatal Services</p> <p style="text-align: center;">Manager, SMBHWN Women’s Support Programs</p>	<p><u>FY 2025-26 Plan:</u></p> <ul style="list-style-type: none"> Offer free breastfeeding, postpartum and new parent support groups Provide free virtual postpartum classes <p><u>FY 2024 Activities:</u></p> <ul style="list-style-type: none"> Support groups were provided in person and virtually Breastfeeding support groups: 210 hours (670 new mothers) Postpartum support groups: 420 hours (410 parents) Baby and Me Time support group: 36 hours (77 new parents)
	b. Provide a variety of educational courses to new mothers and their families on postpartum care through Family Home Care classes for patients and community members.	Ongoing	<p style="text-align: center;">Director of Maternal Infant, Women’s Support Programs & Neonatal Services</p> <p style="text-align: center;">Manager, SMBHWN Women’s Support Programs</p>	<p><u>FY 2025-26 Plan:</u></p> <ul style="list-style-type: none"> Provide free virtual postpartum classes Provide free monthly virtual Pelvic Floor Wellness classes <p><u>FY 2024 Activities:</u></p> <ul style="list-style-type: none"> Devoted nearly 388 hours to daily Family Home Care classes that provided information and support to more than 2,233 new mothers and family members Offered several free webinars to support new parents on various postpartum topics Provided free NICU cardiopulmonary resuscitation education in English and Spanish to nearly 349 family and friends of the hospital’s NICU babies

Sharp Memorial Hospital and Sharp Mary Birch Hospital for Women & Newborns Community Health Needs Assessment – Implementation Strategy Fiscal Years 2026 – 2029

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

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"> Provided a free Pelvic Floor Wellness in Pregnancy, Birth and After Delivery class to approximately 600 new mothers <p>Evaluation: SMBHWN collects evaluations from participants in all its educational offerings, in order to assess quality and incorporate feedback for improvement of future classes.</p>
	c. Collaborate with community-based organizations who support the needs of new mothers and families.	Ongoing (evaluated annually)	<p style="text-align: center;">Director of Maternal Infant, Women’s Support Programs & Neonatal Services</p> <p style="text-align: center;">Manager, SMBHWN Women’s Support Programs</p> <p style="text-align: center;">Manager, Medical Social Work, SMH Integrated Care Management</p>	<p>FY 2025-26 Plan:</p> <ul style="list-style-type: none"> Participate in the Jacobs & Cushman San Diego Food Bank’s Diaper Bank Program Host a donor milk drive to collect breast milk for the Mothers’ Milk Bank⁴ <p>FY 2024 Activities:</p> <ul style="list-style-type: none"> Collaborated with the San Diego Food Bank’s Diaper Bank Program as a Diaper Bank Program distributor to assist families facing economic hardship <ul style="list-style-type: none"> Distributed nearly 14,300 diapers to 151 patients Collected 14 gallons of breastmilk from donors through annual Donor Breastmilk Drive; 390 gallons collected since 2015
	d. Provide support, community resources and certified lactation experts through an in-house boutique.	Ongoing	<p style="text-align: center;">Manager, SMBHWN Women’s Support Programs</p>	<p>FY 2025-26 Plan:</p>

⁴ For more than 15 years, SMBHWN has served as a donor breastmilk depot, regularly shipping donated breastmilk to the Mother’s Milk Bank in San Jose, California.

Sharp Memorial Hospital and Sharp Mary Birch Hospital for Women & Newborns Community Health Needs Assessment – Implementation Strategy Fiscal Years 2026 – 2029

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

Objectives/Anticipated Impact	Strategy/Action Items	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
				<p>Provide new parents with support and community resources from certified lactation experts through SMBHWN’s New Beginnings Boutique⁵</p> <p><u>FY 2024 Activities:</u></p> <ul style="list-style-type: none"> • NBB staff dedicated more than 903 hours in free breastfeeding education and support to community members
	e. Participate in local and national organizations that support maternal and prenatal care to share specialty expertise and enhance learning for the broader health care community.	Ongoing	Various	<p><u>FY 2026 Plan:</u></p> <ul style="list-style-type: none"> • Participate in local and national collaboratives and share specialty expertise at professional conferences <p><u>FY 2024-25 Activities:</u> In FY 2024-25, SMBHWN team members served on boards and committees for local and national organizations, including Southern California Association of Neonatal Nurses, Council of Women’s and Infants’ Specialty Hospitals, American Heart Association, National Association of Behavioral Healthcare, Perinatal Social Work Cluster, Pima Community College and YWCA</p>

⁵ The New Beginnings Boutique is located within the hospital and provides easy access to health education, resources and needed maternity supplies. Among its health education efforts, the lactation educators at the NBB have provided weighted feed assistance to families needing additional support with baby feeding through pre- and post-consumption weighing.

Sharp Memorial Hospital and Sharp Mary Birch Hospital for Women & Newborns Community Health Needs Assessment – Implementation Strategy Fiscal Years 2026 – 2029

Identified Community Health Need – Access to Health Care				
Objectives	Actions	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
1. Increase health coverage for patients seen in the emergency department.	a. Provide services to help every unfunded patient in the emergency department find coverage options.	Ongoing (evaluated annually)	Supervisor, Patient Assistance Navigators	<p><u>FY 2024 Activities:</u></p> <ul style="list-style-type: none"> Sharp secured Medi-Cal Presumptive Eligibility for 2,760 unfunded patients in the ED Used PointCare to assist more than 3,800 self-pay patients <p><u>Evaluation:</u> The PointCare program collects metrics on number of individuals served and cost savings. From October 2015 to September 2024, Sharp helped nearly 98,000 self-pay patients through PointCare, while maintaining each patient’s dignity throughout the process.</p>
	2. Provide payment options ⁶ , education and support to patients for both inpatient and outpatient hospital facilities with an inability to pay their financial responsibility after health insurance.	a. Assist patients in need of access to free or low-cost medications.	Ongoing	Manager of Pharmacy Finance & Regulatory Compliance Supervisor, Patient Assistance Navigators
	b. Participate in the 340B Drug Pricing Program.	Ongoing	Manager of Pharmacy Finance & Regulatory Compliance	<p><u>FY 2024 Activities:</u></p> <ul style="list-style-type: none"> Three Sharp hospitals — SMH, SGH and Sharp Chula Vista Medical Center — are permitted to purchase outpatient drugs at reduced prices Annual savings totaled more than \$110 million to help expand programs and medication access to Sharp’s patients in need

⁶ 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.

Sharp Memorial Hospital and Sharp Mary Birch Hospital for Women & Newborns Community Health Needs Assessment – Implementation Strategy Fiscal Years 2026 – 2029

Identified Community Health Need – Access to Health Care				
Objectives	Actions	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
	c. Offer ClearBalance — a specialized loan program for patients facing high medical bills.	Ongoing	Supervisor, Patient Assistance Navigators Manager Patient Access Services, Self-Pay Patients	<u>FY 2024 Activities:</u> <ul style="list-style-type: none"> Since 2010, ClearBalance has assisted more than 9,800 Sharp patients in securing small bank loans to help pay off medical bills in low monthly payments.
	d. Provide Project HELP funds for pharmaceuticals, transportation vouchers and other needs for economically disadvantaged patients.	Ongoing	SMH Chief Financial Officer	<u>FY 2024 Activities:</u> <ul style="list-style-type: none"> Funds for Sharp Metropolitan Medical Campus’ Project HELP totaled more than \$89,400 in free medications, transportation and other financial assistance
	e. Explore and expand Sharp HealthCare (Sharp) integrated delivery system access to post-acute recuperative care services.	Ongoing	VP, Sharp ICM	<u>FY 2026 Plan:</u> <ul style="list-style-type: none"> Resolve gaps in care through community outreach efforts to identify opportunities as they become available <u>FY 2024-25 Activities:</u> <ul style="list-style-type: none"> Sharp Integrated Care Management (ICM) has created a System Social Work Educator role to advance Medical Social Work and build upon community partnerships Coordinated care efforts with partners such as Whole Person Wellness, PATH (People Assisting the Homeless) and 211 CIE Screened patients experiencing homelessness for insurance and provided weather appropriate clothing, meal prior to discharge, prescriptions and community resources when needed.

Sharp Memorial Hospital and Sharp Mary Birch Hospital for Women & Newborns Community Health Needs Assessment – Implementation Strategy Fiscal Years 2026 – 2029

Identified Community Health Need – Access to Health Care				
Objectives	Actions	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
				<p>Evaluation: Sharp is seeking to identify short-term solutions for immediate needs as they occur, in addition to long-term, sustainable solutions. Each patient is independently considered for exact care need, likely term for the need, and various care setting options immediately available.</p>
3. Improve care management and clinical-community linkages that address social determinants of health through use of technology platform that shares health and social services data across health care and social service sectors.	a. Continue data sharing and collaboration with the San Diego Community Information Exchange (CIE)/211 San Diego. ⁷	June 2026	Sharp VP ICM	<p>FY 2026 Plan:</p> <ul style="list-style-type: none"> Continue to support expanding utilization and tracking referrals compared to SDoH needs identified in hospitalized patients. Explore further integration of CIE into Epic. This strategy has been adopted with other local healthcare organizations and has shown to improve experience and utilization <p>FY 2024-25 Activities:</p> <ul style="list-style-type: none"> Observed a >400% increase (18 to 97) in active CIE users from the year prior with over 200 users completing training between FY24 and FY25 (systemwide) An average of 60 referrals a month are processed with consistent trending of increased utilization and referral activity
	b. Connect vulnerable, underfunded patients and community members to local resources and organizations for	Ongoing	SMH Director, Case Management & Social Work	<p>FY 2024 Activities:</p> <ul style="list-style-type: none"> 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

⁷ Sharp implemented data sharing and collaboration with the 211's CIE team to improve access to care and mitigate adverse outcomes related to social determinants of health, with pilot rollout and training beginning in 2019.

Sharp Memorial Hospital and Sharp Mary Birch Hospital for Women & Newborns Community Health Needs Assessment – Implementation Strategy Fiscal Years 2026 – 2029

Identified Community Health Need – Access to Health Care				
Objectives	Actions	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
	low-cost medical equipment, housing options and follow-up care.		SMH Lead Medical Social Worker	<ul style="list-style-type: none"> 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
4. Improve outcomes for vulnerable, underfunded patients and community members.	a. Continued partnership and collaboration with recuperative care units.	Ongoing (evaluated annually)	Sharp Clinical Social Workers VP, Sharp ICM	<p><u>FY 2024 Activities:</u> Partnered with recuperative care providers to assist individuals experiencing homelessness with treatment options upon discharge.</p>
	b. Ongoing assessment of homeless data to identify opportunities for community partnerships and interventions.	Ongoing	VP, Sharp ICM	<p><u>FY 2025-26 Plan:</u></p> <ul style="list-style-type: none"> Continue to progress data collection to concurrently advance care opportunities by: <ul style="list-style-type: none"> Exploring opportunities for introduction of a risk index via Epic - will include consideration of individuals experiencing homelessness to more quickly pair assessment with appropriate intervention Introducing methods for distinguishing homelessness as a comorbidity Including 211/CIE database in its new electronic medical record to improve the provision of person-centered care for patients experiencing homelessness
	c. Explore and expand Sharp HealthCare (Sharp) integrated delivery system access to post-acute recuperative care services.	Ongoing	VP, Sharp ICM	<p><u>FY 2026 Plan:</u></p> <ul style="list-style-type: none"> Resolve gaps in care through community outreach efforts to identify opportunities as they become available <p><u>FY 2024-25 Activities:</u></p> <ul style="list-style-type: none"> Sharp Integrated Care Management (ICM) has created a System Social Work Educator role to advance Medical Social Work and build upon community partnerships Coordinated care efforts with partners such as Whole Person Wellness, PATH (People Assisting the Homeless) and 211 CIE

**Sharp Memorial Hospital and Sharp Mary Birch Hospital for Women & Newborns
Community Health Needs Assessment – Implementation Strategy
Fiscal Years 2026 – 2029**

Identified Community Health Need – Access to Health Care				
Objectives	Actions	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
				<ul style="list-style-type: none"> Screened patients experiencing homelessness for insurance and provided weather appropriate clothing, meal prior to discharge, prescriptions and community resources when needed. <p>Evaluation: Sharp is seeking to identify short-term solutions for immediate needs as they occur, in addition to long-term, sustainable solutions. Each patient is independently considered for exact care need, likely term for the need, and various care setting options immediately available.</p>

Sharp Memorial Hospital and Sharp Mary Birch Hospital for Women & Newborns Community Health Needs Assessment – Implementation Strategy Fiscal Years 2026 – 2029

Identified Community Health Need – Community Safety				
Objectives	Actions	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
1. Provide an injury and violence prevention program for children, adolescents and young adults throughout SDC.	a. Educate high school students on injury and violence prevention and health care career readiness in partnership with the San Diego County Office of Education College and Career Readiness Team.	Ongoing	SMH Community Health Educator	<p><u>FY 2024 Activities:</u></p> <ul style="list-style-type: none"> • 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
	b. Increase knowledge and awareness of the causes and risk factors of brain and spinal cord injury and injury prevention measures.	Ongoing	SMH Community Health Educator	<p><u>FY 2026 Plans:</u></p> <ul style="list-style-type: none"> • Expand beyond the scope of the San Diego County Office of Education College and Career Readiness program to provide and provide educational presentations to schools in North County, Coronado and the South Bay • Participate in conferences, round table events and collaborative projects in partnership with College and Career Readiness Program <p><u>FY 2024-25 Activities:</u></p> <ul style="list-style-type: none"> • Offered numerous educational opportunities for community students and residents. Please see line item 1a above for additional details • 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
2. Increase awareness of injury and violence prevention for patients and community members through education and outreach.	a. Continue to participate in the California Highway Patrol’s Every 15 Minutes program.	Ongoing (evaluated annually)	SMH Trauma Manager	<p><u>FY 2024-25 Activities:</u></p> <ul style="list-style-type: none"> • 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 • 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

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Identified Community Health Need – Community Safety				
Objectives	Actions	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
	b. Continue to provide free STOP the Bleed trainings to community members throughout SDC.	Ongoing (evaluated annually)	SMH Trauma Manager	FY 2025-26 Plan: 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	FY 2024-25 Activities: <ul style="list-style-type: none"> • Maintained participation and leadership in San Diego Regional Human Trafficking and Commercial Sexual Exploitation of Children Advisory Council Health Subcommittee⁸, including, but not limited to, the following collaborative training and education efforts: <ul style="list-style-type: none"> ○ Facilitator at HEAL Trafficking Train the Trainer Academy for more than 40 public health professionals and health educators ○ Provided a trauma-informed care continuing medical education series to more than 50 community healthcare professionals ○ Provided education on trauma-informed approaches to human trafficking to 60 nursing and PA 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 conferences - SMH trauma multi-disciplinary rounds conference and Healthcare in Action (street medicine) • 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. Collaborate with community organizations to improve data collection and assessments for non-fatal strangulation.	Ongoing	SMH Assistant Librarian	FY 2025-26 Plan: <ul style="list-style-type: none"> • Provide a continuing education training on non-fatal strangulation or mandated support FY 2024-25 Activities:

⁸ SMH librarian established the Health Subcommittee in 2018. This multidisciplinary group — including physicians, nurses, mental health professionals, social workers, executives and community stakeholders — supports health care systems in addressing human trafficking and trauma-informed care through best practice sharing, protocol development and education.

Sharp Memorial Hospital and Sharp Mary Birch Hospital for Women & Newborns 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
				<ul style="list-style-type: none"> Present non-fatal strangulation training with California Clinical Forensic Medical Training Center (CCFMTC) August 2025
	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><u>FY 2026 Plans:</u></p> <ul style="list-style-type: none"> 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 Update the P&P for domestic violence and human trafficking to reflect SB 963 <p><u>FY 2024-25 Activities:</u></p> <ul style="list-style-type: none"> 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"> 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 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. Developed a protocol at SCHHC for identification of trafficked persons, responses within the healthcare system, and resources to provide to patients.

**Sharp Memorial Hospital and Sharp Mary Birch Hospital for Women & Newborns
Community Health Needs Assessment – Implementation Strategy
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Identified Community Health Need – Community Safety				
Objectives	Actions	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
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	<u>FY 2024-25 Activities:</u> <ul style="list-style-type: none"> Hosted monthly trainings on ARES® (Amateur Radio Emergency Service) Offered free NIMS (National Incident Management System) and HICS (Hospital Incident Command System) 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 and Stop the Bleed
	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	<u>FY 2024-25 Activities:</u> <ul style="list-style-type: none"> 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 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.			

Sharp Memorial Hospital and Sharp Mary Birch Hospital for Women & Newborns Community Health Needs Assessment – Implementation Strategy Fiscal Years 2026 – 2029

Identified Community Health Need – Workforce				
Objectives	Actions	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
1. Increase regional awareness and collaboration between regional health care providers, law enforcement and community leaders regarding violence against health care workers, as well as opportunities/strategies to prevent and protect health care workers.	a. Participate in countywide workplace violence prevention workgroup.	Ongoing	CEO, Sharp HealthCare VP, Sharp HealthCare Government Relations	<u>FY 2026 Plan:</u> 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. Increase professional development in health care careers for both students and current health care professionals in San Diego.	a. Provide opportunities for health care professionals through speaking engagements and professional development courses.	Ongoing	Various
	b. Provide opportunities for college and university students through internships, presentations and	Ongoing	Various	<u>FY 2024-25 Activities:</u> <ul style="list-style-type: none"> Provided education on trauma-informed approaches to human trafficking to more than 60 nursing students from PLNU Provided mock interview support to 30 undergraduate nursing students from PLNU

Sharp Memorial Hospital and Sharp Mary Birch Hospital for Women & Newborns Community Health Needs Assessment – Implementation Strategy Fiscal Years 2026 – 2029

Identified Community Health Need – Workforce				
Objectives	Actions	Target Completion Date	Responsible Party/ies	Evaluation Methods, Measurable Targets, and Other Comments
	professional development courses.			<ul style="list-style-type: none"> • Collaborated with local, state and national colleges and universities to provide hospital-based opportunities for students to train for a variety of health careers <ul style="list-style-type: none"> ○ SMH provided training to more than 140 nursing, 20 advanced practice provider and 210 ancillary students for a combined total of over 89,000 hours ○ SMBHWN served as a training site for over 150 nursing students and four ancillary students for a combined total of over 13,300 hours ○ Sharp hospitals, including SMH and SMBHWN, partnered with Midwestern University in Glendale, Arizona, to provide physician-led mentorship opportunities for nearly 20 medical students
	c. Provide career pathway programs and early professional development for high school students.	Ongoing	Various	<p><u>FY 2024 Activities:</u></p> <ul style="list-style-type: none"> • SMH and SMBHWN provided early professional development and career pathways for high school students through the HSHMC program <ul style="list-style-type: none"> ○ More than 80 students shadowed SMH staff from various hospital teams ○ HSHMC students devoted nearly 40 hours to rotations with three SMBHWN teams
2. Contribute to the expansion of scientific knowledge and medical advancements throughout the larger health and research communities.	a. Participate in clinical trials and national conferences as well as share best practices with the community and health professionals.		Various	<p><u>FY 2024 Activities:</u></p> <ul style="list-style-type: none"> • SMBHWN team, including NRI, contributed their expertise to the broader health care community through participation in professional conferences and events • Contributed to clinical trials in research areas including prenatal tobacco reduction, preeclampsia risk assessment, neonatal parenteral nutrition, contaminants in human breastmilk, plasma cell-free genetic sequencing and pharmaceuticals • SMH contributed to numerous clinical trials investigating areas including but not limited to oncology, cardiology, behavioral health, neurology and rehabilitation • SMH conducted orthopedic clinical trials to improve care and outcomes of patients with musculoskeletal disorders