



Scripps Health Implementation Strategy Fiscal Years 2026-2028

September 2025



Scripps Health FY2026-2028 Implementation Strategy

Table of Contents

About Scripps Health.....	4
About Select Specialty Hospital San Diego	5
2025 Community Health Needs Assessment.....	6
Fiscal Years (FY) 2026-2028 Implementation Strategy.....	6
Scripps Implementation Strategy Resource Leaders	7
Community Needs Scripps Is Addressing and Not Directly Addressing	11
Manage Health Conditions: Aging Care and Support	12
Manage Health Conditions: Behavioral Health	15
Manage Health Conditions: Cancer	20
Manage Health Conditions: Cardiovascular Disease, Stroke, Hypertension.....	29
Manage Health Condition: Diabetes	38
Access to Care: A Different Kind of Healthcare Experience	41
Access to Care: Less Burden on Emergency Departments	61
Access to Care: Better Data Collection, Sharing and Coordination	71
Access to Care: Recognition of and Assistance with Disabilities and Trauma.....	73
Community Safety: Trauma and Injury Prevention	77
Community Safety: Protection and Care for Service Providers.....	84
Community Safety: Enhanced Public Health Crisis Support	87

Scripps Health Fiscal Years (FY) 2026-2028 Implementation Strategy

General Information

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Authorized governing body that adopted the Implementation Strategy:	Strategic Planning Committee of the Scripps Board of Trustees
Date Implementation Strategy was approved:	September 2025
Tax Year in which CHNA was made available to the public:	Tax Year 2024 (available on www.scripps.org)
Name and state license number of Hospital Organization Operating Hospital Facility, and address of Hospital Organization	<p>Scripps Mercy Hospital 4077 5th Avenue San Diego, CA 92103 Lic. # 090000074 <i>Scripps Mercy Hospital has a second campus in Chula Vista, CA and shares the same license.</i></p> <p>Scripps Memorial Hospital La Jolla 9888 Genesee Avenue La Jolla, CA 92037 Lic. # 080000050</p> <p>Scripps Green Hospital 10666 Torrey Pines Road San Diego, CA 92037 Lic. # 080000139</p> <p>Scripps Memorial Hospital Encinitas 354 Santa Fe Drive La Jolla, CA 92024 Lic. # 080000148</p> <p>Select Specialty Hospital 555 Washington St., San Diego, CA 92103 Lic. # 090000404</p>

About Scripps Health

Founded in 1924 by philanthropist Ellen Browning Scripps, Scripps Health (Scripps) is a \$4.9 billion private, tax exempt, integrated health system based in San Diego, California. Scripps treats more than 600,000 patients annually at its four acute-care hospitals on five campuses, along with a robust network of 32 outpatient centers (including 12 Health Express locations), palliative care, clinical research, and ancillary services to serve our San Diego community and beyond. Scripps is also one of the largest employers in San Diego, with 3,000 affiliated physicians and more than 17,500 employees, and is recognized as one of the country's best companies to work for. Scripps 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 is a leading provider of medical care, dedicated to improving community health and advancing medicine in San Diego County. Recognized as a leader in the prevention, diagnosis, and treatment of disease, Scripps is also at the forefront of clinical research and is the only health system in the region with two Level 1 trauma centers. Both Scripps Mercy Hospital, San Diego, and Scripps Memorial Hospital, La Jolla, have been verified as Level 1 Trauma Centers—the highest designation awarded by the American College of Surgeons (ACS), signifying the most comprehensive level of injury care available.

With three highly respected graduate medical education (GME) programs, Scripps is a longstanding member of the Association of American Medical Colleges (AAMC). Our hospitals are consistently ranked among the nation's best by [U.S. News & World Report](#) and numerous other organizations. Scripps is frequently 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 its two pioneering founders: Ellen Browning Scripps, who established Scripps Memorial Hospital and Metabolic Clinic and Mother Mary Michael Cummings,

who founded Scripps Mercy in 1924. Their legacy continues to define the organization today. More information is available at www.scripps.org.

About Select Specialty Hospital San Diego

Select Specialty Hospital San Diego is a 110-bed, free-standing critical illness recovery hospital, licensed by Medicare as a Long-Term Acute Care Hospital (LTACH), which specializes in treating patients recovering from catastrophic critical illness. This unique level of acute hospital care focuses on pulmonary/ventilator liberation, and the treatment of medically complex, wound care, renal disorders, infectious disease, cardiac conditions, brain injury and other neurologic conditions. Select Specialty Hospital San Diego is part of Select Medical, one of the largest providers of post-acute recovery and rehabilitation in the United States.

Governance and 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 16-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 2025 CHNA report and corresponding Implementation Strategy during its 2024 tax year. The 2026–2028 Implementation Strategy is outlined in this document and will be updated annually with metrics. The CHNA written report is posted separately on the Scripps Health and Select Hospital websites, [Scripps Health CHNA Report](#) and [Select Hospital - San Diego CHNA Report](#).

2025 Community Health Needs Assessment

To maintain federal tax-exempt status, nonprofit hospitals are required under Section 501(r)(3) of the Internal Revenue Code—[part of the Affordable Care Act](#)—to conduct a Community Health Needs Assessment (CHNA) and corresponding Implementation Strategy at least once every three years. To meet this requirement, Scripps participates in a countywide collaborative to conduct a regional triennial CHNA to identify and prioritize the most pressing health needs in the San Diego community. To learn more about the 2025 CHNA process and access the full report, visit: [Addressing Community Needs - San Diego - Scripps Health](#).

Fiscal Years (FY) 2026-2028 Implementation Strategy

In response to the 2025 CHNA findings, Scripps developed a three-year Implementation Strategy for Fiscal Years 2026–2028 to inform and adapt hospital programs and strategies to better address the health needs as identified by San Diego County residents who participated in the CHNA. This strategy outlines a coordinated plan to address key health priorities through targeted, measurable objectives. It reflects a multi-stakeholder approach that translates CHNA insights into actionable, community-focused initiatives aimed at improving health outcomes across San Diego County. [For more information on implementation strategy requirements, visit the IRS website.](#)

Implementation Strategy Evaluation and Resource Commitment

Scripps is required to evaluate its Implementation Strategy annually to remain responsive to changing community needs. This includes reviewing resource allocations, program interventions, and progress toward defined goals. Monitoring plans are tailored to each objective and track key metrics such as participation rates, satisfaction levels, number of people served, financial investments, and, where feasible, measurable outcomes. Challenges are documented and addressed through program adjustments to ensure continued effectiveness. Scripps also submits the Implementation Strategy annually to the IRS via Form 990, Schedule H, and supports this work through both financial and in-kind resources, including staff time, services, and specific community health programs.

Scripps Implementation Strategy Resource Leaders

The Scripps Implementation Strategy Resource Leaders included the following individuals:

◆ Behavioral Health & Social Services

- Michelle Bagaygay – Inpatient Complex Case Manager
- Julie Gov – Inpatient Complex Case Manager
- Jerry Gold, Ph.D. – Administrator, Behavioral Health Clinical Care
- Melvin Lumagui – Supervisor, Patient Care, Psychiatric Liaison Team
- Jessica Parker – Supervisor, Substance Use Disorder
- Deborah Pimstone – Clinical Social Worker, Occupational Therapy
- Kristine Osborne – Data Analyst, PET Team
- Scott Patterson – Senior Director, Case Management
- Melody Thomas – Director, Clinical Services, Case Management
- Tonya Zelaya – Manager, Social Work

◆ Clinical Services & Nursing Leadership

- Linda Coutts – Stroke Program Coordinator, Nursing Administration
- Brooke Dullnig – Senior Director, Clinical Services, Encinitas
- Paulina King – Director, Clinical Care Line, High Risk Fetal Medicine
- Kimberlee Roberts – Senior Director, Clinical Services, Nursing Administration, Scripps Memorial Hospital La Jolla

◆ Community Benefit Representatives and Others

- Anette Blatt – Director, Community Benefits and Advocacy
- Kendra Brandstein – Director, Community Benefits, Scripps Chula Vista Well-being Center
- Karen McCabe – Director, Community Program Development, Scripps Mercy Hospital
- Sabrina Lugo – Community Benefits Coordinator
- Tom Noonan – Data Analyst
- Brittany Taylor Swedeen – Supervisor, Community Benefits

◆ **Diabetes & Research**

- Addie Fortmann – Senior Director, Chief Research Officer, Clinical Research
 - Jessica Preciado – Research Assistant, Scripps Whittier Institute, Administration
 - Athena Philis-Tsimikas, M.D. – Corporate Vice President, Scripps Whittier Diabetes Institute
 - Monica Ruiz – Project Manager, Community Program & Research, Scripps Whittier Diabetes Institute
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◆ **Education, Training and Employee Assistance and Graduate Medical Education**

- Michelle Higginson, M.D. — Director, Medical Education Medical Postgrad Education
 - Sheila Serpas, M.D. — Director, Residency Programs, Medical Postgrad Education
 - Elizabeth Brackin – EAP Psychologist
 - Dawn Curtis – Manager, Medical Education
 - Joanna Safarik – Education Manager, Scripps Health
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◆ **Government and Community Relations**

- Monica Montano – Director, Government and Community Relations
 - Amber Ter-Vrugt – Senior Director, Government Relations
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◆ **Medical and Specialty Services**

- Ann Kuo, M.D. — Staff Physician, Hematology/Oncology
 - Robin Calara – Director, Neurology, Orthopedic, Spine Service Lines
 - Teresa Hodge – Supervisor, Clinic Operations, Shiley Fitness Center
 - Laura Lettkeman – Director, Scripps Cancer Center
 - Judy Plis – Clinical Coordinator, Bighorn Mohs Surgery, Shiley Pavilion
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◆ **Operations and Patient Services**

- Gabrielle Abutom – Manager, Performance Improvement
- Violetta Aguirre – Manager, Revenue Cycle
- Jenny Batts – Manager, Clinic Operations
- Nat Brown – Director, Information Management

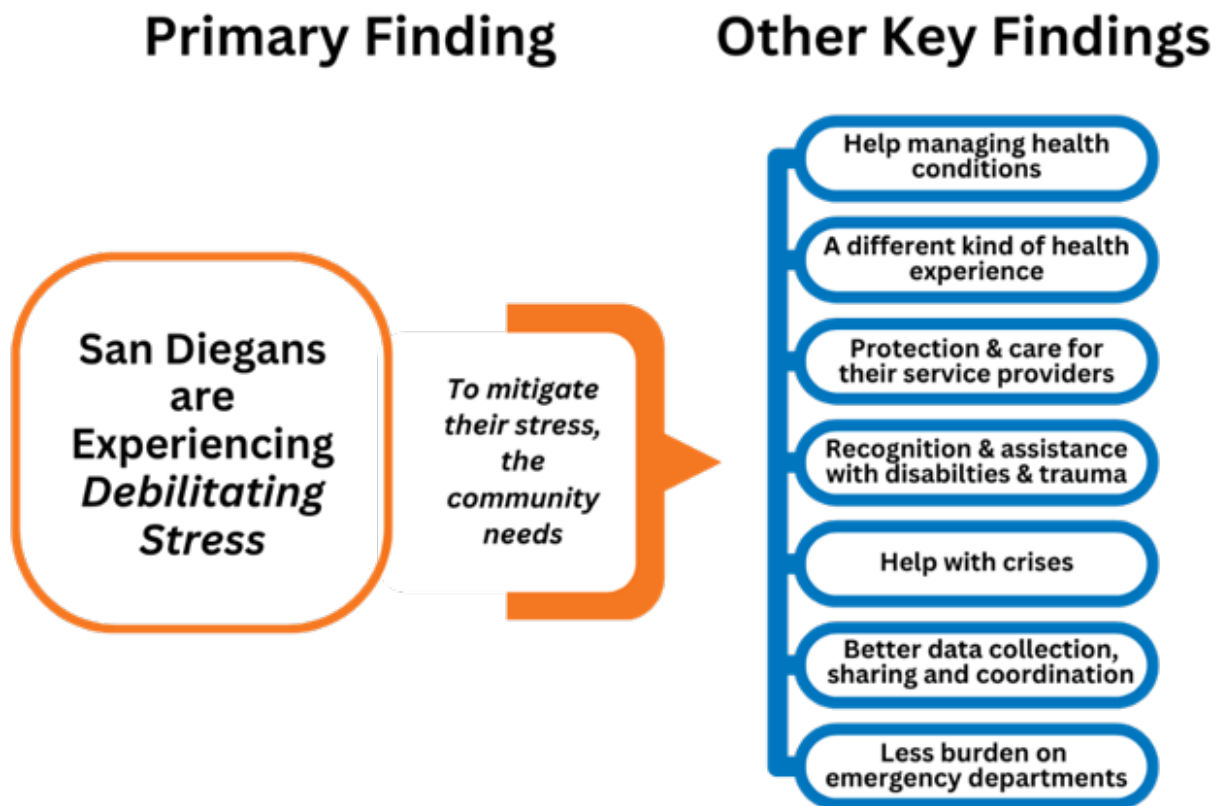
- Kay Clark – Coordinator, Patient Services, Scripps Cancer Center
 - Joanna Gerlt – Director, Accreditation & Compliance
 - Nancy Hope – Manager, IS Information Management
 - Todd Waldrige – Sr. Director Security & Safety, Systemwide Facility Operations
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◆ **Trauma & Injury Prevention**

- Anthony Chiatello, Director of Trauma Services, Scripps La Jolla
- Katy Gross, Director of Trauma Services, Scripps Mercy
- Paige Colburn-Hargis – Trauma Injury Prevention/Outreach Coordinator, Trauma Administration
- Pualani Vazquez – Trauma/Injury and Prevention/Outreach Coordinator

2025 CHNA Top Community Needs

The findings below come directly from the CHNA process and serve as the foundation for the strategies outlined in the implementation strategy. The graphic illustrates the primary community needs identified in the 2025 Community Health Needs Assessment (CHNA). **Chronic stress** was consistently highlighted as a significant theme across various qualitative data collection methods. It is recognized as a **Primary Finding**, indicating its role as a barrier affecting community members capacity to manage their health and healthcare effectively. The 2025 CHNA also explored ways in which hospitals and healthcare systems could alleviate chronic stress to enhance community health. Several **health improvement strategies** were recommended, which are highlighted as **Other Key Findings**. These strategies aim to address the identified barriers and improve the overall well-being of the community.



Community Needs Scripps Is Addressing and Not Directly Addressing

To better serve San Diego County residents facing health inequities, Scripps uses the findings from the 2025 Community Health Needs Assessment (CHNA) to guide the development and refinement of hospital programs and strategies. Health priorities in the CHNA were identified through a comprehensive process involving research, data collection, analysis, community input, and prioritization.

Scripps' Implementation Strategy (IS) will address all identified priorities from the 2025 CHNA except for dental health and asthma. While dental health is a critical component of overall well-being, it falls outside the direct clinical scope of Scripps and is more appropriately addressed by dental providers. Asthma, though a significant issue, is primarily managed in outpatient settings through Scripps Clinic Medical Group's Allergy, Asthma & Immunology specialists. As there is currently no coordinated, community-wide asthma initiative that aligns with hospital-based strategies, it will not be included in this implementation cycle. Scripps will continue to collaborate with partners better positioned to meet this need.

Scripps directs its resources toward initiatives that align with its mission, clinical strengths, and areas of expertise. This includes addressing key regional health issues, integrating CHNA findings into existing programs, and collaborating with community partners on shared priorities. To guide this work, Scripps has grouped the CHNA identified needs into three focus areas: **Managing Health Conditions, Improving Access to Care and Enhancing Community Safety.**

Many of these health concerns are closely tied to social determinants of health, such as food insecurity, housing, transportation, education, and social support, which Scripps addresses through a broad range of programs and partnerships.

The following pages outline Scripps Implementation Strategy including the programs, initiatives, and evaluation metrics used to assess progress in meeting the community health needs identified in the 2025 CHNA.

Manage Health Conditions: Aging Care and Support

Goal: Enhance health, safety, and quality of life for older adults and individuals with aging-related concerns through accessible, targeted programs and services.

Intended Impact:

- Increase access to health care, education, and preventive services to support the overall health and independence of older adults in San Diego County.
- Reduce fall-related injuries through safety education and exercise-based fall prevention initiatives in collaboration with local partners.
- Connect seniors, particularly those with multiple chronic conditions and limited social support to appropriate care and community resources.
- Strengthen the connection between the community and health system by involving Scripps Family Medicine residents and other health professionals in outreach focused on healthy aging and disease prevention.

Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods: Measurable Targets, Anticipated Impact and Other Comments
Scripps Mercy, La Jolla and Encinitas	<p>Fall Prevention Programs and Home Safety Workshops</p> <p>Almost half of older adults worry about falling. Falls are a threat to the health of older adults and can reduce their ability to remain independent. However, falls don't have to be inevitable as you age.</p> <p>Scripps Health Injury Prevention Team uses evidence-based and evidence-informed programming to bring awareness and reduce fall risk factors. Scripps Health will provide a range of fall prevention programs and services to support older adults in maintaining safety and independence. The Fall Prevention Resource Guide will connect individuals to exercise programs, minor home repairs, caregiving support, mental health resources, and opportunities for social connection.</p> <p>Educational offerings will include:</p> <ul style="list-style-type: none"> • Fall Prevention and Home Safety Workshop – Equips seniors with practical strategies to reduce fall risks and enhance home safety. 	County Aging & Independent Services, San Diego Fall Prevention Task Force	<p>Program Metrics</p> <ul style="list-style-type: none"> • Number of participants served. • Number of workshops conducted. • Falls: Reduced ED readmissions within 90 days • Pre- and post-program test results for <i>A Matter of Balance</i> to assess changes in confidence, knowledge, and fall prevention behaviors.

Scripps Health
2025 Community Health Needs Assessment - Implementation Strategy
Fiscal Year 2026-2028

	<ul style="list-style-type: none">• A Matter of Balance – An evidence-based, eight-week program focused on building strength, improving balance, and developing personalized fall prevention strategies.• Standing Strong Fall Prevention Workshop – A collaborative program with local partners that features balance classes, fall risk assessments, medication reviews and referrals to additional resources.		
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Scripps Health
2025 Community Health Needs Assessment - Implementation Strategy
Fiscal Year 2026-2028

Manage Health Conditions: Aging Care and Support

Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods: Measurable Targets, Anticipated Impact and Other Comments
Scripps Mercy Hospital Chula Vista	<p>Senior Health Education, Prevention and Wellness Programs</p> <p>The Senior Health Education, Prevention & Wellness Program will continue to be delivered in collaboration with the Scripps Family Medicine Residency and in partnership with local senior centers and senior housing communities. These educational sessions will be designed to empower older adults with health information, prevention strategies, and awareness on a wide range of aging-related topics.</p> <p>The presentation topics will include nutrition and wellness, heart health, hearing loss prevention, and more. The Center will work closely with community members and patients to tailor sessions based on identified local health needs. All sessions will be offered in both English and Spanish to ensure accessibility. In addition to providing valuable health education, these sessions will create opportunities for meaningful dialogue between participants and healthcare professionals, promoting healthier lifestyles and injury prevention.</p>	Mercy Housing, St. Charles Nutrition Center, San Diego Border Area Health Education Center, Scripps Family Medicine Residency Program, SDSU Public Health Social Work Students	<p>Program Metrics</p> <ul style="list-style-type: none">• Number of individuals served.• Number of sessions delivered.• Partnering organizations involved.• Quantitative and qualitative data on program impact, including pre- and post-test results to assess changes in knowledge, attitudes, and health behaviors.

Manage Health Conditions: Behavioral Health

Goal: Strengthen the continuum of care by integrating primary and mental health services to improve outcomes for patients transitioning from hospital settings, with a focus on timely engagement and community-based support.

Intended Impact:

- Improve mental health outcomes for vulnerable populations by strengthening access to timely, community-based care and wraparound support.
- Enhance outcomes for individuals with co-occurring mental health and substance use disorders through greater access to integrated dual-diagnosis care.
- Reduce hospital readmissions and emergency room visits by facilitating timely mental health follow-up and coordinated care post-discharge.

Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods: Measurable Targets, Anticipated Impact and Other Comments
Scripps Mercy San Diego Hospital	<p>Outpatient Behavioral Health Services: Scripps Mercy & Family Health Centers of SD Behavioral Health Partnership</p> <p>Since 2016, Scripps Mercy Hospital has partnered with Family Health Centers of San Diego (FHCS) to provide comprehensive outpatient behavioral health services, primarily for Medi-Cal patients. This partnership will continue to strengthen the continuum of mental health care by expanding access to community-based services and integrating primary and behavioral health care for patients discharged from inpatient, outpatient, and emergency settings.</p> <p>Key Components will Continue to Include:</p> <ul style="list-style-type: none">• Placement of social workers and substance use disorder (SUD) counselors in Scripps Mercy emergency departments to help connect patients with appropriate follow-up care.• Intensive outpatient therapy offered near the Scripps Mercy Hospital San Diego campus.• Behavioral health referrals for patients from both the Scripps Mercy Chula Vista and San Diego campuses, addressing needs such as substance use, anxiety, and other mental health concerns.	Family Health Centers of San Diego (FHCS)	<p>Program Metrics</p> <ul style="list-style-type: none">• Number of patients referred and number who kept their appointments.• Number of patients who attended appointments and were readmitted within 30 days.• Number of missed appointments.• Readmission rates within 30 days for patients who missed vs. attended their appointments.• Comparative readmission rates to evaluate the impact of outpatient follow-up on reducing hospital readmissions.

Scripps Health
2025 Community Health Needs Assessment - Implementation Strategy
Fiscal Year 2026-2028

Manage Health Conditions: Behavioral Health			
Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods: Measurable Targets, Anticipated Impact and Other Comments
Systemwide	<p>Psychiatric Liaison Team (PLT)</p> <p>The Psychiatric Liaison Team (PLT) will continue to deliver high-quality psychiatric evaluation and triage services across the Scripps Health system. The team will support patients in adhering to treatment plans, reducing hospital readmission rates, managing symptoms, and promoting long-term mental health stabilization. PLT services will be available across four emergency departments, two urgent care locations, and all inpatient medical units, providing critical psychiatric support in diverse clinical settings.</p>	County Mental Health Department, Family Health Centers of San Diego	<p>Program Metrics</p> <ul style="list-style-type: none">• Number of psychiatric liaison encounters.• Number of encounters resulting in referral to inpatient psychiatric settings.• Number of encounters referred to outpatient behavioral health services.

Scripps Health
2025 Community Health Needs Assessment - Implementation Strategy
Fiscal Year 2026-2028

Manage Health Conditions: Behavioral Health			
Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods: Measurable Targets, Anticipated Impact and Other Comments
Systemwide	<p>Scripps Substance Use Disorder Service (SUDS) Nurses</p> <p>Aware of the impact drugs and alcohol can have on our community, Scripps has developed innovative ways to treating this destructive disease. Scripps Health will deploy specially trained nurses certified in addiction care to support hospitalized patients experiencing, or at risk for, substance withdrawal. These Substance Use Disorder Service (SUDS) nurses will continue to provide bedside care, collaborate with care teams for safe detox, and bridge inpatient treatment with long-term recovery resources.</p> <p>The SUDS nurses will maintain communication with the McAlister Institute to ensure patients detoxification needs are effectively met. Scripps will lease five beds at McAlister Institute to provide detox services for up to five patients per week. The Scripps Drug and Alcohol Resource Nurses (SUDS nurses) will serve as liaisons between Scripps’ emergency departments and inpatient hospitals to ensure that patients admitted to any of the five Scripps hospital facilities or emergency rooms meet admission criteria and are safely transferred to McAlister. Additionally, Scripps will maintain connections with two distinct treatment programs designed to meet the community’s diverse needs: the Hazelden Betty Ford Center and Family Health Centers of San Diego.</p>	<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, and McAlister Institute.</p>	<p>Program Metrics</p> <ul style="list-style-type: none">• Number of patient encounters by SUDS nurses.

Manage Health Conditions: Behavioral Health			
Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods: Measurable Targets, Anticipated Impact and Other Comments
Systemwide	<p>Medication-Assisted Treatment (MAT) Appointment Coordination</p> <p>MAT stands for Medication-Assisted Treatment. It’s a treatment approach for substance use-disorders, particularly opioid addiction, that uses medications in combination with counseling and behavioral therapies.</p> <p>Scripps behavioral health department and Substance Use Disorder Nurses (SUDS) will assist in coordinating Medication-Assisted Treatment (MAT) appointments in the community to remove barriers to the timely identification and treatment of affected patients.</p>	California Department of Health Services, Family Health Centers of San Diego, McAlister Institute and Betty Ford Center for outpatient care.	<p>Program Metrics</p> <ul style="list-style-type: none">• Number of referrals to the MAT Program.

Manage Health Conditions: Behavioral Health			
Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods: Measurable Targets, Anticipated Impact and Other Comments
Scripps Mercy Hospital San Diego	<p>Scripps Mercy Hospital San Diego Teaching Health Center Psychiatric Residency Program</p> <p>In 2022, Family Health Centers of San Diego (FHCSO) secured a Health Resources and Services Administration (HRSA) grant to launch a psychiatry residency program in partnership with Scripps Mercy Hospital, Sharp and UCSD. This initiative was created to address the regional shortage of psychiatrists, enhance the quality of behavioral health services, and strengthen collaboration among local healthcare institutions.</p> <p>The program has since achieved full accreditation from the Accreditation Council for Graduate Medical Education (ACGME). Scripps Mercy Hospital entered into a two-year agreement with FHCSO to support the development of the program's infrastructure, curriculum, clinical rotation structure, and resident selection criteria.</p> <p>The residency program launched in July 2024 (Academic Year 2024–2025) with an inaugural class of six PGY-1 psychiatry residents. Each year, the program will accept six additional residents, building to a total of 24 over four years. Residents complete 2- to 4-week rotations at Scripps Mercy Hospital, supervised by SHIP Medicine Group, focusing on co-occurring medical and behavioral health conditions. Starting July 2025, Scripps Mercy will host 12 psychiatry residents across PGY-1 and PGY-2 levels.</p>	Family Health Centers of San Diego (FHCSO), The partnership was expanded to include Sharp and UCSD, SHIP Physicians.	<p>Program Metrics</p> <ul style="list-style-type: none">• Number of psychiatry residents placed and trained annually at Scripps Mercy Hospital.• Number of rotations completed on the medical service floors.

Scripps Health
2025 Community Health Needs Assessment - Implementation Strategy
Fiscal Year 2026-2028

Manage Health Conditions: Cancer

Goal: Reduce the prevalence and impact of cancer through education, prevention, wellness programs, screenings and supportive services — advancing access to quality care for vulnerable and underserved populations.

Intended Impact:

- Increase early detection and treatment rates through culturally responsive cancer education, prevention, and screening initiatives focused on high-risk and underserved communities.
- Enhance patient-centered cancer care by expanding access to navigation services, support groups, and wellness resources offered through the Scripps Cancer Center programs.
- Strengthen care coordination by connecting individuals affected by cancer to community-based organizations and support services during and after treatment.
- Improve quality of life for cancer survivors by addressing the long-term mental, emotional, and physical health effects of cancer and its treatment.

Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods: Measurable Targets, Anticipated Impact and Other Comments
Scripps Mercy Hospital Chula Vista	<p>Patient Empowerment Initiatives: Offering free online classes for nutrition and fitness, a variety of support groups, a dedicated wig boutique, and an extensive resource library to empower Scripps cancer patients and the broader community.</p> <p>Scripps Mercy Hospital Chula Vista Breast Cancer Support Group - Helping Address Breast Health and Awareness Scripps Mercy Hospital Chula Vista Well-Being Center will continue to host a bi-monthly support group focused on assisting individuals who support breast cancer survivors. This community-based group will offer a safe and informative space where participants will gain insight into the cancer care system and hear from local healthcare providers through educational presentations. The program will aim to increase awareness, promote early detection, and improve access to breast health screening and support services, particularly among underserved populations.</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, and Community Clinics.	<p>Program Metrics</p> <ul style="list-style-type: none"> • Number of community-based outreach and educational activities conducted in the community. • Number of participants attending bi-monthly support group sessions. • Number and type of educational presentations delivered.

Manage Health Conditions: Cancer			
Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods: Measurable Targets, Anticipated Impact and Other Comments
Scripps Prebys Cancer Center and at John J Hopkins	<p>Scripps Wellness and Ongoing Care Program</p> <p>Operating since 2021, the Wellness & Ongoing Care Program serves as a cancer survivorship clinic bridging oncology and primary care after patients complete routine oncology follow-up. The program focuses on improving access to comprehensive survivorship care by addressing physical, emotional, and social needs and ensuring coordinated, person-centered care throughout recovery.</p> <p>The clinic provides both patients and their primary care physicians with a Treatment Summary & Ongoing Care Plan. This document offers guidance on post-treatment surveillance, preventive care, and monitoring for potential late and long-term effects. The full Treatment Summary is accessible in two locations: (1) at the end of the office visit progress note and (2) within the Epic problem list under the breast cancer diagnosis, via a link labeled "Open Oncology Treatment Summary."</p> <p>Designed to support patients beyond active treatment, the program will continue to include dedicated clinics for breast and thoracic cancer survivors. These clinics will offer continued medical oversight, wellness planning, and culturally competent support tailored to long-term recovery and quality of life.</p>		<p>Program Metrics</p> <ul style="list-style-type: none">• Number of survivorship care visits conducted.• Patient satisfaction scores and/or feedback related to survivorship services.• Referrals made to support services (e.g., mental health, nutrition, physical therapy).

Manage Health Conditions: Cancer			
Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods: Measurable Targets, Anticipated Impact and Other Comments
Systemwide	<p>Scripps Cancer Center Support Groups</p> <p>Through generous community support, Scripps Cancer Center will offer free, professionally facilitated support groups at multiple locations to help patients and their loved ones find emotional support, guidance, and encouragement throughout their cancer journey. These sessions will provide a safe and welcoming space to share experiences, ask questions, and connect with others facing similar challenges. These groups will be open to patients and caregivers and will be available both virtually and in person.</p> <p>Current Support Groups Include:</p> <ul style="list-style-type: none">Breast Cancer Support GroupGynecologic Cancer Support GroupHead and Neck Cancer Support Group		<p>Program Metrics</p> <ul style="list-style-type: none">Number of individuals served across all support group offerings.Number of support group sessions held (virtual and in-person).Attendance rates per group type.Participant feedback and satisfaction data (if available).

Scripps Health
2025 Community Health Needs Assessment - Implementation Strategy
Fiscal Year 2026-2028

Manage Health Conditions: Cancer			
Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods: Measurable Targets, Anticipated Impact and Other Comments
Systemwide	<p>Scripps Cancer Center Patient Resource Library</p> <p>Opened in 2022, the Scripps Cancer Center Patient Resource library is located in The Woltman Family College Building on the Scripps Mercy Hospital San Diego campus—a historic site originally built nearly a century ago to train nurses and now dedicated to nonclinical cancer support services.</p> <p>The Scripps Cancer Center Resource Library will continue to offer a comprehensive collection of materials to support patients, families, and caregivers throughout their cancer journey. The library will provide books, brochures, and other educational resources covering cancer types, treatment options, side effects, nutrition, exercise, support services, post-treatment care, legal guidance, and more.</p>	American Cancer Society	<p>Program Metrics</p> <ul style="list-style-type: none">• Number of patients and community members assisted.• Number of individuals supported in understanding their diagnosis.• Number of participants accessing educational programs and patient information through the library.

Manage Health Conditions: Cancer			
Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods: Measurable Targets, Anticipated Impact and Other Comments
Systemwide	<p>Scripps Cancer Center Living Life Well Sessions - Nutrition & Fitness</p> <p>Research shows that up to 80% of cancer patients in the United States are malnourished while undergoing treatments, which can hinder their outcomes.</p> <p>Scripps Shiley Fitness staff and the oncology nutrition team at Scripps Cancer Center will continue to offer evidence-based classes designed to help patients maintain and improve their health and wellness through targeted nutrition and fitness interventions. Attendees will learn about optimal nutrition and hydration, food flexibility, the importance of adequate protein and calories, and nutritional options to address treatment-related side effects. These sessions will provide essential education and support to empower patients on their survivorship journey.</p>		<p>Program Metrics</p> <ul style="list-style-type: none">Number of patients served by registered dietitians during these sessions.

Manage Health Conditions: Cancer			
Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods: Measurable Targets, Anticipated Impact and Other Comments
Systemwide	<p>Scripps Cancer Center Restorative Yoga and Sound Therapy Classes for Cancer Survivors and Caregivers</p> <p>Scripps Cancer Center will continue to offer restorative yoga and sound therapy classes designed to promote relaxation, reduce stress, and support overall well-being. Participants will be able to rest comfortably or engage in gentle movement while experiencing the healing effects of sound through instruments such as singing bowls, chimes, drums, and gongs. These classes will be open to cancer survivors and their caregivers, offering a peaceful space for rejuvenation and healing.</p>		<p>Program Metrics</p> <ul style="list-style-type: none">Number of participants enrolled in restorative yoga and sound therapy classes.

Scripps Health
2025 Community Health Needs Assessment - Implementation Strategy
Fiscal Year 2026-2028

Manage Health Conditions: Cancer			
Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods: Measurable Targets, Anticipated Impact and Other Comments
Systemwide	Scripps Cancer Center Healthy Bone Exercise Classes Scripps Cancer Center will continue to offer specialized exercise classes focused on building bone strength, improving balance, and enhancing overall functional fitness. These classes will be designed to support patients—particularly those at risk for or recovering from bone loss—by promoting safe, effective movement and reducing the risk of fractures.		Program Metrics <ul style="list-style-type: none">• Number of participants enrolled in the Healthy Bone Exercise Classes.• Number of sessions conducted.• Participant feedback or self-reported improvements in strength, balance, or confidence (if available).

Manage Health Conditions: Cancer			
Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods: Measurable Targets, Anticipated Impact and Other Comments
Systemwide	Scripps Cancer Center Wig Boutique & Prosthesis Bank To support women undergoing cancer treatment, Scripps Cancer Center will continue to offer a Wig Boutique and a temporary Breast Prosthesis Bank. These services will provide access to wigs, head coverings, and prostheses in a supportive and compassionate setting. Since opening to the public in 2022, the boutique will have helped hundreds of patients feel more comfortable and confident during their treatment journey.		Program Metrics <ul style="list-style-type: none">Number of women fitted with new wigs and head coverings.

Manage Health Conditions: Cancer			
Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods: Measurable Targets, Anticipated Impact and Other Comments
Scripps Medical Foundation	<p>Scripps Cancer Center Lifeguard Skin Cancer Screenings</p> <p>Skin cancer is the most common form of cancer in the U.S., with more cases diagnosed annually than all other cancers combined, according to the American Cancer Society. The majority of skin cancers result from excessive exposure to ultraviolet rays, primarily from the sun.</p> <p>Given that lifeguards spend much of their working lives outdoors, summer is an ideal time to screen for skin abnormalities that could be cancerous or lead to skin cancer. As part of its ongoing community benefit efforts, Scripps continues to offer these screenings to help detect skin issues early and promote skin health awareness. This initiative remains a vital component of Scripps’ Mohs Surgery and Dermatologic Oncology Fellowship.</p> <p>Each year, Scripps Cancer Center, along with Scripps Clinic dermatologists, physician assistants, and clinical staff, provides free skin cancer screenings for ocean lifeguards throughout San Diego County—from South County to North County. Screenings will continue to take place at locations such as San Elijo State Beach and Imperial Beach and are specially tailored to meet the needs of first responders.</p>	American Cancer Society, American Academy of Dermatologists and San Elijo State Beach Lifeguard Headquarters	<p>Program Metrics</p> <ul style="list-style-type: none">Number of skin cancer screenings provided to lifeguards.

Scripps Health
2025 Community Health Needs Assessment - Implementation Strategy
Fiscal Year 2026-2028

Manage Health Conditions: Cardiovascular Disease, Stroke, Hypertension

Goal: Reduce the prevalence and impact of cardiovascular disease, stroke, and hypertension through education, prevention, wellness programs, screenings, and support for individuals managing chronic conditions.

Intended Impact:

- Reduce cardiovascular-related deaths by expanding education and awareness programs in underserved communities, with a focus on early intervention and prevention of sudden cardiac arrest in middle and high school students.
- Advance community-level prevention by partnering with local organizations to deliver culturally responsive education, blood pressure screenings, and wellness activities that support stroke prevention and hypertension management.
- Promote long-term heart health by equipping individuals and families with the tools and knowledge needed to adopt heart-healthy behaviors through nutrition, physical activity, and self-management programs.

Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods: Measurable Targets, Anticipated Impact and Other Comments
Systemwide	<p>Eric Paredes Save a Life–SCA Screenings</p> <p>Scripps Health will continue to partner with the Eric Paredes Save A Life Foundation to help prevent sudden cardiac arrest (SCA) in youth by increasing awareness and access to preventive screening. The program will target middle and high school students across San Diego County, including underserved communities, and will provide free heart screenings conducted by a team of Scripps volunteers—including physicians, nurses, echocardiogram technicians, and analysts. In addition to screenings, youth and their families will be offered CPR and AED training to improve emergency response readiness.</p>	Local San Diego Middle and High schools Countywide.	<p>Program Metrics</p> <ul style="list-style-type: none">• Number of students registered for screenings.• Number of students screened.• Number of students identified with cardiac abnormalities.• Number of serious cardiac issues detected.• Number of referrals made to primary care providers.• Number of youth and parents trained in CPR and AED use• Number of Scripps staff volunteers, categorized by role (e.g., physicians, nurses, technicians, analysts).

Scripps Health
2025 Community Health Needs Assessment - Implementation Strategy
Fiscal Year 2026-2028

Manage Health Conditions: Cardiovascular Disease, Stroke, Hypertension			
Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods: Measurable Targets, Anticipated Impact and Other Comments
Scripps Memorial Hospital Encinitas	BrainMasters: Improvisational Speaking Group for Stroke and Brain Injury Survivors BrainMasters is a supportive and engaging group for stroke and brain injury survivors, it offers participants a fun environment to practice communication skills and build self-confidence. Facilitated by a fellow brain injury survivor, the group will continue to emphasize improvisational speaking, social interaction, and personal empowerment in a safe and welcoming space.		Program Metrics <ul style="list-style-type: none">Number of participants who attended the sessions.

Manage Health Conditions: Cardiovascular Disease, Stroke, Hypertension			
Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods: Measurable Targets, Anticipated Impact and Other Comments
Scripps Mercy Hospital Chula Vista	<p>Mamma’s Kitchen Medically Tailored Meals - Referrals</p> <p>Scripps will refer congestive heart failure (CHF) patients to Mama’s Kitchen, which provides medically tailored meals aimed at reducing hospital readmissions and enhancing quality of life. By supporting patients with nutrition aligned to their medical needs, the program helps individuals better manage their condition following discharge from Scripps Mercy Hospital Chula Vista and Scripps Mercy Hospital San Diego.</p> <p>In addition to referrals, Scripps is exploring two collaborative initiatives with Mama’s Kitchen:</p> <ol style="list-style-type: none"> 1. Allowing use of the kitchen facility at Scripps Memorial Hospital La Jolla. 2. Establishing bi-directional data exchange to improve care coordination for shared patients receiving medically tailored meals. 	Mama’s Kitchen, SDSU Public Health and Social Work Students.	<p>Program Metrics</p> <ul style="list-style-type: none"> • Number of CHF patient referrals sent to Mama’s Kitchen. • Hospital readmission rates among referred patients (if data available).

Manage Health Conditions: Cardiovascular Disease, Stroke, Hypertension			
Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods: Measurable Targets, Anticipated Impact and Other Comments
Scripps Memorial Hospital Encinitas	<p>Stroke & Brain Injury Support and Education Group at Scripps Memorial Hospital Encinitas</p> <p>Stroke is the fifth leading cause of death and a major cause of disability in the United States. It is a serious, potentially life-altering condition. Scripps continues to offer a variety of stroke-related education, prevention, and support programs designed to improve awareness and enhance the quality of life for stroke and brain injury survivors, their caregivers, and families.</p> <p>The Stroke & Brain Injury Support and Education Group will offer a supportive environment where participants can:</p> <ul style="list-style-type: none"> • Access current information and community resources • Build resilience and coping skills • Learn self-care tools and techniques • Develop encouraging peer relationships • Maintain a sense of purpose and meaning in life 		<p>Program Metrics</p> <ul style="list-style-type: none"> • Number of individuals participating in support group sessions. • Number of participants screened for stroke risk and blood pressure. • Number of stroke and Transient Ischemic Attack (TIA) patients who received outreach and follow-up support. • Number of patients referred to the Scripps Mercy Hospital Chula Vista Well-Being Center. <p>Among referred patients, track:</p> <ul style="list-style-type: none"> • Number who attend a follow-up medical appointment within two weeks of discharge. • Number who attend an appointment with a neurologist/stroke specialist. • Number adhering to prescribed medications. • Number not readmitted to a Scripps hospital within 30 days of discharge.

Manage Health Conditions: Cardiovascular Disease, Stroke, Hypertension			
Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods: Measurable Targets, Anticipated Impact and Other Comments
Scripps Mercy Hospital Chula Vista	<p>Stroke & Brain Injury Support Group at Scripps Mercy Hospital Chula Vista Well-Being Center</p> <p>Scripps Mercy Hospital Chula Vista will continue to offer bilingual (English and Spanish) stroke and brain injury support groups for survivors, caregivers, and loved ones. Held bi-monthly at the Scripps Well-Being Center, these sessions provide a vital space for connection, education, and healing. The program supports patients transitioning from hospital to home by helping them navigate the healthcare system, access needed services and manage social and emotional challenges after discharge.</p> <p>Support includes:</p> <ul style="list-style-type: none"> • Assistance with barriers to care • Community resource referrals • Emotional and psychosocial support • Follow-up calls for stroke and TIA patients to ensure continuity of care 		<p>Program Metrics</p> <ul style="list-style-type: none"> • Number of individuals participating in support group sessions. • Number of participants screened for stroke risk and blood pressure. • Number of stroke and Transient Ischemic Attack (TIA) patients who received outreach and follow-up support. • Number of patients referred to the Scripps Mercy Hospital Chula Vista Well-Being Center. <p>Among referred patients, track:</p> <ul style="list-style-type: none"> • Number who attend a follow-up medical appointment within two weeks of discharge. • Number who attend an appointment with a neurologist/stroke specialist. • Number adhering to prescribed medications. • Number not readmitted to a Scripps hospital within 30 days of discharge.

Manage Health Conditions: Cardiovascular Disease, Stroke, Hypertension			
Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods: Measurable Targets, Anticipated Impact and Other Comments
Systemwide	<p>Scripps Stroke Program - Community Outreach Events</p> <p>The Scripps Stroke Team, partnering with community organizations, is committed to reducing stroke and heart attack rates across San Diego County through public education and engagement. The team actively participates in community events to raise awareness about stroke risk factors and prevention. These efforts aim to empower individuals to recognize stroke signs quickly and manage risk factors proactively.</p> <p>At outreach events, participants will receive:</p> <ul style="list-style-type: none">• Stroke risk screenings using a standardized Stroke Risk Factor Scorecard.• BE-FAST education to recognize stroke signs (Balance, Eyes, Face drooping, Arm weakness, Speech difficulty, Time to call 911).• Tips on maintaining healthy blood pressure and lifestyle changes to reduce risk.	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>Program Metrics</p> <ul style="list-style-type: none">• Number of community outreach events attended.• Number of individuals educated on stroke symptoms and prevention.• Number of Stroke Risk Factor Scorecards distributed.

Manage Health Conditions: Cardiovascular Disease, Stroke, Hypertension			
Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods: Measurable Targets, Anticipated Impact and Other Comments
Select Specialty Hospital San Diego	Select Specialty Hospital San Diego - Specialized Treatment for Cardiovascular Disease and Stroke Select Specialty Hospital San Diego will target patients for admission with cardiovascular disease and stroke-related conditions. Patient documentation will be carefully maintained by tracking ICD-10 codes to ensure the hospital’s continued emphasis on serving this specific patient population.		Program Metrics <ul style="list-style-type: none">• Number of admissions for cardiovascular disease.• Number of admissions for stroke.• Number of admissions for combined cardiovascular disease and stroke.• Number of admissions for all other conditions.

Manage Health Conditions: Cardiovascular Disease, Stroke, Hypertension			
Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods: Measurable Targets, Anticipated Impact and Other Comments
Scripps Mercy Hospital Chula Vista	<p>Live Fit Su Vida, Su Corazon Program: Healthy Living Program</p> <p>Scripps Mercy Chula Vista offers the Live Fit program, an education-based community intervention designed to raise awareness and prevent heart disease among underserved patients. Developed by the Scripps Whittier Institute, these cardiometabolic education programs address community needs through accessible, culturally tailored outreach.</p> <p>The program educates participants on cardiovascular health, improves care continuity for heart disease through outreach and health screenings, and supports underserved, low-income, racially, and ethnically diverse populations in San Diego. It also includes support groups and follow-up services for stroke patients.</p> <p>Community members will actively engage in Live Fit activities, led by Scripps staff and Promotoras to ensure cultural relevance and accessibility.</p> <p>The Live Fit Suite includes:</p> <ul style="list-style-type: none">• Project Dulce• Dulce Digital• Healthy Living• Su Corazón, Su Vida		<p>Program Metrics</p> <ul style="list-style-type: none">• Number of participants.• Number of participants who will complete the full Live Fit Series• Participant health outcomes. Participants will report improved weight, blood pressure, and knowledge levels before and after completing the program.• The total number of community members reached.

Manage Health Conditions: Cardiovascular Disease, Stroke, Hypertension			
Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods: Measurable Targets, Anticipated Impact and Other Comments
Scripps Memorial Hospital La Jolla	Cardiac Treatment Center Classes The Cardiac Treatment Center offers community-based wellness, education, and support programs to promote cardiovascular and pulmonary health. These evidence-informed programs help individuals manage heart and lung conditions through group exercise, stress reduction, balance and fall prevention, dietary counseling, and educational classes like tai chi, meditation, and nutrition. Specialized support groups, including those for chronic lung disease and Long COVID, provide spaces for shared learning and connection. Together, these programs will continue to empower participants with tools, knowledge, and community support to actively manage their health and well-being.		Program Metrics (individuals served and sessions held). <ul style="list-style-type: none">• Group Exercise: improve cardiovascular health.• Tai Chi: Stress reduction and balance.• Meditation: Mindfulness and breathing techniques taught.• Dietary Counseling: One-on-one heart-healthy nutrition.• Pulmonary Cardiac Education: Lifestyle and exercise education• Long COVID Support Group.• Better Breathers Program: For those with chronic lung disease and caregivers.• CPR Classes: CPR certification classes.

Scripps Health
2025 Community Health Needs Assessment - Implementation Strategy
Fiscal Year 2026-2028

Manage Health Condition: Diabetes

Goal: Reduce the prevalence and impact of diabetes through prevention, early detection, accessible quality care, and comprehensive management programs, with a focus on vulnerable and underserved populations.

Intended Impact:

- Reduce the burden of diabetes by expanding access to prevention, early detection, and care coordination, particularly for underserved individuals at higher risk of developing diabetes.
- Improve long-term outcomes by delivering culturally tailored self-management education, tools, and training that support lifestyle changes and glycemic control.
- Increase access to diabetes support services through community-based programs and digital health interventions that promote inclusive care and improve disease management.
- Support personalized care by providing bilingual education resources and culturally competent clinical guidance to help individuals and families manage diabetes effectively.

Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods: Measurable Targets, Anticipated Impact and Other Comments
Scripps Whittier Diabetes Institute - Systemwide	<p>Project Dulce Care Management</p> <p>Diabetes prevalence is projected to rise significantly over the next 20 years, with healthcare costs expected to triple. High-need and uninsured individuals are especially vulnerable to poor outcomes, while cultural barriers continue to impede optimal care among diverse ethnic groups at elevated risk for complications.</p> <p>Developed by the Scripps Whittier Diabetes Institute, Project Dulce is a clinically guided diabetes self-management education and support (DSMES) program designed for broad public health use. It helps adults with diabetes achieve personalized glycemic targets and prevent complications through evidence-based education and support. Supported by extensive research and successful implementation, Project Dulce improves daily self-management and clinical outcomes across varied settings. The program aims to expand Project Dulce clinical services to additional populations in need.</p>	Collaborations with community health centers across San Diego County and with interested parties across the nation.	<p>Program Metrics</p> <ul style="list-style-type: none">• Number of diabetes clinical care visits for high-need and underserved individuals throughout San Diego County.• Number of organizations trained.

	<p>Multilingual and Culturally Relevant Curriculum The program offers a multilingual curriculum and educational materials—available in English, Spanish, Arabic, Tagalog, and Vietnamese—to support broader patient comprehension and engagement. Educational handouts are visual and culturally tailored, and group activities demonstrate effective diabetes management techniques through movement.</p> <p>Community-Based Peer Educators A key element is recruiting peer educators from the community who represent the diverse populations affected by diabetes. These educators work directly with patients to promote healthier eating habits, exercise routines, and overall well-being to manage this chronic condition.</p> <p>Diabetes Among Friends Curricula Project Dulce’s curriculum, Diabetes Among Friends, includes five highly interactive sessions covering the seven self-management behaviors established by the Association of Diabetes Care & Education Specialists (ADCES):</p> <ul style="list-style-type: none">• Healthy eating• Being physically active• Taking medication• Blood sugar monitoring• Preventing complications• Healthy coping		
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Scripps Health
2025 Community Health Needs Assessment - Implementation Strategy
Fiscal Year 2026-2028

Manage Health Condition: Diabetes			
Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods: Measurable Targets, Anticipated Impact and Other Comments
Systemwide	<p>Diabetes in Pregnancy Program</p> <p>Women with gestational diabetes (diabetes during pregnancy) receive coordinated education involving their obstetrician, perinatologist, and endocrinologist as needed</p> <p>Each patient is provided with individualized nutritional guidance from a registered dietitian to support a healthy pregnancy. A care manager maintains regular contact to monitor blood glucose levels throughout the pregnancy. If glucose levels remain high despite dietary adjustments, medications are managed by the nurse care manager in collaboration with the perinatologist or endocrinologist.</p> <p>Much of the care management communication occurs virtually through the MyScripps portal, minimizing the need for in-person visits.</p>	La Maestra Community Health Centers, SY Health, Family Health Centers of San Diego and Scripps site.	<p>Program Metrics</p> <ul style="list-style-type: none">Number of women enrolled annually.

Access to Care: A Different Kind of Healthcare Experience

Goal: Transform the health care experience to be more accessible, timely, patient-centered, and easy to navigate, while building strong, trusting relationships between patients and care providers.

Intended Impact:

- Increase timely access to care by reducing wait times and improving appointment availability—for both the broader community and for high-risk and underserved populations.
- Improve patient experience and satisfaction by streamlining care navigation, simplifying communication, and reducing administrative barriers.
- Expand access to care for both the broader community and underserved populations by delivering direct services and leveraging partnerships with trusted community organizations.
- Address root causes of poor health by strengthening care coordination and building clinical-community linkages that connect patients to resources for housing, food, and transportation.

Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods: Measurable Targets, Anticipated Impact and Other Comments
Scripps Mercy Hospital San Diego	<p>Scripps Mercy's Supplemental Nutrition Program for Women, Infants and Children (WIC)</p> <p>Scripps Mercy Hospital will continue to administer the state-funded WIC program in San Diego County, serving approximately 6,200 women and children each month, with a focus on low-income families. The program will promote prenatal care, good nutrition, and breastfeeding support, particularly in underserved communities.</p>	Healthy San Diego Health Plans, State Department of Public Health WIC Division.	<p>Program Metrics</p> <ul style="list-style-type: none">• Number of women and children served monthly.

Access to Care: A Different Kind of Healthcare Experience			
Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods: Measurable Targets, Anticipated Impact and Other Comments
Scripps Whittier Diabetes Institute	The Mobile Health and Resource Fair Supported by Scripps funding, the Mobile Health and Resource Fair in Southeast San Diego will continue to serve hundreds of community members each month. The fair will provide essential health services, including cardiovascular, neurocognitive, breast cancer, and cardiometabolic screenings, in a single, accessible location. Scripps staff will regularly participate by offering health education and on-site consultations, and many attendees will visit the Scripps booth for support and to complete a needs assessment survey. The health fair will serve underserved communities, promote preventive care, and engage the community to better understand their unique challenges and identify effective ways to meet their healthcare needs. This initiative will reflect Scripps commitment to expanding access to preventive care and improving community well-being.	Many Shades of Pink, Jackie Robinson YMCA, Health Plans, Feeding San Diego, and other community organizations.	Program Metrics <ul style="list-style-type: none">• Number of people served.• Number of A1c tests conducted.• Blood sugar screenings completed.• Cholesterol checks performed.• Blood pressure screenings.• Vaccines administered.• Breast cancer education sessions delivered.• Clinical breast exams provided.

Access to Care: A Different Kind of Healthcare Experience			
Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods: Measurable Targets, Anticipated Impact and Other Comments
Systemwide	Full Access & Coordinated Transportation (FACT) Scripps will continue the partnership with FACT Inc. to offer on-demand medical transportation services, improving access to care for patients with limited transportation options. Through a single contact point at FACT, patients will be able to schedule curbside, door-to-door, wheelchair-accessible, and gurney transport for medical appointments and hospital discharges. This service will support patients with specialized needs and will be available at several Scripps facilities, including Scripps Mercy Hospital, Prebys Cancer Center, Green Hospital, Scripps Encinitas, and Vista Radiation Oncology. Rides will be provided across San Diego, Imperial, Riverside, and Los Angeles counties.	FACT Inc. Transportation Providers.	Program Metrics <ul style="list-style-type: none">• Number of on-demand rides provided.• Number of rides by Scripps facility:<ul style="list-style-type: none">• Scripps Mercy Hospital• Scripps Prebys Cancer Center• Scripps Green Hospital• Scripps Encinitas• Vista Radiation Oncology• Advanced Care Clinic

Access to Care: A Different Kind of Healthcare Experience			
Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods: Measurable Targets, Anticipated Impact and Other Comments
Systemwide	<p>Scripps Public Resource Specialists Health Cal-Fresh Screenings</p> <p>Scripps hospitals will continue to proactively address food insecurity to support better health outcomes. The Public Resource Specialist (PRS) Team will screen patients for eligibility and assist with enrollment in CalFresh, a program that helps individuals and families access nutritious food. By integrating food assistance into the healthcare setting, Scripps will connect eligible patients with critical support as part of their overall care plan.</p>	County of San Diego	<p>Program Metrics</p> <ul style="list-style-type: none">• Number of patients screened for food insecurity.• Number of Medi-Cal applications submitted.• Number of CalFresh applications submitted to the County of San Diego.

Access to Care: A Different Kind of Healthcare Experience

Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods: Measurable Targets, Anticipated Impact and Other Comments
Systemwide	<p>Scripps Collaborative for Health Excellence</p> <p>Scripps Health received five-year funding from the Krueger-Wyeth excess settlement to support women’s health initiatives aimed at reducing differences in breast cancer, cardiovascular disease, and neurocognitive health. These funds support a wide range of efforts including clinical trials, translational research, biorepository expansion, community outreach, and a cancer survivorship clinic program.</p> <p>A centerpiece of this work is the Scripps Collaborative for Health Excellence, which advances patient care, research, and inclusion through:</p> <ul style="list-style-type: none"> • Focusing efforts on closing any identified gaps in health care-based health outcomes data. • Improving access to culturally and linguistically appropriate healthcare resources • Strengthening community-based interventions for diverse populations <p>This initiative has funded over 15 pilot programs and continues to support graduate medical trainees, patient education, and outreach programs focused on vulnerable communities—especially in dementia, breast cancer, and cardiovascular disease. Future plans include funding small feasibility studies targeting underserved or special needs populations, with an emphasis on women in California. A key priority will be to establish a mentorship program to address healthcare gaps and support researchers and trainees committed to health inclusion.</p>	Krueger-Wyeth, Community Clinics and High Schools.	<p>Program Metrics</p> <p><u>Research Advancement</u></p> <ul style="list-style-type: none"> • Number of peer-reviewed research projects on reducing health differences funded annually. • Participation and presentation types at the annual Health Differences Research Symposium. To date, two symposiums have been held, featuring a total of 14 presentations and drawing approximately 200 attendees. • Outcomes and milestones achieved by research awardees, including: <ul style="list-style-type: none"> • Peer- reviewed publications • Presentations • Policy changes or program implementations • Other measurable impacts <p><u>Community Impact</u></p> <ul style="list-style-type: none"> • Number of individuals reached through culturally tailored education and outreach. • Improve health care access and support social determinants of health post discharge for patients annually. <p>Number of youths engaged in healthcare career pipeline programs aimed at building a diverse health care workforce.</p>

Access to Care: A Different Kind of Healthcare Experience			
Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods: Measurable Targets, Anticipated Impact and Other Comments
Scripps Mercy Hospital Chula Vista	<p>Helping Patients Navigate Post Discharge Services and Support Programs</p> <p>Scripps Mercy Hospital Chula Vista’s Well-Being Center will continue to lead the Helping Patients Navigate Post-Discharge Services and Support program, addressing social determinants of health (SDOH) to improve outcomes for patients with chronic conditions. The program enhances access to primary and specialty care, guides patients through the healthcare system, and connects them to vital community resources.</p> <p>In close collaboration with social workers from both Mercy campuses, the Well-Being Center supports patients facing challenges such as food and housing insecurity, aging-related needs, substance use, mental health concerns, and cancer care. This holistic approach reduces readmission risks by providing continuity of care, virtual follow-ups, and navigation services. Target populations include patients recovering from Acute Myocardial Infarction (AMI), Coronary Artery Bypass Grafting (CABG), Congestive Heart Failure (CHF), stroke, and risk for two or more SDOH factors.</p> <p>Key Program Components:</p> <ul style="list-style-type: none"> • Stroke Transitional Care: Supports stroke patients in recovery by connecting them to resources, services, and neurological follow-up care. • Chronic Disease Readmission Prevention/Transitional Care: Reduces preventable readmissions for AMI, CHF, COPD, 		<p>Program Metrics</p> <ul style="list-style-type: none"> • Number of patients referred to the Scripps Mercy Chula Vista Well-Being Center. • Number of patients successfully contacted within 30 days of hospital discharge. • Number of patients who accepted services and support. • Number of patients readmitted to the hospital within 30 days of initial discharge. • Number and types of community resources offered categorized by SDOH domains: <ul style="list-style-type: none"> ✓ Health Care Access & Quality ✓ Housing Instability ✓ Economic Stability ✓ Food Insecurity ✓ Transportation Needs ✓ Social Connection • Number of patients not reached due to barriers (e.g., declined participation, deceased, no contact information, language barriers). • Number of patients with the following diagnoses: Pneumonia, Acute Myocardial Infarction (AMI), Congestive Heart Failure (CHF), Chronic Obstructive Pulmonary Disease (COPD). • Number of patients screened for and connected to social determinants of health (SDOH) resources.

Scripps Health
2025 Community Health Needs Assessment - Implementation Strategy
Fiscal Year 2026-2028

	<p>CABG, and pneumonia through coordinated chronic condition management and post-discharge care.</p> <ul style="list-style-type: none">• Complex Patient Referrals: Links patients with multiple comorbidities or complex psychosocial needs to specialized providers and community resources.• SDOH Healing Support: Connects patients to housing navigation, food pantries, transportation, and health education to promote recovery. <p>Services Provided:</p> <ul style="list-style-type: none">• Scheduling follow-up medical appointments• Connecting patients with housing, food, and transportation resources• Supporting management of chronic conditions (AMI, CABG, CHF, COPD, pneumonia, stroke, COVID-19)• Addressing substance use and dependency• Facilitating access to mental health and cancer care• Providing emotional and psychosocial support		
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Access to Care: A Different Kind of Healthcare Experience			
Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods: Measurable Targets, Anticipated Impact and Other Comments
Scripps Mercy Hospital Chula Vista	<p>Scripps Mercy Hospital Chula Vista’s Well-Being Center and Screening for Social Determinants of Health (SDOH)</p> <p>In 2024, Scripps Health implemented a standardized Social Determinants of Health (SDOH) inpatient screening tool across all five hospital campuses. The tool screens patients aged 18 and older across five key domains: food security, housing instability, transportation needs, utility difficulties, and interpersonal safety.</p> <p>Scripps established a system to track "screen-positive" rates and implemented standardized response protocols for patients who screen positive. A key partnership was formed with the Scripps Well-Being Center at Scripps Mercy Hospital Chula Vista to help connect these patients with appropriate community resources following discharge. Ongoing efforts will continue to focus on patients who screen positive in two or more SDOH domains.</p>	County of San Diego	<p>Program Metrics</p> <ul style="list-style-type: none">• Number of patients referred to the Well-Being Center.• Number of patients successfully contacted within 30 days of hospital discharge.• Total number of community resources and supportive services provided.• Number and type of resources offered by SDOH domain (e.g., food, housing, healthcare, transportation).• Number of patients not successfully reached.• Identified barriers to patient outreach.

Access to Care: A Different Kind of Healthcare Experience			
Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods: Measurable Targets, Anticipated Impact and Other Comments
Scripps Mercy Hospital Chula Vista	<p>Promotoras in Action: Prevention, Education and Wellness</p> <p>In partnership with the Scripps Family Medicine Residency Program and the Chula Vista Community Collaborative, the Scripps Mercy Hospital Chula Vista Well-Being Center will continue to support <i>Promotoras in Action: Prevention, Education, and Wellness</i>. This community-based initiative will train 20 community health workers—known as <i>Promotoras</i>—who will serve as trusted residents.</p> <p>Promotoras will receive training in health education and promotion and will serve as vital links between the healthcare system and the community. They will share culturally relevant health and wellness information with individuals and groups throughout San Diego’s South Bay region, empowering residents to make informed decisions about their health and to access needed services.</p>	County of San Diego	<p>Program Metrics</p> <ul style="list-style-type: none">• Session Attendance: Number of individuals attending Promotora-led prevention, education, and wellness sessions each month.• Health Education Content: Number and types of culturally and linguistically appropriate health education materials developed, including key topics covered (e.g., nutrition, asthma management, preventive care).• Community Reach and Engagement: Number of community members reached through Promotora outreach efforts (e.g., one-on-one education, group presentations, tabling events), with documentation of how information was used (e.g., referrals made, health services accessed, behavioral changes reported).• Promotora Training and Capacity Building: Number of Promotoras trained; training hours completed; core competencies achieved (e.g., motivational interviewing, chronic disease education, system navigation).

Access to Care: A Different Kind of Healthcare Experience

Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods: Measurable Targets, Anticipated Impact and Other Comments
Systemwide	<p>On My Way Initiative</p> <p>The <i>On My Way</i> scheduling framework is designed to optimize patient scheduling and reduce wait times. It enables patients to view current wait times at all eligible Scripps emergency departments (ED), urgent care centers, HealthExpress and laboratory locations, allowing them to choose the most convenient location.</p> <p>Patients can notify their selected location that they are on their way and choose a preferred time frame for their visit. This is not an appointment but rather the approximate wait time is based on patients seen in the past hour. This system supports more efficient planning for both patients and providers, improves communication around wait times, gives staff greater visibility regarding incoming patients, and helps expedite care delivery.</p>		<p>Program Metrics</p> <ul style="list-style-type: none">• Total volume of patients who use On My Way to notify or schedule before arriving at the ED, Urgent Care, HealthExpress – My Scripps, HealthExpress – Scripps.org and laboratory locations.• Rate of patients who miss or arrive late for their selected time slot. This would indicate whether patients are following through and can guide workflow adjustments or reminder strategies (Not regularly monitoring but could be pulled by request).

Access to Care: A Different Kind of Healthcare Experience			
Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods: Measurable Targets, Anticipated Impact and Other Comments
Systemwide	<p>Online Scheduling</p> <p>The online scheduling platform enables new and existing patients to book appointments independently, improving convenience and access while reducing staff workload. Patients can schedule in advance without calling, waiting on hold, or speaking with a representative, making the process faster and more user-friendly.</p> <p>For Scripps frontline staff, the platform helps lower appointment-related call volumes. It is now integrated across multiple service lines and remains one of the most requested access-to-care features. Currently, 25 specialties are supported, with internal medicine, family medicine, pediatrics, and dermatology seeing the highest adoption, over 25% of visits in these areas are booked online. Additional specialties, including ENT, urology, and endocrinology, will be added soon.</p>		<p>Program Metrics</p> <ul style="list-style-type: none"> Percentage of visits scheduled online – Tracked weekly and reported regularly. This metric reflects patient adoption of the online scheduling platform. Rolling 4-week average of appointments available to be scheduled online – Monitors scheduling capacity by comparing the number of online-available appointments to the total number of scheduled appointments. No-show rate for online-scheduled appointments – This data exists in the system and can be pulled upon request. While not currently monitored on a regular basis, it could be used to evaluate the reliability of self-scheduling compared to traditional scheduling methods.

Access to Care: A Different Kind of Healthcare Experience

Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods: Measurable Targets, Anticipated Impact and Other Comments
Scripps Medical Foundation	<p>Medication Patient Financial Assistance Program</p> <p>The Medication Patient Financial Assistance Program serves patients that may be uninsured, under-insured as well as those that have insurance. Staff members will continue to search out funding sources from grants and manufacturers for high dollar medications so that patients do not have to make a choice between their physical health and financial health. The purpose is to make medications available to patients that would otherwise be unaffordable.</p>		<p>Program Metrics</p> <ul style="list-style-type: none">• Number of patients served to provide support and to identify and enroll vulnerable individuals in free or reduced-cost medication programs.• Number of employees dedicated to this initiative.

Access to Care: A Different Kind of Healthcare Experience Scripps Residency Programs – Community Service Projects and Underserved Medicine Rotations			
Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods: Measurable Targets, Anticipated Impact and Other Comments
Scripps Clinic and Scripps Green Hospital	<p>Scripps Clinic and Scripps Green Hospital Internal Medicine Residency</p> <p>Community Service Projects As part of their curriculum, internal medicine residents at Scripps Clinic and Scripps Green Hospital will continue to engage annually in community service projects focused on addressing social determinants of health. Working in collaborative teams, residents plan and implement initiatives designed to support underserved populations throughout the region. This hands-on experience strengthens their clinical training while advancing Scripps mission to ensure fair and inclusive health care and deepen our connection to the communities we serve.</p> <p>Underserved Medicine Rotation Curriculum In addition, Scripps Clinic and Scripps Green will continue to offer medicine rotations designed to provide residents with valuable insights and skills for serving vulnerable populations. This rotation encompasses training at diverse community-based facilities that cater to medically underserved populations. These rotations will equip residents with the knowledge and expertise needed to address healthcare gaps and provide high-quality care to underserved communities.</p>	<p>Social Service Organizations</p> <p>Owen HIV Clinic & La Maestra Community Health Center</p>	<p>Program Metrics</p> <ul style="list-style-type: none">• Number of medical residents participating.• Types of community partnerships.• Types of projects conducted. <p>Program Metrics</p> <ul style="list-style-type: none">• Number of medical residents participating.• Types of medicine rotations.

	<p>Examples of underserved medicine rotations:</p> <p>The HIV primary clinic in San Diego County is one of the largest and comprehensive with over 3,000 patients. The HIV/ID clinic is a very active teaching site with medical students and residents, infectious disease fellows, pharmacy residents, and visiting learners. Residents from Scripps Green and Clinic will work with a diverse patient population and with multidisciplinary teams of clinicians (physicians, nurse practitioners, physician assistants), pharmacists, nurses, social workers, patient navigators, and other staff. Residents will be assigned to a clinic provider and have the opportunity to work in various clinics that include HIV prevention, care, and treatment.</p> <p>La Maestra Community Health Center. Residents from Scripps Green and Scripps Clinic will have a medical rotation at La Maestra Community Health Center which is a Federally Qualified Health Center with ten locations in underserved communities throughout San Diego, including school-based clinics and a mobile clinic.</p>		
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Access to Care: A Different Kind of Healthcare Experience Scripps Residency Programs – Community Service Projects and Underserved Medicine Rotations			
Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods: Measurable Targets, Anticipated Impact and Other Comments
<p>Scripps Mercy Hospital San Diego</p>	<p>Scripps Mercy San Diego Internal Medicine Residents and Transitional Year Residency</p> <p>Scripps Mercy Hospital is a major teaching hospital with the longest existing medical education program in San Diego County. Scripps Mercy Hospital San Diego is the primary clinical education site for more than 70 residents annually from their GME programs. In 2014, Scripps Mercy Hospital (SMH) began a partnership with Family Health Centers of San Diego to provide inpatient and subspecialty teaching to family medicine residents who were part of the new Teaching Health Centers Residency programs. This commitment has remained since its inception.</p> <p>Community Service Projects</p> <p>Scripps Mercy San Diego Internal Medicine Residents will continue to engage in yearly volunteer events such as flu vaccine clinics to serve underserved populations at multiple locations as well as staffing the medical tent at San Diego Rescue Mission outreach events to San Diego’s homeless population. The Residents have started a committee dedicated to promoting and coordinating resident participation in community service beyond what the program offers.</p> <p>Underserved Medicine Rotation Curriculum</p> <p>Scripps Mercy San Diego offers a one-week required rotation for interns and an optional rotation for second- and third-year residents, led by internal medicine faculty. Residents engage with</p>	<p>Family Health Centers, Mountain Health Family, Medicine Clinic, Campo CA, Salvation Army, Otay Mesa, San Diego Rescue Mission, Father Joe’s Village Health Center, San Diego County Department of Health, Scripps Advance Care Clinic, Rachel’s House and Generate Hope (serves human trafficking victims).</p>	<p>Program Metrics</p> <ul style="list-style-type: none"> • Number of medical residents participating. • Types of community partnerships. List of active collaborations, including but not limited to: <ul style="list-style-type: none"> ○ Rural physicians ○ Father Joe’s Clinic ○ Salvation Army Residential Program ○ San Diego Rescue Mission Outreach Van ○ Substance Use Disorder Nurses ○ County STD Screening Services ○ Medication-Assisted Treatment (MAT) Support Group at Family Health Centers of San Diego (FHCSD) ○ Scripps Advance Care Clinic • Number of patient encounters at the Family Health Center San Diego (Hillcrest location) Resident Clinic, broken down by primary and specialty care, as reported by FHCSD.

Scripps Health
2025 Community Health Needs Assessment - Implementation Strategy
Fiscal Year 2026-2028

	community-based organizations to better understand the social and structural factors affecting vulnerable and underserved populations. The rotation prepares them to recognize health differences and deliver compassionate care throughout their careers.		
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Access to Care: A Different Kind of Healthcare Experience Scripps Residency Programs – Community Service Projects and Underserved Medicine Rotations			
Hospital Facility	Programs and Strategies		Evaluation Methods: Measurable Targets, Anticipated Impact and Other Comments
Scripps Mercy Hospital Chula Vista	<p>Scripps Mercy Hospital Chula Vista Family Medicine Residents Program</p> <p>The Family Medicine Residency Program at Scripps Mercy Hospital Chula Vista provides training and experiences for family medicine physicians to prepare for full spectrum care in both the inpatient and outpatient settings. The curriculum has a strong emphasis on community medicine which is integrated longitudinally throughout the three years of training. Scripps partnerships with local community health programs allow residents to focus on medically underserved communities, particularly those along the California and Baja border regions.</p> <p>Community Oriented Primary Care Service Projects (COPC)</p> <p>The Family Medicine Residency Program at Scripps Mercy Hospital Chula Vista is committed to engaging residents in community-based interventions, advocacy efforts, and other community medicine experiences. As part of this commitment, residents identify local health needs and community partners to design, develop and implement projects in a collaborative approach.</p> <p>Ongoing COPC Projects:</p> <ul style="list-style-type: none">• Collaboration with street medicine teams• Expanding access to breastfeeding resources• Home visits for older adults with diabetes• Increasing CPR training at local high schools	Community-based organizations in the South Bay.	<p>See page 69 for more information on the San Ysidro Health Center partnership.</p> <p>Program Metrics</p> <ul style="list-style-type: none">• Number of residents completing COPC projects.• Description of COPC projects.• Outcomes related to the COPC projects (if available).

Access to Care: A Different Kind of Healthcare Experience Youth Health Career Pathway Programs			
Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods: Measurable Targets, Anticipated Impact and Other Comments
Systemwide	Scripps High School Exploration Internship Program This program, launched by Scripps, aims to inspire high school students to pursue careers in healthcare fields experiencing workforce shortages. Students will continue to rotate through various hospital departments, will gain exposure to diverse roles, will explore career options, and will learn valuable lessons about health and healing.	Scripps collaborates with local high schools to help students explore health care roles and gain firsthand experience as they work with Scripps health professionals.	Program Metrics <ul style="list-style-type: none">• Number of students participating by hospital site.• Number and variety of departments available for shadowing.• Total internship hours completed by all students.

Access to Care: A Different Kind of Healthcare Experience Youth Health Career Pathway Programs			
Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods: Measurable Targets, Anticipated Impact and Other Comments
Systemwide	Young Leaders in Health Care Scripps hosts the “Young Leaders in Health Care” program for local high school students in grades 9–12. This initiative will continue to introduce students to healthcare careers through health-related topics and presentations. Participants will be encouraged to apply for the High School Explorer summer internship program after completing the program.	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 Dieguito Alliance for Drug Free Youth.	Program Metrics <ul style="list-style-type: none">• Number of meetings held.• Number of student participants.

Scripps Health
2025 Community Health Needs Assessment - Implementation Strategy
Fiscal Year 2026-2028

Access to Care: A Different Kind of Healthcare Experience Youth Health Career Pathway Programs			
Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods: Measurable Targets, Anticipated Impact and Other Comments
Scripps Mercy Hospital Chula Vista	<p>Scripps School to Health Career Pathway Program</p> <p>The Family Medicine Residency Program at Scripps Mercy Chula Vista engages high school students in health education and career exploration through interaction with medical residents, dietitians, nurses, and doctors.</p> <p>In partnership with local schools and colleges, students gain hands-on experience via internships, mentoring, classroom presentations, surgical observations, and the Scripps Health Careers Opportunity Camp. Family Medicine residents lead the “Our Health” series, offering public health education and clinical skills workshops.</p> <p>The program especially aims to inspire students from underserved communities to pursue healthcare careers.</p> <p>Programs Include:</p> <ul style="list-style-type: none">• Camp Scripps: Summer Enrichment Program• Career Mentoring Program• Health Professionals in the Classroom• Youth Surgery Viewing• California Medicine Scholars Program (CMSP)	Sweetwater Union High School District, SD Unified High School District, Cristo Rey High School, SD Community Colleges, SDSU Public Health and Social Work Students, CA Medicine (CalMed) Region, UCSD and Imperial Valley AHEC.	<p>Program Metrics</p> <ul style="list-style-type: none">• Number of high school students reached or engaged.• Number of medical residents participating.• Number of interactive classroom presentations between medical residents and students.• Pre- and post-program surveys measuring student interest in healthcare careers.

Scripps Health
2025 Community Health Needs Assessment - Implementation Strategy
Fiscal Year 2026-2028

Access to Care: Less Burden on Emergency Departments

Goal: Reduce reliance on emergency departments (ED) for non-emergent care by improving access to timely primary and specialty care, expanding alternative care options, and addressing underlying causes of ED overuse, such as gaps in mental health services and acute care access.

Intended Impact:

- Decrease avoidable emergency department (ED) visits by connecting individuals with accessible, community-based primary and urgent care services.
- Prevent health crises by expanding timely access to medical and social services for high-risk individuals, including those experiencing homelessness.
- Strengthen care coordination and clinical-community partnerships to manage chronic conditions and address social determinants of health (SDOH), reducing the need for emergency care.
- Enhance access to culturally and linguistically appropriate care to ensure patients receive the right level of care in the right setting, reducing dependence on emergency services.

Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods: Measurable Targets, Anticipated Impact and Other Comments
Scripps Mercy Hospital San Diego	<p>The City of Refuge (CoR) Recuperative Care Unit Programs (RCU)</p> <p>The Recuperative Care program will continue to provide temporary shelter to people experiencing homelessness following hospital discharge, helping prevent them from returning to the streets while ill and recovering. Scripps Health will partner with City of Refuge San Diego Recuperative Care Shelter (RCS) to offer this supportive care, providing homeless individuals a safe place to recover after discharge. Scripps will pay a daily rate to City of Refuge for housing and services for these patients.</p>	The City of Refuge San Diego, Family Health of San Diego and Father Joe’s Villages.	<p>Program Metrics</p> <p>Hospitalization Data</p> <ul style="list-style-type: none">• Total hospital days accumulated by RCU patients.• Average hospital stay length before RCU transition. <p>Patient Payer Mix</p> <ul style="list-style-type: none">• Percentage breakdown of insurance coverage types (Medi-Cal, Medi-Cal HPE, restricted Medi-Cal, HMO Medi-Cal, uninsured) will be monitored. <p>Eligibility and Enrollment</p> <ul style="list-style-type: none">• Percentage of patients enrolled in Medi-Cal or other benefits will be measured. <p>Post-Discharge Support</p> <ul style="list-style-type: none">• Percentage of patients transitioning into drug rehabilitation will be recorded.• Percentage connected to primary care providers or community clinics will be tracked. <p>Discharge Outcomes</p> <ul style="list-style-type: none">• Percentage transitioning into Independent Living Facilities (ILF) will be tracked.

Scripps Health
2025 Community Health Needs Assessment - Implementation Strategy
Fiscal Year 2026-2028

			<ul style="list-style-type: none">• Percentage leaving voluntarily or due to non-compliance will be monitored.• Percentage relocating to family homes will be recorded.• Percentage moving into transitional housing will be tracked.• Percentage remaining in RCU will be measured. <p>Hospital Readmission Rate</p> <ul style="list-style-type: none">• Percentage of patients readmitted within program timeframe will be tracked.
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Access to Care: Less Burden on Emergency Departments			
Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods: Measurable Targets, Anticipated Impact and Other Comments
Scripps Mercy Hospital San Diego	FJV Recuperative Care Beds Recuperative care plays a crucial role in reducing hospital readmissions, improving recovery, and preventing individuals from returning to the streets. After the closure of the Rescue Mission’s Recuperative Care Unit in January 2019, Father Joe’s Villages (FJV) launched its own program, offering housing, case management, meals, and healthcare services for individuals too sick to return to the streets post-hospitalization. While not providing long-term housing (stays will typically be under 90 days), it will serve as a bridge to other housing and social services. Through a contract, Scripps Mercy Hospital (SMH) will secure two monthly beds in FJV’s program for eligible patients needing extended recovery, with beds filled by new SMH patients as others transition to permanent housing or shelters.		Program Metrics Hospitalization Data <ul style="list-style-type: none"> Total hospital days accumulated by RCU patients. Average hospital stays before transitioning to RCU (Program impact: helps avoid extended hospitalization). Payer Mix of Recuperative Care Shelter Patients <ul style="list-style-type: none"> % Medi-Cal % Medi-Cal HPE % Out-of-county Medi-Cal % HMO Medi-Cal Post-Discharge Transitions <ul style="list-style-type: none"> Number of patients that transitioned to drug rehab or mental health treatment centers will be recorded. % connected to primary care providers or community clinics will increase. Discharge Outcomes <ul style="list-style-type: none"> % remained in RCU with extended stays covered by HMO Medi-Cal (no longer funded by Scripps) will be monitored. % left voluntarily or were discharged for non-compliance will be tracked. % transitioned to Father Joe’s Villages shelter will be recorded. Hospital Readmission Rate <ul style="list-style-type: none"> % readmitted during program timeframe will be measured.

Access to Care: Less Burden on Emergency Departments			
Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods: Measurable Targets, Anticipated Impact and Other Comments
Scripps Mercy Hospital San Diego	<p>CalAIM Managed Care High-Service User Enhanced Case Management Initiative (ECM)</p> <p>Scripps Mercy Hospital is launching a CalAIM-supported initiative to connect patients with five or more emergency visits in six months to Enhanced Case Management (ECM) services. The program engages patients during hospitalization, enrolls them in ECM, and links them to the Scripps Advanced Care Clinic for chronic condition management.</p> <p>For Community Health Group Managed Medi-Cal members, Scripps EPIC system flags eligible patients and alerts ECM coordinators for rapid follow-up—often within 72 hours. The goal will be to improve health, strengthen care coordination, and reduce preventable ER visits.</p>		<p>Program Metrics:</p> <ul style="list-style-type: none">• Total ECM Referrals: Number of eligible high-utilizer patients referred to Enhanced Case Management services.• ECM Enrollment Rate: Number and percentage of referred patients who are successfully enrolled in ECM.• Care Continuity: Number of ECM patients successfully reconnected with their Primary Care Provider (PCP) and/or ECM provider for ongoing care.• Advanced Care Clinic Linkage: Number of patients referred to the Scripps Advanced Care Clinic for chronic disease management.• Hospital Readmissions: Number and percentage of ECM-enrolled patients readmitted to the hospital within 30 and 90 days. (Note: Efforts are underway to improve automation and reduce manual tracking burden).

Access to Care: Less Burden on Emergency Departments

Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods: Measurable Targets, Anticipated Impact and Other Comments
Scripps Mercy Hospital San Diego & Scripps Mercy Hospital Chula Vista	Transitions of Care (ToC) Program Scripps Health and Family Health Centers of San Diego (FHCSO) expanded their Behavioral Health Initiative by embedding FHCSO Social Workers within the care team at Scripps Mercy Hospital. These Social Workers will continue to collaborate with Scripps Case Managers and Social Workers to ensure continuity of care for FHCSO patients after discharge. The ToC program will help patients schedule and attend follow-up appointments at FHCSO for primary care, behavioral health, or other needed services. By strengthening the link between hospital discharge and community-based care, the program will aim to reduce avoidable readmissions and patients waiting in the emergency department, as well as improve health outcomes for patients facing complex medical and behavioral health challenges. <i>Referrals for Chula Vista patients are directed to the ToC program.</i>	Family Health Centers of San Diego.	Program Metrics <ul style="list-style-type: none">• Number of patients who attended follow-up appointments.• Number of patients readmitted within 30 days.• Number of patients who missed appointments.

Scripps Health
2025 Community Health Needs Assessment - Implementation Strategy
Fiscal Year 2026-2028

Access to Care: Less Burden on Emergency Departments

Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods: Measurable Targets, Anticipated Impact and Other Comments
Scripps Mercy Hospital San Diego	<p>Scripps Advanced Care Clinic</p> <p>Older adults face increased risks from chronic conditions like diabetes, osteoporosis, and Alzheimer’s, as well as infectious diseases such as pneumonia. Scripps provides comprehensive, patient-centered care addressing medical, psychosocial, economic, and spiritual needs through an evidence-based extensivist model.</p> <p>The clinic will expand services for underserved populations by offering Healing Touch, a Cardiology Clinic staffed by volunteer cardiologists and Internal Medicine residents, plus weekly free psychotherapy/behavioral health and acupuncture services. The goal will be to reduce emergency department visits, avoidable hospitalizations and readmissions.</p>	Community Organizations	<p>Program Metrics (reported by calendar year to ensure adequate sample size; N=236, with over 600 patients enrolled since program inception):</p> <ul style="list-style-type: none">• Percentage reduction in emergency department visits.• Percentage reduction in hospitalizations.• Percentage reduction in hospital readmissions among enrolled patients. <p><i>The program is located at Scripps Mercy San Diego and is overseen by Scripps Medical Foundation.</i></p>

Access to Care: Less Burden on Emergency Departments			
Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods: Measurable Targets, Anticipated Impact and Other Comments
<p>Scripps Mercy Hospital Chula Vista and Scripps Mercy Hospital San Diego</p>	<p>Scripps Mercy Hospital Chula Vista & San Diego – San Ysidro Health (SYH) Partnership San Ysidro Health Center is a Federally Qualified Health Center (FQHC) that has delivered high-quality, compassionate care to underserved populations in San Diego County for more than 50 years. With 27 freestanding clinic sites located in Medically Underserved Areas (MUAs), San Ysidro Health plays a vital role in expanding community health access.</p> <p>San Ysidro Health Internal Medicine Residency Program Since 2020, Scripps Mercy Hospital has partnered with San Ysidro Health as a training site for its SYH Internal Medicine Residency Program. This collaboration provides residents with comprehensive medical education in a community-based setting, serving diverse patient populations in multiple outpatient clinics. Inpatient training occurs primarily at the Scripps Chula Vista campus, with additional experience at the Scripps Mercy San Diego campus.</p> <p>Key Areas of Continued Collaboration</p> <p>Obstetrical Services Scripps provides will continue to provide comprehensive obstetrical care through outpatient and inpatient services, with strong partnerships across Southern San Diego County. Key initiatives include:</p>	<p>San Ysidro Health is a Federally Qualified Health Center (FQHC).</p>	<p>Program Metrics</p> <p>Obstetrical Services</p> <ul style="list-style-type: none"> Track hospital-based maternal health visits at SYH. Monitor the number of Centering prenatal group sessions at SYH clinics. Annual counts: residency clinic visits and residency deliveries. <p>Scripps Family Medicine (FM) Residency Program</p> <ul style="list-style-type: none"> Number of patients/visits seen by residents at SYH Chula Vista Total residency graduates now practicing at SYH (currently >40, many in leadership roles). <p>Training and Research</p> <ul style="list-style-type: none"> Graduate Placement in Underserved Communities – % of residency/fellowship graduates practicing in underserved communities within two years of graduation (baseline: >70% residency, 100% fellowship). QI Project Outcomes – Number/percentage of resident-led QI projects with measurable clinical improvements or dissemination via publication/conference. <p>San Ysidro Health Urgent Care</p> <ul style="list-style-type: none"> Scripps holds contracts with various Scripps medical groups to serve as the providers for San Ysidro Health urgent care services.

	<ul style="list-style-type: none">• High-Risk Pregnancy Care: Scripps perinatologists consult on complex cases for San Ysidro Health patients, coordinating with Scripps physicians and specialists.• Healthy Women, Healthy Babies: Led by the Scripps Family Medicine Residency, this program improves perinatal care for underserved populations using the Promotora Model for culturally tailored home visits, lactation support, and breastfeeding groups.• Collaborative Partnerships: Work with local FQHCs—San Ysidro Health, Imperial Beach Clinic, Operation Samahan—along with the Scripps Well Being Center and residency programs.• Centering Pregnancy: Group prenatal and well-child visits led by Family Practice Residents at two San Ysidro clinics in Chula Vista. <p>Scripps Family Medicine (FM) Residency Program The San Ysidro Health (SYH) Chula Vista site, organized as a Patient-Centered Medical Home (PCMH), serves as a training site for the Scripps Family Medicine Residency Program. Each year, the program admits nine residents committed to practicing in underserved communities and provides training in full-spectrum family medicine, including hospital-based and outpatient primary care.</p> <ul style="list-style-type: none">• Graduate Impact: More than 70% of residency graduates and 100% of graduates from the non-surgical OB/GYN fellowship, practice in underserved communities.• Fellowship Expansion: Since its launch in 2022, the OB/GYN fellowship has graduated five fellows, all delivering inpatient and outpatient maternity care in underserved areas.• Collaborative Initiatives: In partnership with SYH, the residency program implemented trauma-informed staff training and integrated Adverse Childhood Experiences (ACEs) screening, identifying childhood trauma that can		
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	<p>impact long-term health, into primary care workflows across the organization.</p> <p>Training and Research (Residents Practicing in Underserved Communities) Residents will continue to participate in longitudinal Quality Improvement (QI) projects, gaining skills in team-based healthcare improvement. Recent projects have focused on:</p> <ul style="list-style-type: none">• Improving diabetes management and outcomes in the continuity clinic.• Enhancing aspirin screening/prescribing for preeclampsia prevention—published and presented at national conferences. <p>San Ysidro Health Urgent Care Scripps physicians will continue to help staff the SYH’s Urgent Care, which sees ~100 patients daily, offering timely care for non-life-threatening conditions (e.g., minor injuries, infections, allergic reactions). This alleviates pressure on emergency departments and improves community access.</p>		
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Scripps Health
2025 Community Health Needs Assessment - Implementation Strategy
Fiscal Year 2026-2028

Access to Care: Less Burden on Emergency Departments			
Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods: Measurable Targets, Anticipated Impact and Other Comments
Select Specialty Hospital San Diego	Select Specialty Hospital San Diego - Access to Long-Term Acute Care Hospital Level of Care In 2021, Scripps Health acquired 24.5% of Select Hospital's holdings through IHS Holding Company LLC. To monitor progress towards providing LTACH access to the patient population, the hospital will track diagnosis and demographic metrics.		Program Metrics <ul style="list-style-type: none">• Diagnosis and Demographic Information (including age, race, sex, gender).

Scripps Health
2025 Community Health Needs Assessment - Implementation Strategy
Fiscal Year 2026-2028

Access to Care: Better Data Collection, Sharing and Coordination

Goal: Enhance health care delivery and outcomes by improving data collection, sharing and coordination across hospitals, community clinics, social service providers, reducing barriers to care and fostering seamless collaboration.

Intended Impact:

- Expand access to healthcare for underserved populations by leveraging data-sharing partnerships with community-based organizations to identify needs and deliver timely services.
- Strengthen care management and clinical-community linkages by using shared data to connect patients with resources that address social determinants of health (SDOH), including food, housing and transportation.

Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods: Measurable Targets, Anticipated Impact and Other Comments
Systemwide	<p>Health Outcomes Information Center (HOIC) Established in 2023 with Krueger-Wyeth Award funding and maintained by Scripps Data Scientists, the HOIC serves as a central hub for longitudinal data and health outcomes-based analytics. It supports Scripps mission to reduce differences and improve outcomes through actionable insights that inform current and future health strategies with a goal of enhancing our understanding of the challenges and opportunities surrounding health outcomes—both within and beyond the Scripps Health system.</p> <p>San Diego Health Connect Public Data Sharing Infrastructure This regional data sharing infrastructure enables secure and seamless exchange of health information among hospitals, clinics, public health departments, EMS, labs, radiology centers, pharmacies, LTPAC facilities, behavioral health providers, CBOs, and payers. It supports coordinated care and timely access to critical health data across the continuum of care.</p>		<p>Program Metrics</p> <ul style="list-style-type: none"> • Track Inpatient Social Determinants of Health (SDOH) across five domains and increase follow-up rates for patients screening positive in two or more domains. • Care Everywhere is an Epic EHR feature that enables secure health information exchange across organizations, giving providers access to complete medical records to improve care coordination. Improve the rate at which organizations across the continuum of care throughout the community can securely access and/or utilize data exchanged through Care Everywhere and other related secure data sharing infrastructure. <p>Improve performance in at least one priority area:</p> <ul style="list-style-type: none"> • Inpatient quality outcome: Raise breastfeeding rates to 82.5% within the first two hours of birth for non-NICU infants. • Ambulatory quality outcome: For at least one ambulatory quality measure, launch and maintain a process that (1) improves patient-facing data collection, (2) gap closure coordination (ex. self-scheduling), and (3) optimizes reporting of quality performance to entities that aggregate and share quality data. • Explore partnership development: Partnership Development: Build collaborations with community-based organizations (CBOs) to help them

Scripps Health
2025 Community Health Needs Assessment - Implementation Strategy
Fiscal Year 2026-2028

			use public data sharing infrastructure, enabling timely access to data for identifying community needs and delivering responsive services (e.g., Mama’s Kitchen, San Ysidro Health Center).
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Access to Care: Recognition of and Assistance with Disabilities and Trauma

Goal: Support individuals living with disabilities and those affected by trauma by providing accommodations, compassionate care, and access to resources that promote healing, independence, and well-being.

Intended Impact:

- Expand access to trauma care and disability support services through coordinated efforts with health care, behavioral health, and social service providers.
- Enhance patient experience and health outcomes by tailoring accommodations and services to individuals physical, cognitive, and emotional needs.
- Increase the use and documentation of qualified interpreter services and deliver culturally and linguistically responsive care through translated materials and staff training that reflects the diverse backgrounds and communication needs of patients and families.
- Improve digital accessibility to online health tools—including MyScripps—to support patients with disabilities in managing their care independently.

Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods: Measurable Targets, Anticipated Impact and Other Comments
Systemwide	<p>Friendly Voices Interpreter Program and American Sign Language (ASL) Services</p> <p>Medical terminology can be hard to understand, especially for patients with limited English proficiency or those who are deaf or hard of hearing. Qualified medical interpreters are essential for ensuring clear communication, supporting patient rights, improving care compliance, meeting regulations, and enhancing the patient experience.</p> <p>Upon admission, patients at any Scripps location are asked to identify their preferred language, which is recorded on their wristband and in the electronic health record to support effective communication throughout their care. Scripps will continue to provide qualified medical interpreters 24/7 by trained bilingual staff via Friendly Voices Interpreter Program These services are available for patients who are deaf, hard of hearing or have limited English proficiency—offered in person through the Friendly Voices program or remotely via phone or video in over 250 languages.</p>		<p>Program Metrics</p> <ul style="list-style-type: none">• Number of patients served by American Sign Language (in-person and virtual) third party vendor interpreters.• Number of patients served by third party vendor for (in-person and virtual) interpretation. <i>Tracked via third party vendor and quality reports monitored at each site.</i>• Number of staff trained annually (and in aggregate) in cultural and linguistic competency and interpreter service access.

Access to Care: Recognition of and Assistance with Disabilities and Trauma

Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods: Measurable Targets, Anticipated Impact and Other Comments
Systemwide	<p>Accessible Digital Platforms</p> <p>Scripps recognizes that accessible digital tools are critical to delivering essential for providing quality care to all patients. Accordingly, Scripps is enhancing its online platforms to better serve all users, including individuals with disabilities. These improvements enable patients to more effectively manage their care, schedule appointments, access test results, and communicate with their care teams independently.</p> <p>The MyScripps patient portal, powered by the Epic system, is designed in accordance with national accessibility standards to ensure usability for the broadest possible audience. Features include compatibility with screen readers for individuals who are blind or have low vision, as well as improved color contrast to support users with visual or cognitive impairments.</p> <p>To ensure an accessible and empathetic website experience, Scripps continually improves Scripps.org to reduce barriers for individuals with disabilities, low digital literacy, or cognitive challenges.</p> <p>Key Efforts Include:</p> <ul style="list-style-type: none">• Longstanding Use of the UserWay Accessibility Widget Scripps has implemented the UserWay accessibility solution to support on-demand customization of the website experience. The persistent widget offers features such as contrast and font adjustments, translation into 40+ languages, screen reader compatibility, keyboard navigation,		<p>Program Metrics</p> <ul style="list-style-type: none">• Percentage of sessions using accessibility tools – Tracked by UserWay analytics (quarterly).• Website accessibility compliance score – Measured using Lighthouse or UserWay audits (monthly).• User Feedback related to usability/accessibility – Collected through surveys and feedback tools (ongoing).

	<p>and a dyslexia-friendly mode. UserWay also uses AI to detect and remediate common accessibility issues in real time—such as missing alt text, poor contrast, or improper heading structures—helping maintain ADA and WCAG 2.1 compliance.</p> <ul style="list-style-type: none">• WCAG 2.1-AA Standards in Web Redesign All new site modules and page templates are developed to meet WCAG 2.1-AA and ADA accessibility standards. Accessibility considerations are integrated into development and QA workflows, with regular audits conducted to ensure continued compliance.• Mobile-Responsive and Inclusive Design As Scripps modernizes Scripps.org, it prioritizes mobile usability, simplified navigation, clear content hierarchy, and visual design that supports comprehension for all users.		
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Access to Care: Recognition of and Assistance with Disabilities and Trauma

Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods: Measurable Targets, Anticipated Impact and Other Comments
Scripps Mercy San Diego and Scripps Memorial Hospital La Jolla	<p>Supporting Trauma Care</p> <p>Scripps trains medical and non-medical staff to better understand and respond to patients who have experienced trauma, particularly in emergency and trauma settings. The goal is to minimize additional stress and create a supportive, healing environment for every patient.</p> <p>Injured Trauma Survivor Screen (ITSS) Program</p> <p>The ITSS is a validated, evidence-based screening tool for PTSD and depression in patients with traumatic injuries. Following American College of Surgeons (ACS) guidelines, Scripps Level I and II trauma centers will screen patients and provide referrals as part of comprehensive trauma care.</p> <p>At Scripps Mercy, Trauma Nurse Team Leads administer the ITSS, while trauma social workers perform screenings at Scripps La Jolla. Positive screens prompt social work consultations and information on outpatient mental health resources. Patients with trauma clinic follow-ups are re-screened during intake.</p>		<p>Program Metrics:</p> <ul style="list-style-type: none">• Number of patients screened using the ITSS.• Number of positive screens resulting in a social work or mental health consult.

Community Safety: Trauma and Injury Prevention

Goal: Reduce preventable deaths and injuries through community education, outreach, and targeted interventions, empowering individuals and families to make safer choices and mitigate risks. Programs like child passenger safety, risky driver education, CarFit, and bike/pedestrian safety workshops help individuals understand risks and make safer choices.

Intended Impact:

- Reduce trauma-related deaths and injuries by equipping community members with lifesaving skills and knowledge through accessible education and outreach programs.
- Enhance public readiness for emergencies by promoting awareness and training in Stop the Bleed, CPR, and basic first aid.
- Empower individuals and families to make safer choices with targeted prevention education addressing common injury causes such as falls, motor vehicle accidents, and firearm-related incidents.
- Foster a culture of safety in high-risk communities by collaborating with local partners to deliver culturally relevant, age-appropriate safety education and interventions.

Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods: Measurable Targets, Anticipated Impact and Other Comments
Scripps Memorial Hospital La Jolla	<p>Scripps Lifeguard Advisory Committee (SLAC)</p> <p>Established in 2019, the Scripps Lifeguard Advisory Committee (SLAC) brings together marine safety leaders, trauma clinicians, researchers, and public health educators to enhance beach safety through collaboration among all 11 county lifeguard agencies. Led by Scripps Health, SLAC focuses on improving prehospital trauma care, standardizing reporting, and addressing occupational hazards like Tijuana River pollution.</p> <p>Key Priorities:</p> <ul style="list-style-type: none">• Reduce beach injuries and drownings• Improve coordination between lifeguards and trauma centers.• Support education, outreach, and operations• Guide the Lifeguard Education Conference agenda <p>Key Impacts:</p> <ul style="list-style-type: none">• Strengthened inter-agency collaboration and data sharing• Coordinated response to environmental health risks affecting lifeguards• Standardized terminology and metrics for injury and rescue reporting	San Diego County Marine Safety Agency, the California Surf Lifesaving Association, lifeguard agencies and public safety stakeholders.	<p>Program Metrics</p> <ul style="list-style-type: none">• Number of SLAC meetings and participating agencies.• Number of joint training protocols or data systems developed.• Number of environmental/occupational concerns addressed through collaboration.

Community Safety: Trauma and Injury Prevention			
Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods, Measurable Targets, Anticipated Impact and Other Comments
Scripps Mercy Hospital San Diego and Scripps Memorial Hospital La Jolla	<p>Scripps Hospital-Based Injury Prevention Programs</p> <p>Trauma and Injury Prevention Community Outreach Programs</p> <p>Traumatic injuries are the most treated in U.S. emergency rooms include falls, strikes, motor vehicle accidents, and cuts or piercings. San Diego County’s Trauma System treats over 12,000 patients annually.</p> <p>Scripps Memorial Hospital La Jolla and Scripps Mercy Hospital San Diego’s trauma and injury prevention teams, led by the Trauma Injury Prevention Community Outreach Coordinator, will continue advancing community health through education and outreach. They collaborate with partners to deliver evidence-based programs on fall prevention, concussion awareness, impaired driving, spinal cord injury prevention, suicide prevention, and overall trauma safety.</p>		<p>Program Metrics</p> <ul style="list-style-type: none">• Number of outreach events held.• Number of individuals educated.• Number of partner organizations and schools involved• Topics covered per event.• Estimated reach by population groups (e.g., seniors, youth, athletes, caregivers).

Community Safety: Trauma and Injury Prevention			
Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods, Measurable Targets, Anticipated Impact and Other Comments
Scripps Mercy Hospital San Diego and Scripps Memorial Hospital La Jolla	<p>Scripps Hospital-Based Injury Prevention Programs</p> <p>Saving Lives through Stop the Bleed Campaign & Program</p> <p>Stop the Bleed is a national awareness and hands-on training program that will teach bystanders how to control life-threatening bleeding in emergencies. Designed for a nonmedical audience, the 90-minute Scripps course will include a formal presentation and practice in key techniques such as direct pressure, wound packing, and tourniquet use. The program will be supported by the American College of Surgeons, the U.S. Department of Homeland Security, and local law enforcement.</p>	The American College of Surgeons (ACS) and ACS Committee on Trauma and Scripps Trauma Services	<p>Program Metrics</p> <ul style="list-style-type: none">• Number of training sessions conducted.• Number of individuals trained in bleeding control techniques.• Percentage of participants demonstrating competency in hands-on skills.

Community Safety: Trauma and Injury Prevention

Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods, Measurable Targets, Anticipated Impact and Other Comments
Scripps Memorial Hospital La Jolla and Scripps Mercy Hospital San Diego	<p>Scripps Hospital-Based Injury Prevention Programs</p> <p>Helmet and E-Bike Safety</p> <p>The Scripps Trauma Injury Prevention Department will continue to conduct community presentations on head injury prevention and provide bike helmet fittings at events across San Diego County. Partnering with local schools, community groups, and law enforcement, these events will promote safe riding practices, proper helmet use, and e-bike safety education.</p> <p>In addition, Scripps will participate in the SANDAG Bike Anywhere Day which is a national bike safety campaign to bring awareness and safety to all people who ride bikes.</p>	SANDAG, local schools and law enforcement agencies	<p>Program Metrics</p> <ul style="list-style-type: none">• Number of bike safety events conducted.• Number of individuals educated on head injury prevention.• Number of helmets fitted and distributed.• Number of community partners involved (schools, law enforcement, organizations).• Age groups reached (children, teens, adults).• Geographic reach within San Diego County.

Community Safety: Trauma and Injury Prevention

Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods, Measurable Targets, Anticipated Impact and Other Comments
Scripps Memorial Hospital La Jolla	<p>Scripps Hospital-Based Injury Prevention Programs</p> <p>Lifeguard Partnerships and Water Safety Conference</p> <p>Each year, Scripps will host and fund the Annual Lifeguard Education Conference, delivering continuing education on spinal trauma, drowning prevention, rescue science, and infection control. This year, Scripps will also launch a Winter Lifeguard Leadership Summit to expand professional development.</p> <p>Conference Objectives:</p> <ul style="list-style-type: none">• Provide relevant, field-based continuing education for lifeguards.• Foster collaboration among EMS, hospital, and marine safety personnel.• Recognize outstanding lifeguard contributions• Highlight underrepresented voices, including women in lifeguard leadership.		<p>Program Metrics</p> <ul style="list-style-type: none">• Number of lifeguards participating in the annual education conference.• Number of topics covered in education sessions (e.g., spinal trauma, drowning, infectious disease).• Launch of new initiatives (e.g., Winter Summit) to expand year-round professional development.

Community Safety: Trauma and Injury Prevention

Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods, Measurable Targets, Anticipated Impact and Other Comments
Scripps Mercy Hospital San Diego and Scripps Memorial Hospital La Jolla	<p>Scripps Hospital-Based Injury Prevention Programs</p> <p>Driver Safety Workshops</p> <p>The Scripps Trauma Injury Prevention Team will continue hosting driver safety workshops to promote safe driving and reduce motor vehicle injuries, supporting both independence and informed decision-making.</p> <p>Workshops for older adults will cover age-related risks, common hazardous driving scenarios, collision avoidance, and community resources. These interactive sessions encourage questions, experience sharing, and practical tips for maintaining safe driving.</p> <p>Sessions for novice drivers will focus on defensive driving, risk awareness, and preventing distracted and impaired driving. Impaired driving prevention is a key element across all workshops, emphasizing the dangers of driving under the influence and providing resources for safe alternatives.</p>		<p>Program Metrics</p> <ul style="list-style-type: none">• Number of workshops conducted.• Number of older adult attendees.• Number of safety resources distributed.• Participant feedback on confidence and behavior changes post-workshop.• Number of referrals to additional driving assessments or resources.

Community Safety: Trauma and Injury Prevention			
Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods, Measurable Targets, Anticipated Impact and Other Comments
Scripps Mercy Hospital San Diego and Scripps Memorial Hospital La Jolla	<p>Scripps Hospital-Based Injury Prevention Programs</p> <p>Suicide Prevention and Mental Health</p> <p>Scripps Trauma Services will continue to address suicide prevention through firearm safety and means reduction, using trauma-informed care aligned with national best practices. Firearm suicide is a leading cause of lethal injury, especially among older adults, veterans, and adolescents.</p> <p>In collaboration with schools, behavioral health partners, and community organizations, Scripps educates the public on firearm risks, safe storage, warning signs, and available resources. As an active member of the San Diego County Suicide Prevention Council and its Means Reduction Subcommittee, Scripps integrates prevention messaging into outreach events, distributes resource guides, and supports access to mental health services, including the 988 Suicide & Crisis Lifeline. This approach reinforces upstream prevention and complements Scripps commitment to reducing preventable trauma.</p>	County of San Diego HHSA, Live Well (South region Behavioral & Mental Health Work Group)	<p>Program Metrics</p> <ul style="list-style-type: none">• Number of suicide prevention and firearm safety events or presentations.• Number of individuals educated about means reduction and safe firearm storage.• Number of firearm safety resource guides distributed• Number of community partners engaged (e.g., schools, mental health agencies).• Feedback showing increased knowledge of firearm lethality in suicide and storage practices.• Participation in suicide prevention council meetings and subcommittee initiatives.

Scripps Health
2025 Community Health Needs Assessment - Implementation Strategy
Fiscal Year 2026-2028

Community Safety: Protection and Care for Service Providers

Goal: Support and protect health care workers by addressing staff shortages, mitigating burnout and vicarious trauma and foster a culture of appreciation, wellness, and resilience.

Intended Impact:

- Enhance workforce well-being through programs promoting mental health, resilience, and stress reduction for frontline healthcare and social service providers.
- Reduce burnout and vicarious trauma by implementing trauma-informed workplace practices, peer support networks, and access to mental health resources.
- Promote safe and sustainable work environments through policies prioritizing provider safety, manageable workloads, and organizational responsiveness to employee needs.

Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods: Measurable Targets, Anticipated Impact and Other Comments
Systemwide	<p>Healthcare Violence Task Force (HVTF)</p> <p>Violence in healthcare is a growing public health crisis, with healthcare workers five times more likely to experience workplace violence than other industries. In 2023, Scripps Health President & CEO Chris Van Gorder launched the HVTF—a coalition of 20+ local health systems and law enforcement agencies—focused on reducing violence, enhancing public safety, and improving coordination across San Diego County.</p> <p>Scripps supports this effort through staff de-escalation training, enhanced security, and situational awareness programs.</p> <p>Key Initiatives:</p> <ul style="list-style-type: none">• Bi-monthly leadership meetings between healthcare and law enforcement• Strategies for TASER use, weapons detection, armed security, and forensic restraints• SWATting incident response and sexual assault prevention• Legislative advocacy to protect healthcare workers	<p>The task force includes over 50 senior leaders, including:</p> <ul style="list-style-type: none">• Law enforcement agencies (e.g., San Diego Sheriff, Police Departments across the region).• Government leaders (San Diego District Attorney, City Attorney offices).• Healthcare systems (Scripps, Sharp, UCSD, Kaiser, and others)• Other stakeholders (Hospital Association of San Diego and Imperial Counties, Public Health officials).	<p>Program Metrics</p> <ul style="list-style-type: none">• Number of participating health systems and agencies.• Number of regional meetings held.• Annual reduction in workplace injuries.• Percentage of staff reporting confidence in organizational security measures (via Press Ganey Employee Engagement Survey).

Community Safety: Protection and Care for Service Providers

Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods, Measurable Targets, Anticipated Impact and Other Comments
Systemwide	<p>Hospital Security Enhancement – Visitor Registration</p> <p>Scripps is strengthening safety for patients, visitors, and staff by advancing from awareness to decisive action. Protecting everyone involved in care includes improving prevention, de-escalation, and response to workplace threats.</p> <p>A new standardized training program equips Scripps security officers with advanced skills tailored to healthcare settings. Contracted clinic security has been replaced by in-house officers who understand Scripps culture and care environment.</p> <p>To enhance safety further, Scripps is implementing the Envoy Visitors platform, enabling real-time visitor tracking and rapid multi-channel alerts.</p> <p>By aligning security resources to priority areas and encouraging proactive incident reporting, Scripps is fostering a culture where safety is actively practiced and valued.</p>		<p>Program Metrics</p> <ul style="list-style-type: none">• Tack the number of visitors registered at each hospital site through the Envoy platform.• Track the number of workplace violence-related injuries.

Community Safety: Protection and Care for Service Providers			
Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods, Measurable Targets, Anticipated Impact and Other Comments
Systemwide	<p>Resilience in Stressful Events (RISE) Program - Providing Emotional First Aid to Support All Staff and Physicians 24/7</p> <p>Health care professionals and support staff regularly face high-stress situations. While most stress is manageable, certain experiences—such as the sudden loss of a patient, emotionally charged interactions, or internal conflicts—can become traumatic. Resilience in Stressful Events (RISE) is a free, 24/7, voluntary, private (no physician-patient relationship is created by this contact) and non-judgmental, peer-to-peer support program that assists employees (clinical and non-clinical) and physicians in coping with work-related stressors.</p> <p>Scripps will continue to facilitate the Resilience in Stressful Events (RISE) peer-to-peer support program, training volunteers from across the organization to provide psychological first aid to staff experiencing trauma from high-stress events such as patient loss or difficult interactions. Support will be available 24/7, offering compassionate care, resilience tools, and referrals to additional internal resources as needed. This program is available for both staff and physicians.</p>		<p>Program Metrics</p> <ul style="list-style-type: none">• Number of peer responders trained for employee RISE responders.• Number of peer responders trained for MD RISE responders.• Satisfaction survey or feedback after receiving support.• Number of referrals to further mental health or employee assistance resources. <p>Current Metrics</p> <ul style="list-style-type: none">• Since 2020 employee RISE has had 41 official encounters with an evaluation completed.• 165 employee peer responders; 60 active responders.• Seven site leaders as well as an EAP staff assigned to each site• 12 MD RISE responders.

Community Safety: Enhanced Public Health Crisis Support

Goal: Enhance Scripps emergency preparedness and response capacity by fostering systemwide coordination, advancing climate resilience and prioritizing accessible quality care for vulnerable populations—ensuring all communities are protected before, during, and after disasters.

Intended Impact:

- Strengthen regional disaster readiness through active participation in multi-agency coalitions, improved coordination, and contributions to systemwide planning and emergency response strategies
- Improve climate resilience across healthcare facilities with targeted vulnerability assessments and adaptation measures addressing risks from wildfires, flooding, extreme heat, and poor air quality.
- Promote emergency preparedness through partnerships with community-based organizations to deliver linguistically and culturally appropriate outreach, resources, and support to medically underserved and high-risk populations.

Hospital Facility	Programs and Strategies	Partnerships & Collaborations	Evaluation Methods: Measurable Targets, Anticipated Impact and Other Comments
Systemwide	<p>Scripps Emergency Management Participation in the San Diego County Hospital Disaster Coalition</p> <p>Scripps is committed to inclusive emergency preparedness that meets the needs of all San Diegans, especially vulnerable populations. Scripps facilities maintain Emergency Operations Plans (EOPs) to ensure organized, effective crisis response. Hospitals and Ambulatory Surgery Centers operate under EOPs to maintain services during disasters, while clinics and urgent care centers use Emergency Response Plans that may include evacuation or temporary closure.</p> <p>Scripps actively participates in the San Diego County Hospital Disaster Coalition, collaborating with regional partners to enhance preparedness and response. Representatives serve on committees addressing system vulnerabilities, surge capacity, and equitable resource allocation, aligning with county goals for coordinated multi-hazard planning and resource sharing.</p>	County of San Diego Other hospitals and health systems and Regional Partners.	<p>Program Metrics</p> <p>Emergency Preparedness and Response Coordination</p> <ul style="list-style-type: none">• Number of planning committees or working groups with active Scripps representation.• Number and types of countywide emergency preparedness drills or simulations conducted per fiscal year. <p>Climate Resilience</p> <ul style="list-style-type: none">• Number of climate vulnerability assessments conducted for Scripps facilities in coastal or high-risk zones.• Number and type of facility-specific climate adaptation strategies implemented (e.g., flood barriers, HVAC system upgrades). <p>Access to Care and Community Impact</p> <ul style="list-style-type: none">• Number of collaborative initiatives with community-based organizations to support at-risk populations during emergencies.• Number of medically vulnerable or underserved patients reached during disaster response events.

	<p>Key Focus Areas:</p> <p><i>Climate Change Preparedness</i></p> <ul style="list-style-type: none">• Integrate climate scenarios like wildfires, extreme heat, flooding, and air quality into Hazard Vulnerability Analyses (HVAs).• Assess facility risks including sea-level rise and coastal flooding.• Collaborate with public health agencies to monitor climate-related health trends and emergencies. <p><i>Hazard Vulnerability & Underserved Communities</i></p> <ul style="list-style-type: none">• Address climate hazards’ disproportionate impact on underserved and medically vulnerable populations.• Use geographic and demographic data to identify high-risk communities and tailor response plans.• Prioritize language access, transportation, and healthcare access in emergency planning.• Partner with community organizations to boost resilience and provide culturally appropriate communication and services.		
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