



# Scripps Implementation Plan Fiscal Year 2020–2022

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Scripps Health  
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[scripps.org](https://scripps.org)

# Scripps Health Fiscal Year 2021 Implementation Strategy

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# Scripps Health FY 2021 Implementation Strategy

## General Information

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Authorized governing body that adopted the Implementation Plan:	Strategic Planning Committee of the Scripps Board of Trustees
Date Implementation Strategy was approved:	September 2019
Tax Year in which CHNA was made available to the public:	Tax Year 2019 (available on <a href="http://www.scripps.org">www.scripps.org</a> )
Name and state license number of Hospital Organization Operating Hospital Facility, and address of Hospital Organization	Scripps Mercy Hospital 4077 5 <sup>th</sup> Avenue San Diego, CA 92103 <b>Lic. # 090000074</b> <i>Scripps Mercy Hospital has a second campus in Chula Vista, CA and shares the same license.</i>  Scripps Memorial Hospital La Jolla 9888 Genesee Avenue La Jolla, CA 92037 <b>Lic. # 080000050</b>  Scripps Green Hospital 10666 Torrey Pines Road San Diego, CA 92037 <b>Lic. # 080000139</b>  Scripps Memorial Hospital Encinitas 354 Santa Fe Drive La Jolla, CA 92024 <b>Lic. # 080000148</b>

# Scripps Health FY 2021 Implementation Strategy

## About Scripps Health

Founded in 1924 by philanthropist Ellen Browning Scripps, Scripps Health is a \$4 billion not-for-profit integrated health system based in San Diego, California. Scripps treats more than 600,000 patients annually through the dedication of more than 3,000 affiliated physicians and more than 16,000 employees. Scripps cares for people throughout the San Diego region with four acute care hospitals on five campuses, 31 outpatient clinics, and 15 Scripps HealthExpress sites. Scripps also offers payer products and population health services through Scripps Accountable Care Organization, Scripps Health Plan and customized narrow network plans in collaboration with third-party payers.

Scripps Health is a leading provider of medical care, improving community health and advancing medicine in San Diego County. The system is recognized for our expertise in women's health, cancer care, cardiovascular disease prevention and treatment, and neurocognitive care including dementia and therapy-induced cognitive sequela. Scripps is also at the forefront of clinical research, and digital health care. With three highly respected graduate medical education programs, Scripps is a longstanding member of the Association of American Medical Colleges. Our hospitals are consistently ranked by U.S. News & World Report among the nation's best and Scripps is regularly recognized by Fortune magazine, Working Mother magazine, and the Advisory Board as one of the best places in the nation to work. Importantly, Scripps culture is one of caring; the spirit and culture established by two pioneering founders, Ellen Browning Scripps and Mother Mary Michael Cummings still define who we are today. More information can be found at [www.scripps.org](http://www.scripps.org).

## Organizational Foundation

Scripps provides a comprehensive range of inpatient and ambulatory services through our system of hospitals and clinics. In addition, Scripps participates in dozens of partnerships with government and not-for-profit agencies across our region to improve our community's health. And our partnerships do not stop at our local borders. Our participation at the state, national and international levels include work with government and private disaster preparedness and relief agencies, the State Commission on Emergency Medical Services, national health advocacy organizations and even international partnerships for physician education, training and direct patient care. In all that we do, we are committed to quality patient outcomes, service excellence, operating efficiency, caring for those who need us today and planning for those who may need us in the future.

## Approval from Governing Body

As a tax-exempt health care system, Scripps takes pride in its service to the community. The Scripps system is governed by a 17-member, volunteer Board of Trustees. This single point of authority for organizational policy ensures a unified approach to serving patients across the region. The Scripps Health Board of Trustees Strategic Planning Committee approved both the

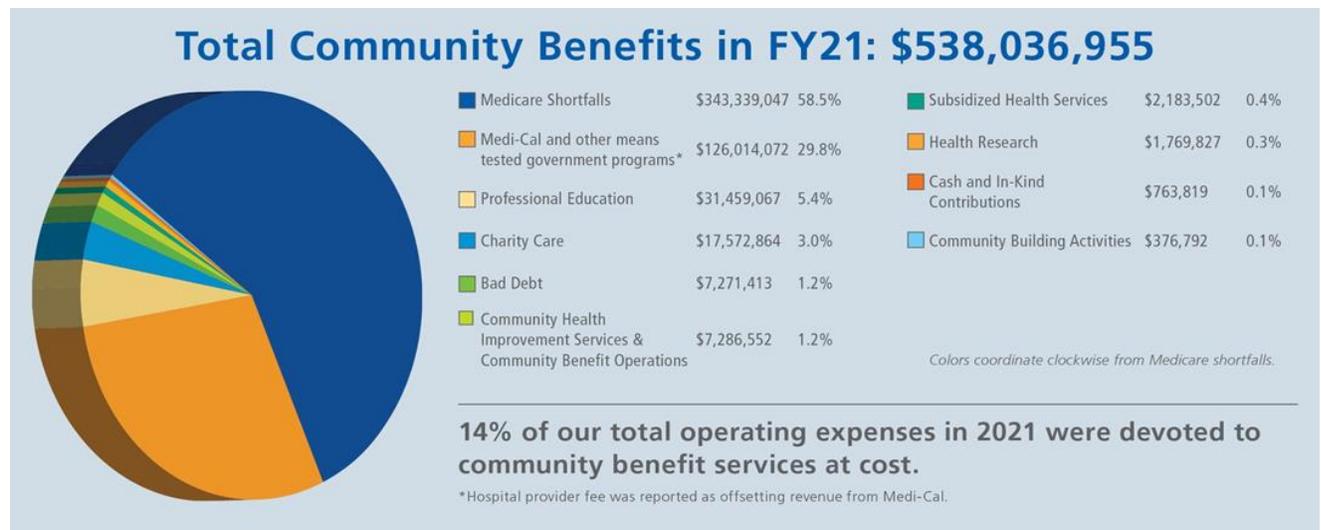
triennial 2019 CHNA report and corresponding Implementation Plan during its 2019 tax year. The 2020–2022 Implementation Plan is outlined in the remainder of this document and is updated annually with metrics. The CHNA written report is posted separately on the Scripps Health website, [CHNA Report](#).

### About Scripps Health Community Benefit

In addition to the CHNA and Implementation Strategy, Scripps Health continues to meet community needs by providing charity care and uncompensated care, professional education and research and an array of community benefit programs. Scripps offers community benefit services through our five acute-care hospital campuses, wellness centers and ambulatory clinics.

Scripps Health documents and tracks its community benefit programs and activities on an annual basis and reports these benefits through an annual report submitted to the California Department of Health Care Access and Information (HCAI). Scripps Health community benefit programs are commitments Scripps makes to improve the health of both patients and the diverse San Diego communities. As a longstanding member of these communities, and as a not-for-profit community resource, Scripps’ goal and responsibility is to assist all who come to us for care, and to reach out especially to those who find themselves vulnerable and without support. Through our continued actions and community partnerships, we strive to raise the quality of life in the community as a whole.

In Fiscal Year 2021, Scripps documented \$538 million in local community benefit programs and services. For more information about the programs and services offered by Scripps Health, visit [www.scripps.org/communitybenefit](http://www.scripps.org/communitybenefit) or contact the Scripps Health Office of Community Benefit Services at 858.678.7095.



### **Scripps Health Community Served**

Hospitals and health care systems define the community served as those individuals residing within its service area. A hospital or health care system service area includes all residents in a defined geographic area surrounding the hospital and does not exclude low income or underserved populations.

Scripps serves the entire San Diego County region with services concentrated in North Coastal, North Central, Central and Southern region of San Diego. Scripps provides significant and growing volumes of emergency, outpatient, and primary care. In Fiscal Year 2021, Scripps provided 2,610,833 outpatient visits and 67,258 hospital discharges. Community outreach efforts are focused in those areas with proximity to a Scripps facility. Scripps hosts, sponsors and participates in many community-building events throughout the year. The hospital's patient population includes all who receive care without regard to insurance coverage or eligibility for assistance. The map on the next page is the Scripps Health service areas.

SCRIPPS FACILITIES	
Scripps Memorial Hospital Encinitas	Scripps Mercy Hospital Chula Vista
Scripps Green Hospital	Scripps Clinic
Scripps Memorial Hospital La Jolla	Scripps Coastal Medical Center
Scripps Mercy Hospital San Diego	Scripps Health Express

FIGURE 1 – SCRIPPS HEALTH SERVICE AREA



## **Background/Required Components of the Community Health Needs Assessment**

In 2010, Congress added several new requirements for hospital organizations to maintain federal income tax exempt status under Section 501 (r) of the Internal Revenue Code (the “Code”) as part of the Affordable Care Act. One of the requirements set forth in Section 501 (r) of the Code is for each hospital organization to conduct a Community Health Needs Assessment (CHNA) at least one every three tax years. The requirement to conduct a CHNA applies to Scripps Health, which is a health system that operates five hospital facilities. For information about Scripps Health 2019 CHNA process and for a copy of the report visit <https://www.scripps.org/about-us/scripps-in-the-community/addressing-community-needs>.

## **Background/Required Components of the Implementation Strategy**

The Implementation strategy has been prepared to comply with federal tax law requirements set forth in Internal Revenue Code 501 (r). The Implementation strategy is intended to satisfy each of the applicable requirements set forth in the regulations.

Provisions in the Affordable Care Act require a tax-exempt hospital to:

- Adopt an implementation strategy to meet community health needs identified in the CHNA.
- Describe how it is addressing needs identified in the CHNA.
- Describe any needs in the CHNA that are not being addressed and the reasons for not addressing them.

The written implementation strategy describes either:

- How the hospital plans to meet the significant health need.
- Describe actions the hospital facility intends to take to address each significant health need identified in the CHNA, and the anticipated impact of those actions, or identify the health need as one it does not intend to address and explain why.
- The anticipated impact of these actions.
- The programs and resources the hospital plan to commit to address the health need.
- Describe any planned collaboration between hospital facilities and other facilities or organizations in addressing the health need.

Or

- The significant health need of the hospital does not intend to meet, explaining why the hospital does not intend to meet the health need.

## **Scripps Implementation Strategy Resource Leaders**

The Scripps Implementation Strategy Resource Leaders included the following individuals:

### Community Benefit Representatives and Others

- Violetta Aguirre, Manager Revenue Cycle
- Anette Blatt, Director, Community Benefits and Advocacy
- Jenny Batts, Manager, Clinic Operations
- Sandy Boller-Bilbrey, Registered Nurse, Substance Use Disorder Nurse
- Kendra Brandstein, Director, Community Benefits, Scripps Chula Vista Well-being Center
- Mariya Chichmarenko, Research Assistant, Scripps Whittier Institute, Administration
- Paige Colburn-Hargis, Trauma Injury Prevention/Outreach Coordinator, Trauma Administration
- Brooke Dullnig, Senior Director, Clinical Services, Encinitas
- Tamira Collins-Carr, Manager, Case Management
- Linda Coutts, Stroke Program Coordinator, Nursing Administration
- Lora Davis, Supervisor, Scripps Community Benefits, La Jolla
- Addie Fortmann, Senior Director, Chief Research Officer, Clinical Research
- Jerry Gold, Ph.D., Administrator, Behavioral Health Clinical Care
- Laura Lettkeman, Manager, Clinical Care Line, Scripps MD Anderson Cancer Center
- Karen McCabe, Director, Community Benefits, Scripps Mercy Hospital
- Athena Philis-Tsimikas, M.D., Corporate Vice President, Scripps Whittier Diabetes Institute
- Kimberly Roberts, Director, Clinical Services, Nursing Administration, Scripps Memorial Hospital La Jolla
- Monica Ruiz, Project Manager, Community Program & Research, Scripps Whittier Diabetes Institute
- Kristine Osborne, Data Analyst., PET Team
- Joanna Safarik, Education Manager, Scripps Health
- Kevin Wilson, Coordinator, A-Visions Program
- Mark Zangrando, Senior Director, Mission Integration

## **Scripps Health Community Health Needs Assessment Findings**

Scripps Health has a long history of responding to the health needs of the communities it serves, extending beyond traditional hospital care to providing programs that address the healthcare needs of the region's most vulnerable populations. Scripps strives to improve the communities' health through collaboration with other health systems, community groups, government agencies, partners, and other stakeholders as appropriate.

Scripps participates in a countywide collaborative to conduct a triennial Community Health Needs Assessment (CHNA) in an effort to identify the priority community needs facing the San Diego Community. Scripps accepts the findings and the results of the 2019 CHNA to inform and adapt hospital programs and strategies to better meet the health needs of San Diego County residents. In addition, Scripps has created an Implementation Strategy that highlights the programs, services and resources provided by this organization to address the identified community needs in its community.

The 2019 CHNA identified ten community health conditions and social determinants of health (SDOH) as the most critical health and social needs within San Diego County (listed in alphabetical order by SDOH and health condition).

1. Access to Health Care
2. Aging Concerns
3. Behavioral Health
4. Cancer
5. Chronic Conditions
6. Community and Social Support
7. Economic Security
8. Education
9. Homelessness and Housing Instability
10. Unintentional Injury and Violence

FIGURE 2 – 2019 TOP 10 COMMUNITY HEALTH NEEDS

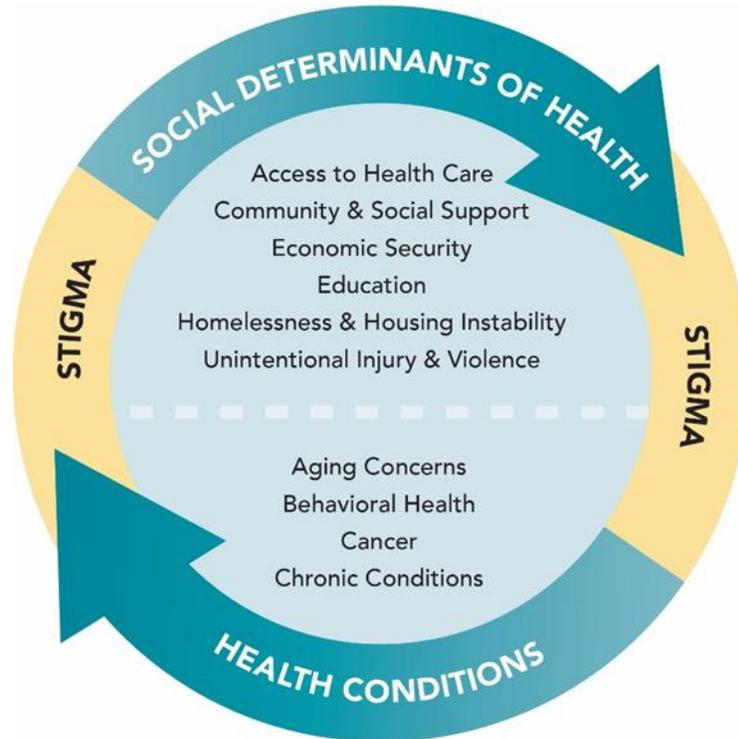


Figure 2 above illustrates the interactive nature of SDOH and health conditions—each impacting the other. In addition, an underlying theme of stigma and the barriers it creates arose across community engagement. In terms of SDOH, stigma impacts the way in which people access needed services, and can impact the community’s ability to maintain and manage their health and health conditions. For the purpose of this implementation strategy the following are definitions used to describe the findings.

**Access to health care.** Access to health care emerged as a high priority health need in both the secondary data analyses and the community engagement events. Overcoming barriers to health care, such as lack of health insurance and insurance issues, economic insecurity, transportation, the shortage of culturally competent care, fears about immigration status, and the shortage of health care providers emerged as a high priority community need. In addition, specific services were identified as challenging to obtain, including behavioral health care, dental care, primary care, and specialty care.

**Aging concerns.** Conditions that predominantly affect people who are 65 and older—such as Alzheimer’s disease, Parkinson’s, dementia, falls, and limited mobility - were identified as a high priority health need. Conditions that disproportionately affect older adults were identified as a high priority health need through both the community engagement events and the secondary data analyses. Community engagement participants most often described aging concerns in

relation to the social determinants of health, including transportation, access to fresh food, social isolation and inadequate family support, and economic insecurity.

**Behavioral health.** Greater access to behavioral health was identified as a high priority health need by the CHNA both in secondary data analyses and in the community engagement events. Three types of behavioral health care were identified as challenging to access: urgent care services for crisis situations; inpatient psychiatric beds and substance abuse facilities; and transitional programs and services for post-acute care. In addition, several barriers to behavioral health care were named as priorities to address, including a lack of availability of needed services and appointments, insurance issues, logistical issues, such as transportation and time off work, and the inability to pay co-pays and deductibles.

**Cancer.** Cancer was identified as a priority health need in the secondary data analyses and in the community engagement process. Health needs related to cancer were described in relation to the effects on well-being beyond physical health. These include financial, practical, and emotional impacts on individuals and families; these effects are exacerbated by barriers to cancer care.

**Chronic conditions.** Three chronic conditions were identified as priorities: cardiovascular disease, diabetes, and obesity. The CDC defines chronic health conditions as those that last at least one year and require ongoing medical care and/or limit activities of daily living. Research and data show that risk factors for these specific chronic health conditions often co-occur. Key factors that individuals struggle with to prevent chronic diseases include access to fresh, healthy foods and safe places to exercise and play. In addition, economic issues, transportation to medical care, fears about immigration status, and a lack of knowledge about chronic conditions were named as particular challenges related to the management chronic conditions.

**Community and social support.** A high priority for the well-being of San Diego residents is ensuring that individuals have adequate resources within their neighborhoods and substantial support from individuals within the neighborhood. Valuable neighborhood resources include federally qualified health centers (FQHCs) and those that are culturally and linguistically competent. Without adequate support, community engagement and community spirit are affected. Community and social support were identified as a priority health need in the community engagement process. For health care, community-clinical linkages that provide social support are critical. Per the CDC, community-clinical linkages are defined as connections between community and clinical sectors to improve population health.

**Economic security.** Economic security was identified as a priority health need in the secondary data analyses and in the community engagement process. For the purposes of this report, chief areas of economic security include poverty, wages and food insecurity. Economic security was named as vitally important to the well-being of San Diego residents and was described as impacting every aspect of residents' daily lives; the health of those who are economically insecure is negatively affected by food insecurity, chronic stress and anxiety, and the lack of time and money to take care of health needs. In San Diego County, 13.3% of residents have

incomes below the federal poverty level and 15% experience food insecurity. Those who are economically insecure are at greater risk of poor mental health days, visits to the emergency department for heart attacks, asthma, obesity, diabetes, stroke, cancer, smoking, and pedestrian injury. Factors identified as contributing to economic insecurity include housing and childcare costs as well as low wages.

Economic insecurity is associated with<sup>1</sup>:

- Poor mental health days
- Visits to the ED for heart attacks
- Asthma
- Obesity
- Diabetes
- Stroke
- Cancer
- Smoking
- Pedestrian Injury

Economic insecurity may also lead to food insecurity, which is linked to<sup>2</sup>:

- Fair or poor health, anemia, and asthma in children
- Mental health problems, diabetes, hypertension, hyperlipidemia, and oral health problems in adults
- Fair or poor health, depression, and limitations in activities of daily living in seniors

**Education.** Receiving a high school diploma, having the opportunity to pursue higher or vocational education, being health literate, and having opportunities for non-academic continuing education were identified as important priorities for the health and well-being of San Diego residents. Family stress and a lack of school and community resources were identified as factors underlying low levels of educational attainment. Education was identified as a priority health need in the community engagement process. In this implementation strategy report, Education covers multiple areas:

1. Health promotion through the provision of culturally competent health education to community members.
2. Provision of educational pipeline programs that support individual and community upward mobility and economic success; in addition to supporting gaps in the health care workforce; particularly in underserved communities.
3. Ongoing education and support for health care professionals to minimize burnout, improve cultural competency, increase retention and continue the provision of needed health care services.

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<sup>1</sup> Kaiser Permanente of Southern California Community Health Department, Secondary Data Analysis. Data Source 2018

<sup>2</sup> Gundersen C, Ziliak JP (2015). Food insecurity and health outcomes. Health Affairs. 2015. 34(11): 1830-1839

**Homelessness and housing instability.** Per the American Hospital Association, housing instability is an umbrella term for the continuum between homelessness and a completely stable, secure housing situation. Housing instability takes many forms: physical conditions like poor sanitation, heating and cooling; compromised structural integrity; exposure to allergens or pests; homelessness; and unstable access to housing or severe rent burden.

Homelessness and housing instability are important factors affecting the of San Diego County residents. It was identified in the secondary data analyses and in the community engagement process. They were described as having serious health impacts, such as increasing exposure to infectious disease, creating substantial challenges in the management of chronic diseases and wound care, and increasing stress and anxiety. Poor housing conditions were also cited as impactful on physical and mental health; crowded housing leads to the spread of illness and environmental hazards can exacerbate conditions like asthma. The cost of housing affects health because it is the primary driver of economic insecurity in San Diego.

**Unintentional injury and violence.** Per the Healthy People 2030, “unintentional injuries and violence-related injuries can be caused by a number of events, such as motor vehicle crashes and physical assault, and can occur virtually anywhere.” Unintentional injuries include motor vehicle accidents, falls, firearms, fire/flame, drowning, poisoning, machinery, suffocation, etc. Unintentional injury and violence were identified as a priority health need in the community engagement process. Exposure to violence and neighborhood safety were cited as priority health needs for San Diegans. Neighborhood safety was discussed as influencing residents’ ability to maintain good health, while exposure to violence was described as traumatic and impactful on mental health.

### **Scripps Health Implementation Strategy Summary and Community Needs Identified**

With the 2019 CHNA complete and health priority areas identified, Scripps Health has developed a corresponding Implementation Strategy: a multi-faceted, multi-stakeholder plan that addresses community health needs identified in the CHNA. The Implementation Strategy translates the research and analysis presented in the Assessment into actual, measurable objectives that can be carried out to improve community health outcomes.

Scripps evaluates the Implementation Strategy annually because a flexible approach is well suited to developing a response to the CHNA. The evaluation of the Implementation Strategy assesses available resources and interventions and adjusts as needed to achieve the Implementation Strategy’s stated goals and outcome measures.

Plans to monitor the Implementation Strategy are also tailored to each objective and include the collection and documentation of tracking measures. Scripps describes challenges encountered to achieve the outcomes and makes modifications as needed. In addition, Scripps Health Implementation Strategy is filed annually with the Internal Revenue Service using Form 990 Schedule H.

The following pages detail the initiatives, measures of implementation and metrics used to evaluate the effectiveness of the community needs identified through the 2019 Scripps CHNA. The complete [FY20–FY22 Implementation strategy Report](#) is available online at Scripps.org.

### ***Community Needs Scripps is Addressing***

The health focus areas identified above were determined through data collection, analysis and a prioritization process that incorporated community input. Scripps is addressing aging concerns, behavioral health, cancer, and chronic diseases which includes cardiovascular disease, diabetes and obesity in this Implementation Strategy. Scripps addresses many of the social determinants of health within the health conditions identified in this report such as access to care, community and social support, economic security, education, unintentional injury and violence and homelessness and housing instability. In addition, Scripps identifies specific programs in its Implementation Strategy that address community and social support, economic security, education and unintentional injury and violence.

### ***Health and Social Needs Scripps Is Not Directly Addressing***

Homelessness and Housing instability are identified as important factors within the CHNA findings. Homelessness and Housing are not directly addressed in the Scripps Implementation Strategy as we focus our resources on more direct health issues and conditions in accordance with our expertise and mission. Scripps has not directly developed programs that specifically address housing insecurity, but this is addressed as part of our care to patients. When patients' housing needs are identified, the Scripps multidisciplinary team works to address the need. Additionally, the Scripps Health system has social work and case management resources in place throughout the inpatient setting that address this unmet need by connecting patients to more permanent sources of income, housing, and other self-reliance measures. Scripps' work to address housing insecurity is largely done via collaboration and referrals to community partners.

In addition to the above indirect measures, Scripps is also addressing these community needs in accordance with California's regulations, such as SB 1152 Discharge Planning for Homeless Patients. This 2019 regulation requires hospitals to implement a set of requirements regarding discharge planning for their homeless patients. Scripps is fulfilling this requirement by providing packaged meals, weather-appropriate clothing, transportation, discharge medications and/or prescriptions, infectious disease screenings and vaccinations, referrals for behavioral health and other referrals to shelters or housing. Scripps Health remains committed to the care and improvement of health for all San Diegans and will look to continue the search of new opportunities and new partnerships to address these and future needs.

**Identified Community Health Need – Aging Concerns**

**Objectives:**

- Improve health and well-being for older adults by increasing health care access, education, and preventative services in San Diego County.
- Provide care and community resources for seniors/older adults with multiple morbidities and inadequate social support.
- Educate seniors/older adults & partner with local organizations to address fall prevention through exercise and safety measures in the home.
- Provide an interchange between the community members and Scripps Family Practice Medical Residents and other health care professionals to foster healthy lifestyles and health prevention.

<b>Hospital Facility</b>	<b>Programs and Strategies</b>	<b>Partnerships &amp; Collaborations</b>	<b>Evaluation Methods, Measurable Targets and Other Comments</b>
<p>Scripps Mercy Hospital Chula Vista</p>	<p><b>Senior Health &amp; Well-Being Programs</b></p> <p>Senior programs are held monthly in partnership with local senior centers, churches, and senior housing. The programs are conducted as part of Scripps Mercy Hospital Chula Vista San Diego Border Area Health Education Center and Scripps Family Medicine Residency Program. A program referred to as Senior Health Chats includes a variety of topics focused on aging concerns and is designed to provide health education to the older adult community. The health chats provide an interchange between the community members and Scripps medical residents and other health care professionals to foster healthy lifestyles and health prevention.</p> <p>Presentations are facilitated by various health care professionals and residents. Topics are all chosen by the seniors themselves to meet their local needs. The program is conducted in collaboration with Norman Park Center, Congregational Towers Senior Living and St. Charles Nutrition Center. Family Medicine Residents rotate through these programs to learn more about geriatric medicine, health and wellness and overall public health and community training.</p>	<p>Norman Park Center, Congregational Towers Senior Living and St Charles Nutrition Center, San Diego Border Area Health Education Center, Scripps Family Medicine Residency Program.</p>	<p>Senior Health Chat presentations include a variety of health and age-related topics such as: Heart Health, Understanding Osteoporosis, Parkinson's, Cold vs. Flu and a variety of prevention and healthy lifestyle topics.</p> <p>In Fiscal Year, 2021, a total of 69 seniors participated in four sessions and were given a pre/post-test to measure their knowledge. All participants increased their knowledge on the post-test. Due to COVID-19 the group has transitioned to a conference call group which has impacted the overall number of participants for the year.</p>

Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods, Measurable Targets and Other Comments
Scripps Mercy Hospital San Diego	<p><b>Scripps Advanced Care Clinic</b></p> <p>Older adults are at higher risk for chronic health problems like diabetes, osteoporosis, and Alzheimer’s disease. Older adults are also more likely to go to the hospital for some infectious diseases, including pneumonia, which is a leading cause of death for this age group. Making sure older adults get preventive care, including vaccines to protect against the flu and pneumonia, can help them stay healthy.</p> <p>The program provides intensive, proactive, medical and social services to adults living with multiple chronic diseases. Understanding that diseases can impact all aspects of a person’s life, the program treats not just medical issues, but also the psychosocial, economic, and spiritual aspects of care. The Advanced Care Clinic interdisciplinary, patient centered team helps optimize patient health through an evidence-based extensivist clinic model that assists with care coordination and patient advocacy across health care and home settings.</p>	Primary Care, Palliative Care, Community-Based Organizations	<p>As of September 2021, 245 patients have been served, 45% reduction in hospitalizations, 49% reduction in 30-day readmissions and 49% reduction in ED visit rate. In addition, the program coordinates non-clinical issues and referrals. The information below displays several types of psychosocial services referrals given.</p> <ul style="list-style-type: none"> <li>• Food Assistance – 46</li> <li>• Shelter – 24</li> <li>• Outpatient Psychiatry – 9</li> <li>• Caregiver Assistance – 48</li> <li>• PACE – 3</li> <li>• Job Assistance/Volunteer – 4</li> <li>• Welfare Checks/APS/Ombudsman – 16</li> <li>• Outpatient Psychiatric Therapy – 9</li> </ul>

Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods, Measurable Targets and Other Comments
Scripps Mercy Hospital Chula Vista	<p><b>Helping Patients Navigate Post Discharge Services</b></p> <p>Helping Patients Navigate Post Discharge Services are offered by Scripps Mercy Hospital Well Being Center to patients and their family to decrease the risks of readmission, keep patients on a healthy pathway and to increase patient continuity. The goal of patients participating in this service post-discharge is to reduce hospital and emergency department 30-day and 90-day readmissions. Services and assistance are provided for 30 days post discharge and up to one year for any social work or nurse case manager referral and/or patients with the following conditions: Acute Myocardial Infarction (AMI), Chronic Obstructive Pulmonary Disease (COPD), Chronic Heart Failure (CHF), Pneumonia, Coronary Artery Bypass Grafting (CABG), Total Knee or Hip Replacement, and COVID-19.</p> <p>The Well Being Center staff and Scripps Mercy Hospital Chula Vista social workers collaborate to provide ongoing follow-up services to identified social work patients for the two Mercy campuses. These patients require more support and resources (housing/homelessness, senior issues, drug/alcohol and mental health, and cancer) as these are high risk and require more assistance.</p>	Primary Care, Palliative Care, Community-Based Organizations, Chula Vista Community Collaborative, SDSU Public Health and Social Work Students	<p>Community patient post discharge services include home visits, assistance with follow up physician visits, phone calls, providing community and social service resources, and application assistance (medical insurance, SDI, housing, CalFresh, Mama’s Kitchen). In addition, referrals and/or appointment are made to local community clinics or to the Scripps Advanced Care Clinic. These services are currently available at Scripps Mercy Hospital Chula Vista and San Diego.</p> <p><u>Fiscal Year 2021 Metrics:</u></p> <ul style="list-style-type: none"> <li>• 813 patient referrals were received (30 Day and Social Work)</li> <li>• 716 patients were contacted/reached (this includes 30-day follow up and Social Work referral patients)</li> <li>• 97 patients – unable to reach, deceased, declined follow-up services, language barrier</li> <li>• 70 patients were readmitted (source: caregiver, EPIC)</li> </ul>

Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods, Measurable Targets and Other Comments
Scripps System Wide	<p><b>Fall Prevention &amp; Home Safety Workshops</b></p> <p>According to the National Council on Aging, falls are the leading cause of fatal and nonfatal injuries for older Americans. One in four Americans aged 65+ falls each year, and every 11 seconds, an older adult is treated in the emergency room for a fall.</p> <p>Strategies to help older adults living on their own or in care facilities prevent falls, like interventions to increase physical activity, can reduce deaths in this age group.</p> <p>Scripps Social Workers, and nurses educate on ways to reduce fall risk, improve safety awareness, and utilize available resources to promote independence and overall safety. Balance classes are designed to help build balance, posture and coordination through strengthening and balance exercises. This important aspect to healthy living for seniors provides education on preventing falls through exercise and being proactive through safety measures in the home.</p>	County Aging & Independent Services, San Diego Fall Prevention Task Force	<p><b>Virtual Standing Strong Fall Prevention Webinar</b></p> <p>To kick off National Fall Prevention Awareness week, In September 2021, Scripps hosted a two-hour fall prevention education webinar. “Standing Strong” featured a panel of Scripps experts who provided safety tips, exercises, and education, as well as a question-and-answer session.</p> <p>Scripps also partnered with the County of San Diego Health and Human Services Agency and the San Diego Fall Prevention Task Force to instruct five one-hour virtual sessions classes (listed below) during National Fall Prevention Awareness Week. Scripps staff led the following sessions which were opened to the public and 240 individuals participated.</p> <ul style="list-style-type: none"> <li>• Fall Prevention: Reducing Your Risk and Fears</li> <li>• A Matter of Balance Sample Class</li> <li>• Head to Toe Workout</li> <li>• Gentle Chair Yoga</li> <li>• Healthy Bones for Better Balance</li> </ul>

Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods, Measurable Targets and Other Comments
<p>Scripps Memorial Hospital Encinitas</p> <p>Scripps Memorial Hospital La Jolla</p>	<p><b>A Matter of Balance: Managing Concerns About Falls</b></p> <p>Scripps educates older adults countywide on preventing falls through exercise and taking proactive safety measures in the home. “A Matter of Balance” is an eight-week program on practical strategies to manage falls, improve safety awareness and utilize available resources to promote independence and overall safety. Scripps physical therapists and physical therapy student volunteers provide fall risk assessments, and lead balance classes to help enhance stability, posture and coordination. Participants are taught to view falls as controllable, set goals for increasing activity, make changes to reduce fall risks at home and encouraged to exercise to increase strength and balance.</p>	<p>County Aging &amp; Independent Services</p>	<p>While COVID-19 restricted access to the program for much of 2021, Scripps was chosen as a pilot site to test a virtual edition of the program and in early 2021 the program rolled out successfully. During this 8-week series lectures and information were given on practical strategies to manage falls, improve safety awareness and how to utilize available resources to promote independence and overall safety. In Fiscal Year 2021, 19 individuals enrolled in the program and were given a pre/post-test to measure their knowledge. Three virtual classes were conducted. All participants increased their knowledge on the post-test.</p> <ol style="list-style-type: none"> <li>1. I can find a way to get up if I fall – Pre 1.3/Post 1.7</li> <li>2. I can find a way to reduce falls – Pre 1.4/Post 1.8</li> <li>3. I can protect myself if I fall – Pre 1.1/Post 1.5</li> <li>4. I can increase my physical strength – Pre 1.4/Post 1.9</li> <li>5. I can become steadier on my feet – Pre 1.4/Post 1.9</li> </ol>

**Identified Community Health Need – Behavioral Health**

**Objectives:**

- Increase overall mental health care for local students and vulnerable adolescents through school-based clinics.
- Increase and strengthen community-based mental health services for vulnerable populations.
- Increase the proportion of persons with co-occurring substance use disorders and mental health disorders who receive treatment for both disorders.
- Provide supportive employment and vocational training for people receiving mental health treatment.

<b>Hospital Facility</b>	<b>Programs and Strategies</b>	<b>Partnerships &amp; Collaborations</b>	<b>Evaluation Methods, Measurable Targets and Other Comments</b>
Scripps Mercy Hospital Chula Vista	<p><b>Mental Health Support Services at Local School-Based Clinics</b></p> <p>Scripps Family Medicine Residency and Scripps Mercy Hospital Chula Vista Well-Being Center partner to offer clinical training opportunities for Master Social Work students in training from San Diego State University at Southwest and Palomar High Schools. These students work with local providers that address the mental health needs of vulnerable adolescents. A variety of mental health issues are present for local high school students. Many of these issues include depression, anxiety, and suicide related concerns.</p>	Scripps Family Medicine Residency, Scripps Mercy Hospital Chula Vista Well-Being Center, San Diego State University, Southwest, and Palomar High Schools.	The program works to improve overall mental health care for local students through a school-based clinic. Due to COVID-19 local schools transitioned to a virtual format. The schools will resume this program in the 2022 school year.

Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods, Measurable Targets and Other Comments
<p>Scripps Mercy Hospital San Diego</p>	<p><b>Scripps Mercy &amp; Family Health Centers of San Diego Behavioral Health Partnership</b></p> <p>Scripps Mercy partners with Family Health Centers of San Diego (FHCS D) to create a more robust behavioral health care system for Medi-Cal patients that receive care at Scripps Mercy Hospital.</p> <p><u>Goals:</u></p> <ol style="list-style-type: none"> <li>1. Strengthen the continuum of integrated primary and mental health services for patients discharged from various hospital settings (medical and behavioral health inpatient and emergency care) through a variety of timely patient engagement strategies including the expansion of community-based behavioral health services adjacent to the hospital.</li> <li>2. Involve patients in appropriate outpatient care before their behavioral health issues become acute, preventing returns to the Emergency Department.</li> </ol> <p>Scripps and FHCS D focuses on transitioning behavioral health patients into appropriate outpatient care when discharged from Scripps Mercy. The two organizations have a Joint Operating Committee to study, address and improve patient flow (including establishing baseline metrics for reporting outcomes).</p> <p>Concentrated Mental Health Program (CMHP) provides comprehensive outpatient services to patient who have moderate mental illness, including schizophrenia, schizoaffective disorder, and depression. The integrated treatment team develops individualized approaches to ensure each patient receives comprehensive care.</p>	<p>Family Health Centers of San Diego (FHCS D), NAMI (National Alliance of Mental Illness)</p>	<p>Scripps and FHCS D focus on transitioning behavioral health patients into appropriate outpatient care when discharged from Scripps Mercy. The two organizations have a Joint Operating Committee to study, address and improve patient flow (including establishing baseline metrics for reporting outcomes).</p> <p>Concentrated Mental Health Program (CMHP) provides comprehensive outpatient services to patient who have moderate mental illness, including schizophrenia, schizoaffective disorder and depression. The integrated treatment team develops individualized approaches to ensure each patient receives comprehensive care.</p> <ul style="list-style-type: none"> <li>• Number of mental health referrals to FHCS D (ER and Referral Line) – 141</li> <li>• Number of referrals made into the Concentrated Mental Health Program (CMHP) – 36</li> </ul>

Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods, Measurable Targets and Other Comments
Scripps System wide	<p><b>Psychiatric Liaison Team (PLT)</b></p> <p>The Psychiatric Liaison Team is a mobile psychiatric assessment team. Clinicians provide mental health evaluation and triage services to accurately assess patients and provide them with the best and safest community resources to promote ongoing care. The team aims to help people adhere to treatment plans, reduce hospital readmission rates, relieve symptoms and ultimately ensure the long-term stabilization of the patient’s mental health.</p> <p>The Psychiatric Liaison Team clinicians are a resource to the acute care and urgent care settings with a primary role and responsibility to:</p> <ol style="list-style-type: none"> <li>1. Perform a psychosocial evaluation upon receipt of a physician order consistent with the licensed clinician’s scope of practice. Members provide information and referral services to the attending physician or psychiatrist for treatment disposition resources and community services for behavioral health needs.</li> <li>2. Determine if a patient meets the Welfare &amp; Institutions Code section 5150 criteria to be detained and transported to an LPS-designated facility.</li> <li>3. Provide assistance as requested by any patient care staff member (order not required) for patients who are experiencing, or at risk of experiencing, a psychological crisis.</li> <li>4. Serve as liaisons between the system-wide patient care settings, Scripps Mercy Hospital’s Behavioral Health Unit, and community behavioral health resources to enhance continuity of care for the patient.</li> </ol>	County Mental Health Department, Family Health Centers of San Diego	<p>The Psychiatric Liaison Team continues to provide psychosocial evaluations at all Scripps Hospitals Emergency Departments and Urgent Care settings.</p> <p>Number of encounters (visits) referred to <b>inpatient</b> settings:</p> <ul style="list-style-type: none"> <li>• Discharge/Transfer to ED to Mercy Behavioral Health Unit – 1,332</li> <li>• Other Inpatient Facilities – 27</li> <li>• Crisis Residential Placement – 4</li> </ul> <p>Number of encounters (visits) referred to <b>outpatient</b> settings:</p> <ul style="list-style-type: none"> <li>• Number of patients given outpatient referrals – 209</li> <li>• Family Health Centers – 11</li> <li>• Outpatient Psychiatrist – 109</li> <li>• Detox – 2</li> <li>• Shelter – 10</li> </ul>

Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods, Measurable Targets and Other Comments
Scripps System wide	<p><b>Scripps Substance Use Disorder Service (SUDS) Nurse</b></p> <p>Adults with both a mental health and substance use disorder often get treated for one or the other but not both. An approach that treats both disorders together is critical for getting people the care they need. Aware of the impact drugs and alcohol can have on our community, Scripps has developed innovative ways to treating this destructive disease.</p> <p>Patients presenting with mental health, drug and alcohol abuse will be identified to the appropriate level of care including community clinics. Scripps has deployed Substance Use Disorder Service (SUDS) nurses throughout its hospitals. These specialized nurses certified in addiction; see patients at their bedside and work closely with the patient’s entire health care team to help facilitate a safe detox while hospitalized. In addition, providers will have an increased ability to provide treatment to those who are unfunded or underfunded.</p> <p>This mobile group of specially trained drug and alcohol resource nurses provide education, interventions, and discharge placement assistance to patients in the Scripps hospitals. The resource nurses work directly with the nursing staff at each of the hospitals in search of patients who may be at risk for alcohol/drug withdrawal and assist with implementing a standardized protocol withdrawal process.</p>	Scripps has linked itself to separate treatment programs designed to meet the community needs. Partners include the Betty Ford Center, Family Health Centers of San Diego, McAlister Institute	<p>Collaborating with others to deliver a continuum of care that improves the health of our community is important. Through a contract with the McAlister Institute, Scripps provide safe detox up to three patients per week with Case Management from the Scripps Drug and Alcohol Resource Nurses to help them into community-based programs. The McAlister Institute uses intensive wrap-around approaches to provide clients with top-quality clinical services, as well as support the need to the best course of treatment to manage their behavioral health. An enhanced case management approach is used, promoting intensive coordination and communication with Scripps staff.</p> <p><u>Fiscal Year 2021 Metrics:</u></p> <ul style="list-style-type: none"> <li>• Number of referrals sent to McAlister Institute - 41</li> <li>• Number of patients that received long term treatment – 50</li> </ul> <p>Low numbers are due to the McAlister Institute locking down their facility due to COVID-19 restrictions.</p>

Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods, Measurable Targets and Other Comments
Scripps System wide	<p><b>Mental Health Outreach Services, A-Vision Vocational Training Program</b></p> <p>Behavioral Health Services at Scripps in partnership with the San Diego Chapter of Mental Health of America established the A-Visions Vocational Training Program (social rehabilitation and prevocational services for people living with mental illness) to help decrease the stigma of mental illness and offer volunteer and employment opportunities to persons with mental illness. This supportive employment program provides vocational training for people receiving mental health treatment, potentially leading to greater independence.</p> <p>A-Visions has been shown to be an effective vocational training program for candidates receiving treatment for psychiatric disorders. Outcomes show that many of the candidates find employment, have a better understanding of their illnesses, handle stress better, improve their social skills, reduce their need for hospitalization, and improve in overall functioning over time. The program has successfully employed candidates within the hospital setting, which may be a first for disabled individuals with psychiatric diagnoses.</p>	San Diego Chapter of Mental Health of America	<p>A-Vision’s participants have been employed on a casual/per diem basis by Scripps Environmental Services, Food Services and clerical support for Health and Information Services, Emergency Services, Nursing Research, Human Resources, Access, Behavioral Health, Credentialing, Labor and Delivery, Laboratory, Medical Staffing, Performance Improvement, Spiritual Care and Palliative Care Services. Paid A-Vision’s candidates typically limit their work to eight hours per week, which allows them to maintain eligibility for the disability benefits, medications and ongoing behavioral healthcare that supports their work.</p> <p>Since its inception, 638 inquiries from patients have come in, 165 of these resulted in qualified candidates with 102 volunteers and 54 employees. Currently, there are a total of 20 active candidates: There are currently 19 paid casual employees and 1 volunteer awaiting clearance from COVID-19 restrictions. The average length of employment for all 54 employees is 5.5 years, with a range of 2 days to 14.6 years. The current paid employees have been employed between 2.5 years to 14.6 years, with the average length of employment being 9 years.</p> <p>Historical Total potential candidates contacted: 638</p> <p>Historical Total Enrolled in program: 165</p> <p>Historical Total Employed at Scripps as casual: 54</p> <p>Currently employed as casuals at Scripps:19</p> <p>Currently volunteering: 1</p>

**Identified Community Health Need – Cancer**

**Objectives:**

- Improve cancer education, support services and cancer navigation (assistance for individuals with cancer diagnosis) through the Scripps MD Anderson Cancer Program. Scripps MD Anderson is committed to fighting cancer through a collaborative, team approach that puts the patient at the center of care.
- Improve facilitation of connection to community resources to Scripps patients and community members impacted by cancer at the hospital setting as well as in the community in support of cancer awareness events and cancer community-based organizations.
- Increase the mental and physical health related quality of life for cancer survivors.

<b>Hospital Facility</b>	<b>Programs and Strategies</b>	<b>Partnerships &amp; Collaborations</b>	<b>Evaluation Methods, Measurable Targets and Other Comments</b>
Scripps System wide	<p><b>Scripps MD Anderson Cancer Center – Registered Nurse Navigator Program</b></p> <p>According to the National Cancer Institute, the cancer death rate has declined in recent decades, but over 600,000 people still die from cancer each year in the United States. Death rates are higher for some cancers and in some racial/ethnic minority groups. These disparities are often linked to social determinants of health, including education, economic status, and access to health care.</p> <p>Scripps MD Anderson Cancer Center provides a wide range of support services and patient assistance programs to support and encourage patients through their cancer journey into survivorship. Throughout the system, Scripps provides specially trained oncology social workers and nurse navigators who understand the complexities of living with cancer and are dedicated to assisting cancer patients, along with providing education to health professionals and caregivers. The focus is on education and outreach, as well as support services.</p>		<p>Scripps patients are tracked internally, and patients meet with a navigator on their initial visit. In Fiscal Year 2021 3,244 patients were navigated (face to face interventions). Some patients may have been navigated for more than one tumor site. The following tumor sites were diagnosed.</p> <ul style="list-style-type: none"> <li>• Breast – 1,012</li> <li>• Gastrointestinal (GI) - 535</li> <li>• Genitourinary (GU) - 596</li> <li>• Thoracic - 214</li> <li>• Head and Neck- 152</li> <li>• Gynecological - 204</li> <li>• Hepatocellular Carcinoma (HCC) liver cancer - 31</li> <li>• CNS – 26</li> <li>• Cutaneous – 82</li> <li>• Hematology – 122</li> <li>• Sarcoma - 38</li> </ul>

Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods, Measurable Targets and Other Comments
	<p>Registered Nurse Navigators provide assistance with a variety of issues such as:</p> <ul style="list-style-type: none"> <li>• Help coordinate appointments and facilitate communication between patients &amp; their care team.</li> <li>• Provide compassionate guidance by helping patients deal with treatment side effects and identifying support groups, classes and events, and other community resources.</li> <li>• Continue to work with the community to develop the patient oncology role. The oncology navigator provides education and distributes resource information to both patients and their families.</li> </ul>		

Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods, Measurable Targets and Other Comments
Scripps System wide	<p><b>Scripps MD Anderson Cancer Center Support Groups</b></p> <p>Through generous community support, Scripps MD Anderson Cancer Center will provide a wide range of support services and patient assistance programs.</p> <p>Scripps MD Anderson Cancer Center will provide free professionally facilitated support groups at various locations to help patients and loved ones find support, guidance, and encouragement. The support groups will address the emotions that come with a cancer diagnosis and help individuals cope more effectively with their treatment regimens that nurture their physical, emotional, and spiritual well-being.</p> <p>Oncology social workers and oncology nurse navigators provide counseling services and guidance regarding transportation, housing, homecare, financial, benefits, emotional concerns, and other issues. Free professionally facilitated support groups sponsored by the cancer center will meet regularly at various locations to help patients and loved ones find support, guidance, and encouragement. Free educational workshops will be held at various sites.</p> <p>The following are locations and current schedules, <a href="https://www.scripps.org/services/cancer-care/patient-support-services">https://www.scripps.org/services/cancer-care/patient-support-services</a></p>		<p><b>Scripps MD Anderson Cancer Center Support Groups (Virtual Support Groups)</b></p> <p>Oncology social workers and oncology nurse navigators provide counseling services and guidance regarding transportation, housing, homecare, financial, benefits, emotional concerns, and other issues. Free professionally facilitated support groups sponsored by the cancer center meet regularly at various locations to help patients and loved ones find support, guidance, and encouragement. Free educational workshops are held at various sites.</p> <p>Through generous community support, Scripps MD Anderson Cancer Center provides a wide range of support services and patient assistance programs.</p> <p>The program served 66 individuals in the various support group offerings.</p>

Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods, Measurable Targets and Other Comments
<p>Scripps System wide</p> <p>Scripps Mercy Hospital Chula Vista</p>		<p>Komen Foundation, American Cancer Society, Mama's Kitchen, Chula Vista Chamber of Commerce, San Ysidro Health Center, South Bay Community Resources, <i>Promotoras</i></p>	<p><b>Scripps MD Anderson Cancer Center Polster Breast Care Center</b></p> <p>Scripps MD Anderson Cancer Center Polster Breast Care Center sponsors the Young Women's Support Group and provides a venue for women under the age of 40 to come together. The groups are offered to women in the San Diego community and women discuss issues relating to their diagnoses and receive support. Topics related to breast health are also offered to the community. Due to COVID-19, meetings were not held due to restricted access to the hospital.</p> <p><b>Scripps Mercy Hospital Chula Vista Breast Cancer Support Group</b></p> <p>Scripps Well-Being Center holds-a bi-monthly support group that helps individuals cope with living with cancer. Group support including navigating the cancer system and educational presentations by local providers are offered. A total of 102 women participated in the breast cancer support group. Due to COVID-19 this support group transitioned to conference calls and virtual offerings and as of August 2021 this group is currently meeting outside a local park.</p>

Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods, Measurable Targets and Other Comments
<p>Scripps Mercy Hospital Chula Vista</p>	<p><b>Scripps Mercy Chula Vista’s Well-Being Center (WBC)</b></p> <p>The Chula Vista Well-Being Center provides a series of prevention and wellness programs to educate people about the importance of early detection and treatment for cancer. The goal is to increase education, outreach and access to early detection and screenings for breast health services. A wide array of resources is provided such as counseling, screenings, support groups, complementary therapies, and educational workshops.</p> <p><i>A Lay Health Professional</i> led health and wellness program that aims to improve the lives of women in San Diego’s South Bay with breast cancer education, prevention and treatment support. <i>Lay Health Professionals</i> teach women in their native language with sensitivity to a woman’s ethnic and cultural norms. The program model includes a <i>local community lay health expert</i>, a Cancer Survivor and a Nurse Navigator. The <i>community lay health expert</i> has knowledge of breast cancer, offers education and emotional support and provides referrals in culturally appropriate and language sensitive way. Working together, the <i>lay health expert</i> and volunteer present a very strong front for breast cancer awareness and full support system for those already diagnosed. Moreover, the fact they are bi-lingual, lends an air of automatic trust among the community as they can connect with the residents on a cultural level.</p>	<p>Komen Foundation, American Cancer Society, Mama’s Kitchen, Chula Vista Chamber of Commerce, San Ysidro Health Center, South Bay Community Resources, Promotoras, Chula Vista Community Collaborative SDSU Public Health and Social Work Students, Community Clinics</p>	<p><b>Breast Health Outreach and Education Program</b></p> <p>In Fiscal Year 2021, a total of 267 women were referred to clinical breast health services in the community and to Scripps Mercy Hospital Chula Vista radiology services.</p> <p><u>Educational Services:</u> Flyers distributed, education, phone calls, social/emotional support, case management, hospital visits, home visits, letters sent to patients/providers, mailed educational material, breast cancer supplies (i.e., medical record binder, caps, wigs, bras, hats, mastectomy pillow, etc.), to support group participants.</p> <p><u>Outreach Services:</u> Outreach to those overdue for screening and community referrals, breast cancer hospital referrals, community breast cancer referrals, follow up referrals from radiology are sent to outreach services, community outreach/educational presentation attendance. Due to COVID-19 many of the outreach and education programs ceased due to large group gathering restrictions; some services were able to transition to a virtual platform.</p>

Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods, Measurable Targets and Other Comments
Scripps System wide	<p><b>Scripps MD Anderson Cancer Center Survivor Day (A Celebration of Life)</b></p> <p>Scripps raises awareness, education and support for community members touched by cancer in San Diego County by providing community-based informational and celebratory events specific to patient populations and community needs. A forum for those that have battled cancer to come together and enjoy the company of friends, family, and the camaraderie of fellow cancer survivors. In addition, Scripps provides an opportunity for discussing the physical, financial, and social issues that many cancer survivors face following completion of treatment.</p> <p>Survivors Day is a time to recognize the nation's 15.5 million cancer survivors, to focus attention on issues of survivorship, and to acknowledge medical professionals dedicated to cancer treatment, research and support services. National Cancer Survivors Day events are held in hundreds of communities nationwide throughout the month of June. Scripps holds a celebratory event at various Scripps hospitals each year to provide an opportunity for those that have battled cancer to come together and enjoy the company of friends, family and the camaraderie of fellow cancer survivors.</p>	Komen Foundation, American Cancer Society, Local community clinics, Scripps Radiology Department	Cancer survivors and other guests share inspirational stories, learn about advances in cancer treatment and research and enjoy the opportunity to connect with caregivers and fellow survivors. Each year the cancer survivor events helps celebrate life, inspire those recently diagnosed, offer support to family and loved ones and recognize all who provided support along the way. They also provide a forum for discussing the physical, financial and social issues that many cancer survivors face following completion of treatment. Due to COVID-19 these events were postponed.

**Identified Community Health Need – Cardiovascular Disease & Stroke**

**Objectives:**

- Prevent sudden cardiac arrest and death in middle/high school aged children, including underserved areas in San Diego County by increasing education and awareness related to cardiovascular health and healthy lifestyles.
- Improve cardiovascular health and decrease stroke in San Diego County by working with our community partners to educate and engage individuals and communities in understanding and taking action to address the risk factors that cause heart attacks and strokes.

Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods, Measurable Targets and Other Comments
Scripps System wide	<p><b>Eric Paredes Save A Life Foundation (Sudden Cardiac Arrest Screenings)</b></p> <p>Scripps Health is addressing cardiovascular disease and Sudden Cardiac Arrest (SCA) in teens through our partnership with the Eric Paredes Save A Live Foundation. Eric was a healthy Steel Canyon High School sophomore athlete who died suddenly and unexpectedly from Sudden Cardiac Arrest in 2009. His parents established the EP Save A Life Foundation which provides free screenings to youth to identify cardiac anomalies that may lead to SCA, with the goal of standardizing cardiac screenings among the youth. According to a National Library of Medicine study, <a href="#">NEMSIS study</a> it estimates 23,000 youth are stricken annually by SCA. Since 2010, the foundation has screened more than 35,000 youth, finding 550 with cardiac abnormalities.</p> <p>This program helps to prevent sudden cardiac arrest and death in middle and high school aged children, including underserved areas in San Diego County, through awareness, education, and action. SCA is not a heart attack, it is caused by an abnormality in the heart’s electrical system that can be easily detected with a simple EKG. If abnormalities are</p>	<p>Local high schools countywide: Orange Glen High School, Point Loma Nazarene University, Mission Vista High School</p>	<p>As a sponsor for the Eric Paredes Save A Life Foundation, Scripps has supported more than 35,000 free cardiac screenings to local teens, including the homeless, uninsured, and underinsured through more than \$120,000 in annual contribution since 2012.</p> <p>Typically, six youth heart screenings serving up to 1,000 individuals are hosted annually, however, after an 18-month pause the Eric Paredes Foundation hosted a small screening event in partnership with the California Highway Patrol at its Kearny Mesa headquarters where 191 youth<sup>3</sup> were screened with 7 cardiac abnormalities discovered – 3 serious enough to cause SCA.</p>

<sup>3</sup>The majority of students in the San Diego Unified School District meet the poverty guidelines. 153 schools in the San Diego Unified School District receive Federal Title I funds as set forth in the Elementary and Secondary Act (ESEA). Title I Elementary and Secondary Education Act (ESEA) School is defined as a school enrolling at least 40 percent of children from low-income families.

Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods, Measurable Targets and Other Comments
	<p>detected, a second test called an echo cardiogram; an ultrasound for the heart is administered.</p> <p>Heart screenings are not part of well-child exams or sport physicals, even though SCA is the #1 killer of student athletes and the leading cause of death on school campuses.</p> <p>When findings are positive, Scripps takes the following steps:</p> <ul style="list-style-type: none"> <li>• Checks for an abnormal heartbeat that could signal an underlying heart condition using an echocardiogram.</li> <li>• Notifies parents of the results for follow-up with their family physician.</li> </ul>		<p>The following are additional Fiscal Year 2021 metrics tracked:</p> <ul style="list-style-type: none"> <li>• Teens Without a Pediatrician/Family Doc: 29</li> <li>• Teens Who Use Community Clinic: 20</li> <li>• Scripps Volunteers: 7</li> <li>• Scripps Volunteer Hours: 54</li> <li>• Low to moderate Income Households: 51%</li> <li>• Representation of Diverse Communities: 52%</li> </ul>

Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods, Measurable Targets and Other Comments																											
Scripps System wide	<p><b>Eric Paredes Save A Life Foundation – Prescription for Prevention</b></p> <p>When screenings were paused due to the COVID-19 pandemic, Scripps support also helped the Eric Paredes Foundation pivot to develop Prescription for Prevention – a free, accredited training for primary care practitioners on incorporating a robust cardiac risk assessment in youth into their practice. In partnership with SDSU's Institute for Public Health and U.C. Irvine, The Eric Paredes Save A Life Foundation produced the first CME/CNE on incorporating Sudden Cardiac Arrest prevention into primary care practices. Studies show cardiac consideration is an often-overlooked area of assessment.</p> <p>The training module reviews SCA warning signs, risk factors and recommended diagnostic testing protocol. The CME development was directed and narrated by Dr. John Rogers, Scripps Cardiologist and EP Save A Life Medical Director, and Scripps Health was instrumental in facilitating engagement in both a front-end needs assessment and in participation in the training module through direct communication with Primary Care Physicians (PCPs).</p> <p>Funding supported development and promotion of the training module on a local, state, and national level, and with the San Diego chapter of the American Academy of Pediatrics. Preliminary data suggests that COVID-19 can lead to heart damage and professional medical associations have released recommendations for cardiac assessment of student athletes who have been exposed before returning to play. To date, more than 400 PCPs have registered for the course with hundreds more exposed to the program through live/online lectures and the CME now being hosted in their continuing education portal.</p>	Scripps Health, San Diego Chapter of American Academy of Pediatrics	<p>Pre/Post Test Performance average knowledge improvement from Pre-Post Quiz was 40%-95%. Below are the pre and post correct answers to specific questions – powerful proof on how PCPs improved in their knowledge.</p> <table border="1" data-bbox="1236 457 2018 846"> <thead> <tr> <th>Knowledge Question</th> <th>Pre</th> <th>Post</th> </tr> </thead> <tbody> <tr> <td>One in 15,000-100,00 youth stricken annually</td> <td>23%</td> <td>99%</td> </tr> <tr> <td>Only 5-25% of SCA happens during sports</td> <td>23%</td> <td>98%</td> </tr> <tr> <td>Up to 72% of youth present with warning signs prior to SCA</td> <td>8%</td> <td>96%</td> </tr> <tr> <td>Mortality rate for cardiac syncope 18-33%</td> <td>26%</td> <td>95%</td> </tr> <tr> <td>13-49% of youth lost to SCA had a significant family history</td> <td>38%</td> <td>91%</td> </tr> <tr> <td>Prevalence of youth heart conditions 1 in 300</td> <td>34%</td> <td>66%</td> </tr> <tr> <td>False positive rate for ECGs is ~2% using current interpretation</td> <td>21%</td> <td>88%</td> </tr> <tr> <td>ECG detects 2/3 of conditions that can cause SCA</td> <td>12%</td> <td>87%</td> </tr> </tbody> </table>	Knowledge Question	Pre	Post	One in 15,000-100,00 youth stricken annually	23%	99%	Only 5-25% of SCA happens during sports	23%	98%	Up to 72% of youth present with warning signs prior to SCA	8%	96%	Mortality rate for cardiac syncope 18-33%	26%	95%	13-49% of youth lost to SCA had a significant family history	38%	91%	Prevalence of youth heart conditions 1 in 300	34%	66%	False positive rate for ECGs is ~2% using current interpretation	21%	88%	ECG detects 2/3 of conditions that can cause SCA	12%	87%
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Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods, Measurable Targets and Other Comments
Scripps System wide	<p><b>Eric Paredes Save A Life Foundation - Smart Hearts Don't Miss A Beat</b></p> <p>Sudden Cardiac Arrest (SCA) is the leading cause of death on school campuses and the number one killer of student athletes. One in 300 youth has an undetected heart condition that puts them at risk. Smart Hearts Don't Miss A Beat is a new program that empowers young people to prevent sudden death at home, in school, on the field, at the doctor's office and in their future families, and workplaces. The program offers SCA prevention learning for school aged students to empower the next generation of life savers.</p> <p>The program goals are:</p> <ul style="list-style-type: none"> <li>• Educate youth to recognize warning signs and family risk factors so they can be their own heart health advocates</li> <li>• Empower youth to use CPR and an automated external defibrillator (AED) and teach others the Cardiac Chain of Survival</li> <li>• Equip youth with leadership skills that prepare them to advocate for prevention in their communities</li> </ul>	Sweetwater Unified High School District, Scripps SD Border AHEC	<p>This program served 1,200 youth, including dozens through Scripps SD Border AHEC Community Benefit Program that serves health pathway students in Sweetwater Unified High School District and its Health Career Occupation Program (HCOP) summer camp. The development of a classroom or independent learning module included a series of videos, activities, and quizzes for middle and high school students.</p> <p>Through a pre and posttest, students on average improved their knowledge from 50% to over 85%. The program goals are:</p> <ul style="list-style-type: none"> <li>• Educate youth to recognize warning signs and family risk factors so they can be their own heart health advocates</li> <li>• Empower youth to use CPR and an automated external defibrillator (AED) and teach others the Cardiac Chain of Survival</li> <li>• Equip youth with leadership skills that prepare them to advocate for prevention in their communities</li> </ul>

Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods, Measurable Targets and Other Comments
Scripps Mercy Hospital Chula Vista	<p><b>Sweetwater Union High School Pre-Participation Sports Cardiac Screening Assessments</b></p> <p>Every year, three to five student athletes in San Diego County die suddenly and unexpectedly from Sudden Cardiac Arrest/Death (SCA/D). SCA is an abnormality in the heart's electrical system that can happen without symptoms or warning signs. However, this life-threatening condition can be detected with a cardiac screening exam.</p> <p>Scripps Mercy Hospital Chula Vista Family Medicine Residency, Southwest Sports Wellness Foundation, and the Sweetwater Union High School District partner to prevent sudden cardiac arrest and death among high school students by increasing awareness of the importance of healthy lifestyles and cardiovascular screenings among active students. Family Medicine residents offer yearly cardiac screening and sports physicals before students participate in organized sports and implement injury clinics during football season to evaluate and treat possible concussions and other injuries.</p>	Southwest High School District, Southwest Sports Foundation, Scripps Family Medicine Residency	All school sports activities were cancelled in FY21, therefore no participants were tracked.

Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods, Measurable Targets and Other Comments
Scripps Memorial Hospital Encinitas	<p><b>BrainMasters: Improvisational Speaking Group for Stroke and Brain Injury Survivors</b></p> <p>According to the American Heart Association, Heart disease is the leading cause of death in the United States, and stroke is the fifth leading cause. Heart disease and stroke can result in poor quality of life, disability, and death. Making sure people who experience a cardiovascular emergency like stroke, heart attack, or cardiac arrest get timely recommended treatment can reduce their risk for long-term disability and death. Teaching people to recognize symptoms is key to helping more people get the treatment they need.</p> <p>In 2017, Scripps Memorial Hospital Encinitas launched a program called BrainMasters to address the communication challenges of stroke and brain injury survivors. BrainMasters is an improvisational speaking group for adults coping with acquired brain injury. This fun, supportive and interactive group helps brain injury patients improve communication skills, think more quickly on their feet, and build self-confidence in a friendly, encouraging environment.</p>	<p>San Diego County Stroke, Consortium, San Diego Padres, San Diego County EMS, San Diego regional American Heart Association/American Stroke Association, and the San Diego County Stroke Consortium</p>	<p>Offered as a community benefit through Scripps Memorial Hospital Encinitas, BrainMasters is free and open to the community. Due to COVID-19 restrictions, meetings were not held In Fiscal Year 2021.</p>
Scripps Mercy Hospital Chula Vista	<p><b>Stroke and Brain Injury Support &amp; Education Group at Scripps Mercy Hospital Chula Vista Well-Being Center</b></p> <p>The stroke support group is for Stroke, Parkinson’s and Brain Injury survivors, caregivers, and loved ones. The group’s goal is to educate and empower survivors. Attendees receive information and resources, reinforce inner strengths, learn self-care strategies, and develop encouraging peer relationships.</p>		<p>In Fiscal Year 2021, a total of 89 people participated in the Stroke and Brain Injury support group. Due to COVID-19, the group transitioned to conference call group which impacted the overall number of participants for the year.</p>

Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods, Measurable Targets and Other Comments
Scripps System wide	<p><b>Scripps Stroke Program Community Events</b></p> <p>Scripps Health educates and engages the San Diego community for stroke by attending at least one community event and screening for stroke via a stroke risk factor score card and educating individuals on BE FAST (how to recognize symptoms of stroke and calling 911 for someone exhibiting stroke symptoms).</p> <p>The BE-FAST screening tool is an easy way to recognize and remember the signs of stroke. The acronym stands for <b>B</b>alance, <b>E</b>yes, <b>D</b>rooping, <b>A</b>rm, <b>S</b>peech and <b>T</b>ime.</p> <ul style="list-style-type: none"> <li>• <b>Balance:</b> Sudden loss of balance or coordination</li> <li>• <b>Eyes:</b> Sudden blurred, double or loss of vision</li> <li>• <b>Facial drooping:</b> Drooping or numbness of the face. Usually only on one side. This can be recognized by a crooked smile.</li> <li>• <b>Arm:</b> Weakness or numbness of arms or legs on one side of the body. The inability to raise one’s arm fully.</li> <li>• <b>Speech:</b> Slurred speech, unable to speak, or difficult to understand.</li> <li>• <b>Time:</b> If ANY of these symptoms are experienced, call 9-1-1 immediately</li> </ul>   <ul style="list-style-type: none"> <li><b>B</b> is for balance</li> <li><b>E</b> is for eyes</li> <li><b>F</b> is for face drooping</li> <li><b>A</b> is for arm weakness</li> <li><b>S</b> is for speech difficulty</li> <li><b>T</b> is for time to call 911</li> </ul>	<p>American Heart Association, San Diego Padres, Scripps Clinics (Coastal) San Diego County Stroke Consortium/Stroke Advisory Committee, San Diego Padres, American Stroke Association, County of San Diego EMS.</p>	<p>In Fiscal Year 2021, the Scripps Stroke Team and their community partners worked to decrease strokes in San Diego County by educating and engaging individuals and communities in understanding and taking action to address the risk factors that cause heart attacks and strokes. The Stroke Team gave two community stroke presentations, provided education to 70 individuals. Below is a description of the Stroke Team Events:</p> <ul style="list-style-type: none"> <li>• <b>La Costa Glen Retirement Community</b> The Scripps Health Stroke Team participated in an educational event at La Costa Glen in Carlsbad, CA on April 20, 2021. Fifty community members were served (20 in person due to COVID-19 restrictions; 30 served via live stream on resident’s televisions). Stroke Team members provided community outreach an educational lecture to the La Costa Glen Community residents about stroke risk factors and BE-FAST—how to recognize symptoms of stroke and calling 911 when someone is exhibiting stroke symptoms.</li> <li>• <b>Carlsbad by the Sea Retirement Community</b> The Scripps Health Stroke Team participated in an education event serving 20 individuals at Carlsbad by the Sea in Carlsbad, CA on June 30, 2021. Forty community members were served in person with social distancing. Stroke Team members provided community outreach via an education lecture to the Carlsbad by the Sea Community residents about stroke risk factors and BE-FAST—how to recognize symptoms of stroke and calling 911 when someone is exhibiting stroke symptoms.</li> </ul>

**Identified Community Health Need – Community/Social Support**

**Objectives:**

- Increase social and community support by connecting patients to more permanent sources of income, housing, transportation, and other self-reliance measures.
- Educate, assist, and empower vulnerable San Diegans to become and remain healthy and access community-based preventive care for routine health care.
- Improve care management and clinical-community linkages that address social determinants of health by connecting patients with an array of outpatient health and social service resources to promote the well-being of the residents.

<b>Hospital Facility</b>	<b>Programs and Strategies</b>	<b>Partnerships &amp; Collaborations</b>	<b>Evaluation Methods, Measurable Targets and Other Comments</b>
Scripps Mercy Hospital	<p><b>Catholic Charities – Case Management Services: Shelter Support for the Medically Fragile</b></p> <p>The partnership with Catholic Charities provides short term emergency shelter for medically fragile homeless patients upon discharge from Scripps Mercy Hospital, San Diego and Chula Vista. Case Management and shelter are provided for homeless patients discharged from Scripps Mercy Hospital. While these patients no longer require hospital care, they do need a short-term recuperative environment. Patients who demonstrate a willingness to change receive one week in a hotel, along with food and bus fare to pursue a case plan. The focus of the case management is to stabilize the client by helping them connect to more permanent sources of income, housing and other self-reliance measures. The partnership seeks to reduce emergency room recidivism in this population and improve their quality of life.</p> <p>Catholic Charities no longer provides hotel room vouchers “bridge services” for the homeless. Referrals are made to either Catholic Charities Men’s or Women’s shelter if eligible and appropriate. Catholic Charities will be opening a bigger night shelter for women.</p>	<p>Catholic Charities-Diocese of San Diego, Shelters, Motels, Vocational Rehabilitation Office, Interfaith Shelter Network, Access to Independence, VA Outreach, Consumer Center, Disability Help Center</p>	<p>Fiscal Year 2021 continued to be a challenging year due to staff vacancies which interfered with the number of referrals that Catholic Charities was able to accept as well as the challenges associated with COVID-19 and having access to the hospital. Short term case management and linkage with services is provided by Catholic Charities to increase housing stability. Specific criteria for eligibility and referrals have been established.</p> <p><u>Metrics tracked by Catholic Charities:</u></p> <p>Number of patients served – 77</p> <p>Received Temporary Shelter (vouchered clients only) – 42</p> <p>Received permanent or transitional housing – 0</p> <p>Received food (food boxes/Vons card) – 37</p> <p>Number placed in recovery – 0</p> <p>Number relocated to live with family – 2</p> <p>Number of hotel discharges – 25</p> <p>Number assisted in linkages with SSI/fixed income/work - 30</p>

Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods, Measurable Targets and Other Comments
Scripps Mercy Hospital	<p><b>Scripps Recuperative Care Programs (RCU)</b></p> <p>Scripps Health has an agreement with the San Diego City Refuge of Recuperative Care Shelter (RCS) which provides a safe discharge for chronically homeless patients with ongoing medical needs. All patients are unfunded or underfunded. Most have substance abuse and/or mental health issues. Lack of funding, mental illness, as well as alcohol and/or substance abuse, makes post-acute placement of these homeless patients difficult.</p> <p>The City of Refuge provides a safe, secure environment, with 24-hour supervision, medication oversight, meals, clothing, case management, assistance with Medi-Cal, with transition to Managed Medi-Cal and disability applications, referrals to rehab and other programs, and help finding permanent or transitional housing using county resources.</p> <p>RN Case Management/Social Work assists with a needed supply of medication, appointments, Durable Medical Equipment (DME), setting up Home Health Services if needed, and connects patients to psych as part of the hospital discharge plan to City of Refuge. City of Refuge further supports clients in meeting these goals using community resources to meet individual social service needs.</p> <p>All patients are connected to a medical home, and primary care in the community. Patients with psych disorders are established with a psychiatrist in the community if they are willing. Patient transportation needs are coordinated by City of Refuge, but may include insurance funded transport services, and occasionally Scripps Shuttle, or use of taxi voucher.</p>	The City of Refuge, Family Health of San Diego	<p>The City of Refuge began taking patients routinely in October of 2019. In Fiscal Year 2021, 44 patients met the need for RCS admission, but many did not qualify due to behavior, unstable mental illness, or unwillingness to abstain from substance abuse. As a group, the recuperative care patients had a cumulative of 480 hospital days of stay, an average of 10.9 hospital days of stay, before going to RCS October 2020 to date.</p> <p>The following are outcome metrics tracked by Scripps for the City of Refuge program:</p> <ul style="list-style-type: none"> <li>• In FY21, total cost savings for Scripps was \$735,150.</li> <li>• Of Recuperative Care Shelter patients, 22% had standard Medi-Cal insurance, 11% HPE (Health Presumptive Eligibility) Medi-Cal, 45% Medi-Cal HMO's and of the managed care plans, Molina Medi-Cal was the highest utilizer at 45% of the Medi-Cal HMO patients.</li> <li>• Approximately 20% of patients sought to secure income from government programs, social security, and CA short term disability; six clients applied or received income benefits. Four applied and received Medi-Cal HMO's while at the RCS with the assistance of their case management department.</li> <li>• The program assisted Scripps MD Anderson Cancer Center patients.</li> <li>• RCS assisted two patients in maintaining their health and transitioned them into independent living homes for additional care. This year we several successes, with the RCS Manager assisting with three family reunifications out of state.</li> </ul>

Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods, Measurable Targets and Other Comments
			<ul style="list-style-type: none"> <li>• Three patients transitioned to drug rehab centers, and several into PATH, Interfaith, and mental health treatment programs.</li> <li>• The Complex Care Manager ensured 90 percent of RCS patients were scheduled and connected to a primary care provider or had established care at one of the community clinics.</li> <li>• One patient admitted to RCS was established with ongoing oncology care and treatment with assistance from Medi-Cal and Scripps MD Anderson Cancer Center.</li> <li>• Following their stay at City of Refuge: 18 percent of the RCS patients completed their recuperative care and returned to previous living. Five percent went back to the hospital as they needed further treatment.</li> </ul>

Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods, Measurable Targets and Other Comments
Scripps Mercy Hospital	<p><b>Consumer Center for Health Education and Advocacy (CCHEA) – A Project of the Legal Aid Society of San Diego, Inc.</b></p> <p>The Consumer Center partnership is a Medical Legal Partnership with Scripps Mercy hospital. The program helps to educate consumers about health care benefits and changes occurring with eligibility and enrollment in coverage programs. Staff assist uninsured/underinsured low-income Scripps patients obtain access to Medi-Cal, County Medical Services (CMS), Covered California, and private insurance.</p> <p><b>Specific Intent of the Project.</b></p> <ul style="list-style-type: none"> <li>• Collaborate with hospital staff to ensure appropriate and timely referrals including those eligible for SSI.</li> <li>• Screen patients for eligibility to health benefits and income programs.</li> <li>• Guide patients through the hearing process for denials of applications as well as service denials.</li> <li>• Educate patients about the Cal Medi Connect and the benefits of health plan membership including transportation to medical appointments, access to a plan-operated 24/7 nurse line, and additional vision care services.</li> <li>• Provide information to Scripps staff and at community-based health events including to those entities that serve homeless populations.</li> <li>• Monitor benefit changes and educate hospital staff on eligibility requirements for entitlement programs.</li> <li>• Identify systemic issues related to accessing health care benefits.</li> </ul>	A variety of non-profit organizations	<p>All patients were advised and educated on benefit programs, eligibility and enrollment coverage for the rules on rules for Medi-Cal, Presumptive Eligibility (PE), County Medical Services (CMS), Medicare, Cal Medi Connect, Covered California, other private insurance options, and the Affordable Care Act (ACA).</p> <ul style="list-style-type: none"> <li>• Of the 245 referrals received, 112 were lost due to inability to contact the patients who did not return calls or letters. Of the 132 referrals that became cases, 53 individuals received either brief services or were granted Medi-Cal, Presumptive Eligibility, CMS, Covered California, SSI, and/or financial assistance; 38 cases are still pending or waiting for hearing dates.</li> </ul> <ol style="list-style-type: none"> <li>1. The public health emergency essentially prohibited the Consumer Center from meeting patients in person during this entire grant year. Despite the health order, they continued receiving referrals regarding BHU patients. To contact them, for example, instead of a face-to-face hospital visit, staff called the patients either on the hospital room phone or their personal cell phone.</li> <li>2. In addition to the revenue recovery aspect of the project, the Consumer Center staff stressed the importance of accessing community-based services for routine health care instead of using the hospital departments. Emphasized the importance of establishing a medial home.</li> <li>3. The Consumer Center staff is viewed as an integral part of the Scripps team and resulted in 49 eligible uninsured patients being enrolled in public benefits. Effective communication with Scripps staff resulted in hospital patients obtaining health coverage and receiving routine preventative/screening services.</li> <li>4. The Project could not have been successful without the Scripps PRS and BHU staff and social workers to meet the goals.</li> <li>5. Referred Behavioral Health Unit (BHU) patients to clubhouses (for Zoom groups) and/or set appointments to meet virtually with</li> </ol>

Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods, Measurable Targets and Other Comments
			<p>Legal Aid Society of San Diego (LAS SD) S SI advocates. As part of the commitment to long-term partnership, eligible BHU patients were screened by a LAS SD attorney for SSI eligibility. The attorney also reviewed pending SSI cases and provided advice on appeal guidelines and processes.</p>

Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods, Measurable Targets and Other Comments
Scripps System wide	<p><b>Full Access and Coordinated Transportation (FACT) INC.</b></p> <p>The total cost of missed health care appointments in the United States every year is an astronomical \$150 billion. For millions of patients across the country, arranging transportation to a medical appointment presents a challenge. To help address this transportation barrier, Scripps entered a partnership with Facilitating Access to Coordinated Transportation (FACT) Inc., a local non-profit organization. FACT provides transportation for San Diego residents in need by coordinating on-demand rides for patients. This collaborative service has quickly proven to be a reliable, convenient and cost-effective solution to one of the most difficult and expensive challenges in accessing medical care: transportation. FACT assists patients in greeting to and from appointments and takes discharged patients' home or to other facilities seven days a week, anywhere within San Diego and beyond.</p> <p>The following are the different transportation modalities that FACT-SD provides:</p> <ul style="list-style-type: none"> <li>• Ambulatory – the rider can walk alone to and from the vehicle.</li> <li>• Curb-to-Curb – the rider will be picked up and dropped off at the curb of the facility/residence.</li> <li>• Door-to-Door – the rider requires the driver to walk them from the door of the facility/residence to the vehicle and from the vehicle to the door of the facility/residence.</li> <li>• Door-through-Door – the rider requires the driver to come inside the facility and transport them to the vehicle, the driver will drop them off at the door of the facility or residence.</li> <li>• Accessible vehicles and Mobility Devices – Walker, Cane, Folding Wheelchair, Wheelchair, Scooter, and vehicles equipped with Ramp or Lift.</li> </ul>	FACT Inc. Transportation Providers	<p>Transportation is available 7 days a week for Scripps discharged patients to any location within San Diego and beyond. Most rides begin and end at the curbside, however door through door rides, wheelchair accessible rides and gurney rides are available on demand.</p> <p>FACT began its transportation service in December 2019 and has provided 882 rides through August 2021 for Scripps patients throughout San Diego and as far away as Imperial County.</p> <p>In addition, FACT has delivered over 3,200 food boxes to San Diego households during April 2020-March 2021. This service was funded by SANDAG grants and provided in collaboration with the County of San Diego and 2-1-1.</p> <p>FACT transported approximately 300 homeless individuals to and from shelters/hotels and other locations for quarantining and testing during March 2020-January 2021. This service was made possible through a partnership with the San Diego County Health &amp; Human Services Agency (HSSA). Over 32,000 free trips on Ride FACT, also funded by SANDAG, were provided for essential needs as well as for essential workers during the pandemic (March 2020-February 2021). Over 4,000 new riders were added to FACT's client base.</p>

**Identified Community Health Need – Diabetes**

**Objectives:**

- Reduce the burden of diabetes and improve quality of life for people who have, or are at risk for, diabetes.
- Improve access to diabetes educational resources and self-management education for underserved population living with diabetes.
- Offer diabetes education and training for people who wish to increase their diabetes management knowledge and skills.
- Improve the self- management of diabetes through digital interventions.

<b>Hospital Facility</b>	<b>Programs and Strategies</b>	<b>Partnerships &amp; Collaborations</b>	<b>Evaluation Methods, Measurable Targets and Other Comments</b>
Scripps System wide	<p><b>Project Dulce Care Management</b></p> <p>Diabetes prevalence is predicated to rise dramatically during the next 20 years, and associated spending is expected to increase threefold. Low-income and uninsured individuals have been found to be at most risk for poor health status. Cultural barriers contribute to this burden by preventing optimal care among diverse ethnic groups that are at elevated risk for high-cost complications.</p> <p>Scripps Whittier has led the way in developing culturally sensitive diabetes self-management programs to provide care for people in high-risk, underserved communities through Project Dulce, which uses nurses, dieticians and specially trained educators known as “Promotoras” to counsel diabetes patients while educating them to support others with diabetes within their own cultural groups. Diabetes management classes have been adapted for Hispanic, African American, Filipino and Vietnamese populations, and are taught in the patients’ native languages.</p> <p>Informed by the Chronic Care Model, Project Dulce’s nurse-led multi-disciplinary team will provide clinical management while peer educators also known as Promotoras will deliver culturally appropriate self-management education to adults with poorly controlled type 2 diabetes.</p>	<p>Neighborhood Healthcare: Escondido and Temecula, Family Health Centers of San Diego, San Ysidro Health Center</p>	<p>In Fiscal Year 2021, Project Dulce provided 2,551 diabetes clinical care visits for low income and underserved individuals throughout San Diego. No educational classes were provided due to COVID-19.</p> <p>One of the primary components of the program is recruiting peer educators from the community to work directly with patients. These educators reflect the diverse population affected by diabetes and help teach others about changing eating habits, adopting exercise routines and nurturing their wellbeing to manage this chronic disease.</p>

Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods, Measurable Targets and Other Comments
Scripps System wide	<p><b>Scripps Whittier Institute Professional Education and Training</b></p> <p>Scripps Whittier Diabetes Institute professional education teams provide state of the art education and training for people who wish to increase their diabetes management knowledge and skills. With the rise in diabetes related devices, there is a great need to equip clinicians with the latest information and clinical skills. The Whittier's professional education program is led by a team of experts, including endocrinologists, nurses, dieticians, psychologists and other diabetes specialist.</p> <p>These individuals train practicing professionals to deliver the best possible care for their diabetes patients. Courses are tailored to the needs of allied health professionals seeking to understand new and complex clinical treatment options for Type 1, Type 2 and gestational diabetes and interactive evidence-based approaches to facilitate group diabetes education for Type 2 patients.</p>	<p>Project Dulce Licensed Partners</p> <p>Adventist Health - Sonora Alameda County Public Health Department, Camarena Health, La Maestra Community Health Centers, Metro Caring, Neighborhood Healthcare, Northeast Valley Health Corporation, Roots Community Health Center, Salt Pima River Indian Maricopa Community San Ysidro Health Tiburcio Vasquez Health Center, Vista Community Clinic, Tulare County Health &amp; Human Services Agency, Trenton Health Team</p>	<p>In Fiscal Year 2021, 119 participants received professional education on insulin management, incretin therapy, and diabetes basics during the 2020 Updates in Diabetes Management Conference. Participants came from local health institutions and throughout the United States to learn from the Whittier Institute's most experienced diabetes experts.</p> <p>Over the last Fiscal Year, the Whittier Institute's professional education department provided four CME programs for 181 physicians, nurses, pharmacists, dietitians, midlevel providers and social workers and made numerous academic and research presentations at professional association meetings. Two Project Dulce trainings were held during Fiscal Year 2021 and 43 participants were educated on a successful Project Dulce intervention.</p>

Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods, Measurable Targets and Other Comments
Scripps Memorial Hospital Encinitas	<p><b>Dulce Digital – Me: An adaptive MHealth intervention for underserved Hispanics with diabetes</b></p> <p>Scripps Whittier research has shown that health-related text messages sent every day for six months to low-income Hispanics with type 2 diabetes helps produce blood sugar level improvements that equaled those resulting from some glucose-lowering medications. The Dulce Digital clinical trial represents the first randomized controlled study to look at the use of text messages to help underserved Hispanics better self-manage their diabetes through glycemic control.</p> <p>Dulce Digital-Me provides patients with tools to help them manage their diabetes day to day and improve their health, including text messaging, wireless blood glucose and medication monitoring, diet and exercise assessments, and personalized feedback and goal setting. This study was conducted in collaboration with Neighborhood Healthcare, San Diego State University, and the University of California San Diego.</p>	Neighborhood Healthcare, San Diego State University, The University of California San Diego	<p>The participants received health-related text messages every day for six months and they saw improvements in their blood sugar levels that equaled those resulting from some glucose-lowering medications. The Digital-Me clinical trial represents the first randomized controlled study to look at the use of text messages to help underserved Hispanics better self-manage their diabetes through glycemic control.</p> <p>The study finalized its enrollment of participants as of 2020 due to COVID-19. The project enrolled a total of 330 participants in the life of the study. The study is now in the process of finalizing the results for publication to come out in 2022.</p>

**Identified Community Health Need – Economic Security**

**Objectives:**

- Provide aid through the Supplemental Nutrition Assistance Program (SNAP) – known as CalFresh in California to reduce the rate of food insecurity and assist low-income families with additional funding for purchasing healthy food.
- Reduce the rate of food insecurity & provide nutrition education and counseling, breastfeeding education support and food vouchers to underserved pregnant and parenting women and children 0-5 years through the WIC program.

Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods, Measurable Targets and Other Comments
Scripps System wide	<p><b>Scripps Health CalFresh Screenings</b></p> <p>As health care delivery systems move towards a population health paradigm that incentivizes keeping patients healthy, hospitals and clinics are recognizing the significance of addressing social determinants of health, such as Food Insecurity (FI). Hospitals have been more proactive in intervening at some level of care to aid the individuals suffering from FI and their ability to gain control over their health.</p> <p>Scripps Health began screening for CalFresh in June 2017 through the support of the Public Resource Specialist (PRS) team. The PRS are experienced staff with strong knowledge of the County programs.</p> <p>PRS screens all uninsured and underinsured patients for Medi-Cal and CalFresh who have received services at any of the five Scripps hospital facilities.</p> <p>The Public Resource Specialists (PRS) team has been successful in having the important conversation about food insecurity with patients they screen. PRS screening is triggered by income below 200% of FPL. Based on conversation with patients, the PRS team determines appropriate assistance.</p>	County of San Diego	<p>Scripps Health began screening for CalFresh in June 2017 through the support of the Public Resource Specialist (PRS) team. The PRS are experienced staff with strong knowledge of the County programs. PRS screens all uninsured and underinsured patients for Medi-Cal and CalFresh who have received services at any of the five Scripps hospital facilities.</p> <p>The Public Resource Specialists (PRS) team has been successful in having the important conversation about food insecurity with patients they have screened in this past fiscal year. PRS screening is triggered by income below 200% of FPL. Based on conversation with patients, the PRS team determines appropriate assistance. In Fiscal Year 2021, the PRS team screened 4,551 food insecure patients. Out of those screenings, PRS submitted 3,418 Medi-Cal applications to the County and 31% of those applications submitted were for both Medi-Cal and CalFresh.</p>

Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods, Measurable Targets and Other Comments
<p>Scripps Mercy Hospital San Diego</p>	<p><b>Scripps Mercy’s Supplemental Nutrition Program for Women, Infants and Children (WIC)</b></p> <p>The Special Supplemental Nutrition Program for Women, Infants, and Children (WIC) provides nutritious food, education, and other support to low-income pregnant, postpartum, and breastfeeding women and their children up to age 5. The \$6 billion program is federally funded and administered by USDA’s Food and Nutrition Services and local agencies. WIC helps address some SDOH by providing its participants with greater food security, educating them about nutrition, assisting them with breastfeeding, and referring participants to social service agencies that may help them with housing and other needs.</p> <p>Scripps Mercy offers WIC services through its largest distribution location based in the City Heights community. The Scripps Mercy WIC Program, a federally funded nutrition program targeting pregnant and parenting women and their children (ages 0 to 5), is one of five WIC programs operating in San Diego County. WIC services provide nutrition education, counseling services and food vouchers for on average 6,200 low-income women, infants, and children monthly. Lactation education and support services are offered to improve breastfeeding among postpartum and parenting women via one on one and group settings.</p>	<p>Healthy San Diego Health Plans, State Department of Public Health WIC Division.</p>	<p>In Fiscal Year 2021, the WIC program served 70,446 clients.</p> <p>The Scripps Mercy WIC program plays a key role in maternity care by reaching low-income women to promote prenatal care, good nutrition and breastfeeding during pregnancy and offer lactation support (one on one and group), as well as breast pumps, pads, and other supplies during the postpartum period. In April 2020, in response to the State-wide public health restrictions, all WIC appointments went virtual including the education and counseling sessions. Once WIC eligibility requirements were met, food vouchers were issued automatically to the WIC EBT card. As a result, the WIC Program experienced a higher rate of participant engagement and satisfaction with on-line services; Barriers to childcare and transportation were no longer issues for client participation.</p>

**Identified Community Health Need – Education and Health Careers**

**Objectives:**

- Build the future pipeline of healthcare professionals by introducing young students to health careers.
- Build and support a diverse, culturally competent primary health care workforce in San Diego’s medically underserved communities.

<b>Hospital Facility</b>	<b>Programs and Strategies</b>	<b>Partnerships &amp; Collaborations</b>	<b>Evaluation Methods, Measurable Targets and Other Comments</b>
<p>Scripps Mercy Hospital Chula Vista</p>	<p><b>Scripps School to Health Careers Program (Youth Pipeline Programs)</b></p> <p>Scripps is dedicated to building the future pipeline of health professionals. A primary focus is to implement school-to-health career activities, including mentoring, camps, job shadowing, health education classes, health chats, support groups, health fairs and others.</p> <p>Scripps implements a wide variety of youth in health career activities. Through several internships and other educational programs, Scripps collaborates with high schools to offer students opportunities to explore a role in health care and gain first-hand experience working with Scripps health care professionals. Nurses and other clinical and non-clinical employees play important roles in these educational experiences, as the students are interacting with them daily through the programs.</p>	<p>San Diego South Bay High Schools including Sweetwater High School, Eastlake High School, Mar Vista High School, San Ysidro High School and Otay Ranch High School</p>	<p>Family Practice Medical Residents provide interactive classroom presentations on a variety of public health concerns, medically focused topics as well as hands-on clinical skills workshops mentoring at the local high schools.</p> <p>The following activities are offered to young students to introduce them to health careers and students receive health career tools/brochures that include information on education requirements, scholarships, and way to pay for college.</p> <p>Health professionals in the classroom presentations, health professions overview 101/Interactive hospital/clinic tours, college tours, mentoring program, health professional panels, 5210 Wellness Message series, resume building, student led public health advocacy projects, and surgery viewings.</p> <p>In Fiscal Year 2021, a total of 334 youth participated in these programs and more than 75% of youth are on a track for a health career. Due to COVID-19, all youth activities (mentoring, classroom presentations, hospital tours, surgery viewings) were cancelled due to school closures. Scripps discontinued all youth programs on and off site. During this time staff prepared and recorded videos on a variety of topics requested by the Sweetwater School District to be used for virtual and distance learning.</p>

Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods, Measurable Targets and Other Comments
Scripps System wide	<p><b>Scripps High School Exploration Internship Program</b></p> <p>Scripps is dedicated to promoting health care as a rewarding career, collaborating with several high schools to offer student’s opportunities to explore a role in health care and gain firsthand experience working with Scripps Health care professionals.</p> <p>This program reaches out to San Diego High School students interested in exploring a career in health care. During their five-week rotation, the students visit Scripps Mercy Chula Vista, Scripps Mercy San Diego, Scripps Memorial Hospital La Jolla, Encinitas, and Green Hospital. The students view surgeries and shadow healthcare professionals in the emergency department, ICU, pharmacy, urgent care, internal medicine, pharmacy, ambulatory services, rehab therapy, patient planning, lab, and trauma.</p>	<p>Scripps collaborates with local high schools to help students explore health care roles and gain firsthand experience as the work with Scripps health professionals.</p>	<p>Due to the pandemic, the High School Exploration Internship program was paused in Fiscal Year 2021.</p>

Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods, Measurable Targets and Other Comments
Scripps System wide	<p><b>University City High School Collaboration</b></p> <p>University City High School and Scripps partnered to provide a real-life context to the school's Health Care Essentials course. University City High School and Scripps partnered to provide a real-life context to the school's Health Care Essentials course. Students are selected to rotate through five different Scripps locations, during the spring semester, to increase their awareness of health care careers. UC High students are exposed to different departments, exploring career options, and learning valuable life lessons about health and healing.</p>	<p>Scripps collaborates with local high schools to help students explore health care roles and gain firsthand experience as they work with Scripps professionals.</p>	<p>This internship program was paused for Fiscal Year 2021, due to the pandemic.</p>

Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods, Measurable Targets and Other Comments
Scripps Memorial Hospital Encinitas	<p><b>Young Leader in Health Care</b></p> <p>An outreach program at Scripps Hospital Encinitas, Young Leaders in Health Care targets local high schools' students interested in exploring health care careers. Students in grades 9–12 participate in the program, which provides a forum for high school students to learn about the health care system and its career opportunities.</p> <p>The mission of the Young Leaders in Health Care is:</p> <ul style="list-style-type: none"> <li>• To provide a forum for high school students to learn about the health care system and its breadth of career opportunities.</li> <li>• Mentor students in the act of leadership, giving them tools to use in their daily life challenges.</li> <li>• Provide a service project to satisfy high school requirements and make a positive impact on the community.</li> <li>• Provide a venue for a student-run competition where each school presents a topic in line with the year's goal.</li> </ul> <p>This combined experience will include weekly meetings at local schools facilitated by teachers and advisors, as well as monthly meetings at Scripps Hospital Encinitas. The advisors for the program are part of the SD Alliance for Drug Free Youth. The program will mentor students on leadership and provides tools for daily challenges. Each year the students work toward a final presentation based on their community service projects related to health care and wellness.</p>	Scripps collaborates with local high schools to help students explore health care roles and gain firsthand experience as they work with Scripps health professionals. San Diego Alliance for Drug Free Youth.	The 2021 class touched a variety of topics from mental illness to the opioid crisis. More than 150 students, community members and health care specialists attended the Young Leader in Health Care final meeting, culminating with student presentations on types of cancer and treatments. Students that participate in the program are eligible to apply to the High School Explorer summer internship program. Meetings were conducted as Virtual Teams Meetings for the 2020-2021 school year.

**Identified Community Health Need – Obesity**

**Objectives:**

- Increase education and awareness related to health lifestyles for elementary aged children, parents, and school staff to address factors of obesity.
- Decrease the incidence of Type 2 diabetes by managing a major diabetes risk factor, obesity in underserved, ethnically diverse populations by testing the effectiveness of a lifestyle curriculum.
- Encourage participants to adopt four health behaviors; nutritious diet, physical activity, lower alcohol usage and stress reduction to prevent cancer, Type 2 diabetes, cardiovascular disease, and respiratory disease that causes 50% of all deaths in San Diego and in the underserved population.

<b>Hospital Facility</b>	<b>Programs and Strategies</b>	<b>Partnerships &amp; Collaborations</b>	<b>Evaluation Methods, Measurable Targets and Other Comments</b>
<p>Scripps Mercy Hospital Chula Vista</p>	<p><b>Reducing Childhood Obesity in South Bay – 5210 Program</b></p> <p>Scripps addresses childhood obesity at the high school level in San Diego’s South Bay communities through its partnership with the Promise Neighborhood initiative, which implements activities related to the national 5210 campaign. The message is to promote a healthy lifestyle (<b>5</b> Servings of Fruits and Vegetables, <b>2</b> Hour Screen Time Limit, <b>1</b> Hour of Physical Activity and <b>0</b> Sugary Drinks) per day.</p> <p>This four-session series is designed to increase knowledge and behaviors regarding a healthy lifestyle. The series includes hands-on activities and demonstrations. The foundation of this project began in 2013 with a partnership with the Promise Neighborhood Initiative and Castle Park Elementary School to increase education and awareness about healthy lifestyles and to help the students pass their yearly physical education requirements.</p>	<p>Scripps Family Medicine Residency, Castle Park Elementary School, South Bay Community Services, Sweetwater Union High School District and SDSU School of Public Health Students</p>	<p>Scripps has continued to enhance and develop the series and provide additional health and nutrition information to local youth in the South Bay.</p> <p>During FY21, there were a total of 88 participants from Chula Vista High Schools and students from Health Careers Occupational Program (HCOP) Camp Scripps. As a result of activities, lesson plans and advocacy for healthy living, the amount of physical activity and consumption of fruits and vegetables by the youth has increased. Student responses via the 5210-assessment survey showed pre-test knowledge was 63% and post-test knowledge improvement rate of 89% after participating in the 5210 sessions. Due to COVID-19 these sessions were held virtually.</p>

Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods, Measurable Targets and Other Comments
Scripps System wide	<p><b>Diabetes Prevention Program</b></p> <p>Obesity is an important health need due to its high prevalence in the U.S. and San Diego. Although it is not a leading cause of death, it is a significant contributor to the development of other chronic conditions.</p> <p>The Diabetes Prevention Program (DPP) has been thoroughly evaluated in NIH sponsored randomized controlled trials and has been found to decrease the number of new cases of diabetes among those with prediabetes by 58%. Among people over age 60, there was a 71% reduction in new cases.</p> <p>Scripps aims to decrease the incidence of Type 2 diabetes by managing a major diabetes risk factor, obesity in the underserved, ethnically diverse populations by testing the effectiveness of lifestyle curriculum. The program uses trained lifestyle coaches and a standardized curriculum; participants meet in groups with a coach for 16 weekly sessions and six to eight bimonthly follow-up sessions.</p>	Scripps Whittier Diabetes Program, Scripps Clinic and Coastal Sites (San Marcos, Oceanside, Carlsbad, Rancho Bernardo, Scripps Whittier Diabetes Institute – Campus Point) and Scripps Chula Vista Diabetes Center	<p>Participants must have prediabetes and be overweight to enroll. The program is considered a Medicare benefit for prediabetic patients, and a doctor’s referral is not required. Orientation sessions are held in Spanish and English throughout the county</p> <p>After a brief pause at the start of the pandemic, Scripps launched a virtual version of its Diabetes Prevention Program in which small cohorts meet online once a week for the first four months, then twice a month. The structured research-based program is effective and provides the support needed to make healthy habits that will last for life. Sessions focus on topics such as diet and exercise, managing stress and overcoming barriers. Each participant is also paired with a lifestyle coach who helps them set and meet their goals.</p> <p>In Fiscal Year 2021, 48 people completed the 12-month program. Much of the effort is focused on the South Bay for the Latino population, which is at higher risk of acquiring diabetes than their white counterparts.</p>

**Identified Community Health Need – Unintentional Injury & Violence**

**Objectives:**

- Decrease trauma deaths by better preparing the public to save lives through proper awareness and education.

Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods, Measurable Targets and Other Comments
<p>Scripps System wide</p>	<p><b>Saving Lives through Stop the Bleed Campaign &amp; Program</b></p> <p>Whether from a bullet wound or other traumatic injury, severe blood loss can kill in just five minutes. However, one-fifth of trauma deaths — the leading cause of death for Americans under age 46 — could be prevented by stanching the bleeding. That is why Scripps doctors are getting behind the national Stop the Bleed campaign. Scripps doctors participate and convey the important messages of the national Stop the Bleed campaign. The course is developed for a nonmedical audience to address the needs of the immediate responder to control life-threatening bleeding until help arrives.</p> <p>The initiative is a national awareness campaign to teach the civilian population to provide vital initial response to stop uncontrolled bleeding in emergency situations. This preparation is done by raising awareness and teaching people how to learn three quick actions to control serious bleeding.</p> <p>Scripps provides a 90-minute course including a formal presentation and hands-on practice of direct pressure application, wound packing, and use of a tourniquet.</p>	<p>The American College of Surgeons (ACS) and ACS Committee on Trauma, Scripps Trauma Services</p>	<p>Supported by the American College of Surgeons, the Department of Homeland Security, and numerous police departments, it aims to teach bystanders how to properly place pressure on a wound or apply a tourniquet in an emergency. In Fiscal Year 2021, 6 classes were held, and 143 participants enrolled.</p> 