

HEALTHCARE ROUNDTABLE

An Informative Q&A with OC's Top Healthcare Professionals



Barry Arbuckle, Ph.D.
President & CEO
MemorialCare



Robert T. Braithwaite
President & CEO
Hoag



Kimberly Chavalas Cripe
President & CEO
Children's Hospital of
Orange County (CHOC)



Lauren Driscoll
Interim Chief Executive
Providence South



Janeen Hill, PhD
*Founding Dean of Crean College of
Health and Behavioral Sciences*
Chapman University



Michael Hunn
CEO
CalOptima Health



John Kao
Founder & CEO
Alignment Health



Chad T. Lafferis
CEO
UCI Health



Kim Mikes, MBA, RN
CEO
Hoag Orthopedic Institute



Marshall Moncrief
CEO
Be Well OC



Payman Roshan
Senior Vice President/Area Manager
Kaiser Permanente Orange County



Stephen E. Thorne IV
Founder & CEO
Pacific Dental Services®



Annette Walker
President
City of Hope Orange County



HEALTHCARE

ROUNDTABLE PARTICIPANTS

Alignment Health

Alignment Health is championing a new path in senior care that empowers members to age well and live their most vibrant lives. A consumer brand name of Alignment Healthcare (NASDAQ: ALHC), Alignment Health is a tech-enabled Medicare Advantage company that offers more than 40 benefits-rich, value-driven plans that serve 52 counties across six states. The company partners with nationally recognized and trusted local providers to deliver coordinated care, powered by its customized care model, 24/7 concierge care team and purpose-built technology, AVA®. Based in California, the company's mission-focused team makes high-quality, low-cost care a reality for members every day. As it expands its offerings and grows its national footprint, Alignment upholds its core values of leading with a serving heart and putting the senior first. For more information, visit www.alignmenthealth.com.



Be Well OC

The vision of Be Well OC is to lead the nation in optimal mental health and wellness for all residents of Orange County. Be Well OC brings together a robust, community-based, cross-sector strategy - public, private, academic, faith-based and others - to create a community-wide coordinated ecosystem to support optimal mental health. For more information, visit bewelloc.org and follow @Be Well OC on LinkedIn, and @BeWellOC Facebook and Instagram.



Be Well
ORANGE COUNTY

CalOptima Health

A county organized health system, CalOptima Health provides publicly funded health care coverage for low-income children, adults, seniors and people with disabilities in Orange County. CalOptima Health's mission is to serve member health with excellence and dignity, respecting the value and needs of each person. CalOptima Health serves nearly 974,000 members with a network of more than 9,400 primary care doctors and specialists and 45 acute and rehab hospitals. Our programs are: Medi-Cal, including innovative whole-person care services; OneCare, a program for seniors that combines and coordinates Medicare and Medi-Cal benefits; and the Program of All-Inclusive Care for the Elderly (PACE), which provides comprehensive services to support seniors in living independently at home.



CalOptima Health

Chapman University

Founded in 1861, Chapman University is a nationally ranked private university located in Southern California. Chapman is categorized by the Carnegie Classification as an R2 "high research activity" institution and offers personalized education to more than 10,000 undergraduate and graduate students. The campus has produced a Rhodes Scholar, been named a top producer of Fulbright Scholars, and hosts a chapter of Phi Beta Kappa, the nation's oldest and most prestigious honor society. Chapman's Rinker Health Science Campus in Irvine is home to four nationally accredited graduate programs – physician assistant, pharmacy, physical therapy, and speech language therapy – with plans to expand into other high-demand healthcare professions. Learn more at www.chapman.edu.



Children's Hospital of Orange County (CHOC)

Children's Hospital of Orange County (CHOC), a pediatric healthcare system based in Orange County, California, is committed to being a leading destination for children's health by providing exceptional and innovative care. CHOC's growing community includes two state-of-the-art hospitals in Orange and Mission Viejo and a regional network of primary and specialty care clinics serving children and families in four counties. CHOC offers several clinical programs of excellence providing the highest levels of care for the most serious pediatric illnesses and injuries, physical and mental. CHOC's research and innovation institutes are focused on translating real patient needs into real-world treatments so every child can live the healthiest and happiest life possible.



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Appointments available
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YOU. EMPOWERED BY HOAG

HEALTHCARE

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City of Hope

City of Hope's mission is to deliver the cures of tomorrow to the people who need them today. Founded in 1913, City of Hope has grown into one of the largest cancer research and treatment organizations in the U.S. and one of the leading research centers for diabetes and other life-threatening illnesses. City of Hope research has been the basis for numerous breakthrough cancer medicines, as well as human synthetic insulin and monoclonal antibodies. With an independent, National Cancer Institute-designated comprehensive cancer center at its core, City of Hope brings a uniquely integrated model to patients spanning cancer care, research and development, academics and training, and innovation initiatives. City of Hope's growing national system includes its Los Angeles campus, a network of clinical care locations across Southern California, a new cancer center in Orange County, California, and treatment facilities in Atlanta, Chicago and Phoenix. City of Hope's affiliated group of organizations includes Translational Genomics Research Institute and AccessHope™. For more information, please visit cityofhope.org/OC.



Hoag

Hoag is a nonprofit, regional health care delivery system in Orange County, California. Delivering world-class, comprehensive, personalized care, Hoag consists of 1,800 top physicians, 15 urgent care facilities, 10 health & wellness centers, and two award-winning hospitals. Hoag offers a comprehensive blend of health care services that includes seven institutes providing specialized services in the following areas: cancer, digestive health, heart and vascular, neurosciences, spine, women's health, and orthopedics through Hoag's affiliate, Hoag Orthopedic Institute, which consists of an orthopedic hospital and four ambulatory surgical centers. Hoag is the highest ranked hospital in Orange County by U.S. News & World Report and the only OC hospital ranked in the Top 10 in California, as well as a designated Magnet® hospital by the American Nurses Credentialing Center (ANCC). For more information, visit hoag.org.



Hoag Orthopedic Institute

Hoag Orthopedic Institute (HOI)'s mission is to optimize the musculoskeletal health of individuals and their communities. Since 2010, HOI has provided highly specialized and experienced orthopedic and spine care, focusing on patient-centered, value-based outcomes for knee, hip and spine disorders and specialty care related to sports medicine, orthopedic trauma and extremities care. HOI consists of a specialty hospital located in Irvine and five ambulatory surgery centers in Newport Beach, Mission Viejo, Orange, Marina del Rey and Beverly Hills. HOI has more than 300 physicians on staff, including more than 80 orthopedic and spine specialists who deliver patient-centered and value-based orthopedic and spine care. Since 2010, HOI has been named in the top 1% of orthopedic hospitals by U.S. News & World Report and ranks in the 99th percentile for patients' likelihood to recommend the hospital and 98th percentile for overall hospital rating, according to Press Ganey's national database of hospitals.



Kaiser Permanente

Kaiser Permanente is committed to helping shape the future of health care. We are recognized as one of America's leading health care providers and not-for-profit health plans. Founded in 1945, Kaiser Permanente has a mission to provide high-quality, affordable health care services and to improve the health of our members and the communities we serve. We currently serve 12.4 million members in 8 states and the District of Columbia. Care for members and patients is focused on their total health and guided by their personal Permanente Medical Group physicians, specialists, and team of caregivers. Our expert and caring medical teams are empowered and supported by industry-leading technology advances and tools for health promotion, disease prevention, state-of-the-art care delivery, and world-class chronic disease management. Kaiser Permanente is dedicated to care innovations, clinical research, health education, and the support of community health.



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UCI Health

Choosing UCI Health for cancer care gave us mom back.

There's no greater feeling than knowing you've chosen the best place to help you beat cancer. At UCI Health, we treat more patients with cancer and more complex cases than any other hospital in the region. And with **world-class comprehensive cancer care** within your reach, the words "cancer-free" are even closer.



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or call 714-500-7891
to schedule a
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Models used for illustrative purposes.

HEALTHCARE

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MemorialCare

MemorialCare is a nationally recognized care innovator in health care delivery, has more than 15,000 employees, affiliated physicians and volunteers; top hospitals – Long Beach Medical Center, Miller Children’s & Women’s Hospital Long Beach, Orange Coast Medical Center in Fountain Valley and Saddleback medical Center in Laguna Hills; MemorialCare Medical Group and Greater Newport Physicians ranked number one and number two in Orange County for patient satisfaction; MemorialCare Select Health Plan; and numerous convenient outpatient surgery, imaging, urgent care, breast care, physical therapy, and dialysis centers. Its many honors include Best U.S. Health Systems, Largest U.S. Children’s Hospitals, Top 50 Hospitals nationwide and recognition by readers of the Orange County Register as the Best of Orange County: Hospitals and Physician Groups.



Pacific Dental Services®

Pacific Dental Services® (PDS) is one of the country’s leading healthcare support organizations, empowering clinicians with supported autonomy to deliver comprehensive patient care. PDS provides administrative and business operations support, highly skilled staff, and ongoing training and education to help healthcare providers succeed. PDS incorporates the most advanced, proven technologies with best practices and procedures to ensure high-quality care and is a leading advocate for the integration of dental and medical care to improve whole-person health. Since its foundation in 1994, PDS has grown to support over 4,100 clinicians (dentists, dental hygienists, physicians, and nurse practitioners) in nearly 1,000 practices across 25 states and continues to expand. To learn more, visit pacificdentalservices.com.



Providence in California (South Division)

Providence in California is an integrated delivery network that includes 17 hospitals in Northern and Southern California, comprising the organization’s South Division. Over 35,000 caregivers and approximately 11,000 physicians ensure patients receive the highest level of care in the communities we serve. Supporting its acute care settings in California, Providence features hundreds of affiliated medical group clinics and outpatient centers, in addition to TrinityCare Hospice and TrinityKids Care pediatric hospice, Providence High School, home health care services, ten wellness centers and a multitude of telehealth services. Providence is committed to an enduring mission of outreach to the poor and vulnerable, and in 2021 contributed \$710 million in services, programs and charity care to those in need.



UCI Health

UCI Health comprises the clinical enterprise of the University of California, Irvine. As Orange County’s only academic health system and tertiary/quaternary care center, UCI Health plays a unique role in serving the health and wellness needs of our community. Patients can access UCI Health at physician offices throughout Orange County and at its main campus, UCI Medical Center in Orange. U.S. News & World Report has listed the 459-bed acute care hospital among America’s Best Hospitals for 212 consecutive years. UCI Medical Center features specialty ambulatory care clinics, Orange County’s only National Cancer Institute-designated comprehensive cancer center, high-risk perinatal/neonatal program, combined Level I trauma center and Level II pediatric trauma center and is the primary teaching hospital for UCI School of Medicine. UCI Health serves a region of nearly 4 million people in Orange County, western Riverside County and southeast Los Angeles County.



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Saint John's
Health Center



Saint Joseph Medical
Center Burbank



St. Joseph
Hospital Orange



St. Jude
Medical Center

HEALTHCARE ROUNDTABLE



We believe that through collaboration with local innovators, we can produce breakthroughs that reinforce Orange County's reputation as an innovation hub and achieve more discoveries with regional and global impact.

Annette Walker
President
City of Hope Orange County



Working in collaboration with local medical device and biotech companies allows us to continue working towards our mission to ensure that no one needs to leave Orange County to receive world-class, personalized, accessible health care.

Robert T. Braithwaite
President & CEO
Hoag

Orange County is home to many innovators, especially in medical devices, health care, and biotech. How are you taking advantage of collaborative opportunities that will help our region reinforce its reputation as an innovation hub for the state, and the nation?

Marshall Moncrief, Be Well OC: Be Well OC was designed with community partner collaboration as a foundational element. This includes our hospitals, the County of Orange, the 34 cities, community-based organizations, higher education institutions, and public safety partners. It is through this collaborative effort that we are building a first-class mental health and substance use system of care that can be accessed by all Orange County residents, regardless of ability to pay or insurance type. By working together, versus in our own silos, Be Well OC represents not only a different way of bringing everyone to the table but also puts the client at the center of our collective focus.

Stephen E. Thorne IV, Pacific Dental Services: Pacific Dental Services® (PDS) is committed to enabling healthcare providers to elevate their performance and improve the patient experience. Whether by developing proprietary technologies or collaborating with other innovators, we are exploring various ways to integrate oral health care with primary care and achieve our goal of a fully integrated health model that empowers patients to understand their risks and take control of their health. To this end, we recently launched a unique joint venture with MemorialCare to open dozens of co-located practices over the next five years, where medical and dental services will be provided under the same roof with shared health records (on the Epic platform) for enhanced collaboration. We are also working with other healthcare systems and payers to improve care delivery nationwide, reinforcing Orange County's reputation as a healthcare innovation hub.

Chad. T. Lefteris, UCI Health: As Orange County's only academic health system, UCI Health is powered by the unmatched discovery and innovation of a world-class public research institution. In addition to long-standing collaborations in Orange County's fertile biotech field, we are forging relationships with innovation drivers like General Catalyst and its group of tech companies dedicated to developing digital solutions that seek to transform the healthcare industry. Machine learning still holds much promise to improve healthcare. For example, the UCI Center for AI in Diagnostic Imaging is applying machine learning to acute care, such as in stroke and vascular imaging. Our clinicians are collaborating with the industry to enhance the diagnosis of strokes and brain trauma and improve outcomes in conditions where lost minutes equal permanent disability or death.

Annette Walker, City of Hope: City of Hope is a global innovator in cancer research and treatment. OC's many like-minded tech and life science organizations influenced our decision to come to this community. Private sector innovators find we are a good match because we have scientific expertise, are engaged in extensive research, and, as an independent

academic institution, act with speed. We believe that through collaboration with local innovators, we can produce breakthroughs that reinforce Orange County's reputation as an innovation hub and achieve more discoveries with regional and global impact.

Robert T. Braithwaite, Hoag: We are privileged to be surrounded by some of the top innovators in the nation here in Orange County. Working in collaboration with local medical device and biotech companies allows us to continue working towards our mission to ensure that no one needs to leave Orange County to receive world-class, personalized, accessible health care. Recently, we launched a clinical trial with Edwards Lifesciences to study a new mitral valve replacement option. Through the device developed by Edwards Lifesciences, we've been able to provide patients with the latest generation in valve replacement and get people back to feeling their best. Hoag also partnered with the Institute of Molecular Medicine based in Huntington Beach as the study sponsor and its collaborators at the University of California, Irvine and the University of Southern California for a groundbreaking Alzheimer's vaccine clinical trial.

Prevention and early diagnosis are highly effective in stopping serious illness. How is your organization shifting focus to preventive measures, and is this something we can do collectively as Orange County health systems?

Michael Hunn, CalOptima Health: Equitable access to quality cancer care for Medi-Cal members is critical, and Orange County is fortunate to have outstanding resources for cancer prevention and treatment. To better connect members to those resources, CalOptima Health launched a five-year, \$50.1 million Comprehensive Community Cancer Screening and Support Program designed to lower the incidence of late-stage breast, cervical, colon and certain lung cancers. This is the single largest investment by our board in a specific disease prevention program. We will be creative and relentless in screening for these four specific cancers that are relatively easy to detect and are treatable when found in the early stages. Our goal is to increase member awareness and access to screenings as well as improve the member experience throughout the process.

Payman Roshan, Kaiser Permanente Orange County: The best way to fight a serious illness is to stop it from happening in the first place. At Kaiser Permanente, prevention is built into every step. Our members' electronic health record triggers reminders for screenings, so our care teams can see a complete picture of their health at every visit. Health care should never be one-size-fits-all. At Kaiser Permanente, our members get care from teams of experts who take time to truly get to know them. Proactive preventive care that's proven to keep them healthy, and world-class treatment if they do get sick. As a leader in telehealth, we have continued to expand virtual care options, from preventive care to advanced treatment of complicated and chronic health conditions, in response to our members' needs and preferences.

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HOPE

is a global leader in cancer prevention,
treatment, and research

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Amrita Y. Krishnan, M.D., Director of the Judy and Bernard Briskin Center for Multiple Myeloma Research;
Professor, Department of Hematology & Hematopoietic Cell Transplantation



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HEALTHCARE ROUNDTABLE



Consumers want easy access to high-quality, low-cost care. The shift to consumerism is driven by on-demand expectations, such as online self-scheduling, 24/7 access and simple/easy online interfaces.

Laureen Driscoll
Interim Chief Executive
Providence South



We have greatly expanded the level of care we now provide through Virtual Care, our Home Care services, as well as improved access to care at more convenient sites.

Payman Roshan
Senior Vice President / Area Manager
Kaiser Permanente Orange County

Kimberly Chavalas Cripe, CHOC: At CHOC, we define health in multiple domains: physical, mental, emotional, social, and academic, and strive to address all of these important components by reaching into the community in a culturally and linguistically sensitive manner. In the clinical arena, we work with our community of providers, patients, and families to assure that regular check-ups, immunizations, and important physical and mental health screenings are occurring on schedule. To help address the pediatric mental health crisis, we work closely with local schools and community-based organizations to offer education and innovative approaches to care. The greater Orange County community has a tremendous opportunity to come together to further these initiatives, whether it be through philanthropy, in-kind support, or fostering an environment of awareness.

Stephen E. Thorne IV, Pacific Dental Services: We strongly believe that prioritizing preventive measures is crucial for enhancing overall health outcomes. Regular dental exams, cleanings, and patient education on proper oral hygiene techniques can play a significant role in preventing and diagnosing serious illnesses early on. Innovative tools, such as salivary diagnostics, can detect active inflammation in the mouth, measure oral pathogen levels, and identify genetic risk factors for personalized and precise treatment plans. These advanced tools eliminate any previous guesswork and provide more reliable results. The field of oral health is transitioning from reactive to predictive care, employing genomics, oral bacterial testing, and standardized screenings to assess the oral-systemic link's impact on individuals. Health providers across Orange County can work collectively to promote preventive measures and encourage regular dental visits, improving the overall health of the community.

Annette Walker, City of Hope: Prevention is the new frontier, especially for cancer, which is why City of Hope is developing extensive programs for prevention and early detection. For example, we will be starting a clinical trial in Orange County to develop a simple blood test to detect the earliest signs of cancer. If successful, this test will save lives by catching cancer early when there are more treatment options and will revolutionize cancer screenings. Our researchers are also using sophisticated algorithms and machine learning to expand our understanding of what causes cancer and our ability to predict when someone is at risk. We can be highly effective in stopping cancer if we work together and focus on early disease detection. I'm convinced we are entering a new era of prevention. The best way to beat cancer is to prevent it in the first place.

We're seeing more organizations get into the healthcare space – Amazon, Walmart, etc. How are your organizations innovating to ensure that “traditional” health systems don't get left behind?

Janeen Hill, Chapman University: These organizations—Amazon, Google, etc.—have been disrupters in other arenas. It might be a better strategy to see what innovations they are making, which seem successful, and then adapt our approaches. Maintaining the tradition does not seem forward thinking, especially in a health care

industry that needs new approaches to reduce costs, improve outcomes, address disparities and embrace new technologies.

What are you doing to enhance the patient experience?

Laureen Driscoll, Providence South: Consumers want easy access to high-quality, low-cost care. The shift to consumerism is driven by on-demand expectations, such as online self-scheduling, 24/7 access and simple/easy online interfaces. This is why Providence is focused on simplifying health care - from making appointments to checking test results and paying bills online. The new Providence app guides users to same day care, including in-person clinics and on-line visits through Providence ExpressCare Virtual. It also features information on the latest developments in treatments for a range of conditions and other features. And it includes access to MyChart, where patients can interact with their care team and see their medications, test results, upcoming appointments, medical bills and follow-up notes from their providers.

John Kao, Alignment Health: At Alignment Health, our Medicare Advantage members have 24/7 access to care – from a concierge who can answer their plan benefit questions to an on-call staff physician to address urgent needs – all at no additional cost. Powered by Alignment's purpose-built AVA® technology, our virtual care center is able to better understand the patient's holistic profile and health history with a dedicated team of advanced practice clinicians, registered nurses, health coaches and medical assistants ready to help. This level of service not only increases safety and convenience for our members but also improves health equity by eliminating the need for transportation (a logistical and physical barrier for many members) and creates better outcomes.

Payman Roshan, Kaiser Permanente Orange County: The patient experience has always been our priority at Kaiser Permanente. We have greatly expanded the level of care we now provide through Virtual Care, our Home Care services, as well as improved access to care at more convenient sites. Our Target Clinics, located within Target Stores, as well as access to care through our Same Day Care appointments system, our Urgent Care sites, our Nurse Care Clinics and ever-growing presence within employer work sites are all examples of how Kaiser Permanente is focused on providing care when members want it, where they want care and how they wish their care to be provided. Our mail pharmacy service is another example of convenient care and support to our Kaiser Permanente members. Through the continued focus on innovation and optimal use of technology, we believe Kaiser Permanente is perfectly positioned to meet today, and future consumer, demands.

Kimberly Chavalas Cripe, CHOC: Our patient experience strategy is driven by consumer insights – what we are hearing directly from our patients and families. We have deployed technologies that enable us to get real-time feedback and provide immediate service recovery, as well as customize experiences that are inclusive of the diverse community we serve. In addition to expecting the highest levels of safe,

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HEALTHCARE ROUNDTABLE



We remain optimistic about virtual health innovations, which allow our community to get care whenever, wherever, and however they want or need it.

Barry Arbuckle
President & CEO
MemorialCare



UCI Health was the first health system in Orange County to establish and expand federally qualified health centers for underserved populations in Santa Ana and Anaheim.

Chad T. Lefteris
CEO
UCI Health

quality care, patients and families also expect convenience and a stellar experience across every touch point. We are committed to providing them that. We have also invested in enhancing the experiences of our physicians, medical staff and employees because we believe the healthcare experience encompasses not only our patients and their families but the individuals who care for them.

When you look at all the innovation happening within the healthcare industry today, what trends are you most optimistic about?

Kim Mikes, Hoag Orthopedic Institute: The growth of outpatient surgery and the kinds of procedures that can be performed in that setting is reshaping medical care. Today, many patients undergo an orthopedic procedure, including joint replacement and spine surgery, in the morning and return home by the afternoon. That happens daily at HOI, thanks to innovative procedures we developed to improve the delivery of care. HOI features an inpatient hospital in Irvine, and to meet increasing outpatient demands, surgery centers in Newport Beach, Orange, Mission Viejo, Marina Del Rey, Beverly Hills and another opening later this year in Aliso Viejo. Because of its lower cost and accessibility, the outpatient trend will continue to grow, and we are ready to meet that demand.

Robert T. Braithwaite, Hoag: Technological advancements are unquestionably revolutionizing the way health care is delivered. At Hoag, we offer patients access to innovative tools, technology and treatment options that are allowing physicians to detect cancer at the earliest possible stage, develop 3D models with high resolution images, and create personalized treatment plans that are more targeted and precise than ever before. Hoag is the first hospital on the West Coast to offer the VECTRA WB360 whole-body 3D imaging system, which represents the future of skin cancer early detection and prevention. Another exciting innovation in imaging is the cutting-edge EOSedge System, which provides lightning-fast, high-quality images for musculoskeletal conditions allowing physicians to make well-informed diagnoses and develop personalized treatment plans.

Barry Arbuckle, MemorialCare: We remain optimistic about virtual health innovations, which allow our community to get care whenever, wherever, and however they want or need it. Providing easy access to healthcare today requires much more than physical locations. It means investing in the technology that facilitates access to quality care and experienced providers. MemorialCare's accelerated entry into virtual care has been a game changer for patient convenience. Today, what we call MemorialCare Right Now, contains a suite of 24/7 on-demand care options that allow patients to decide what best meets their needs and preferences. Since 2020, MemorialCare has performed more than 600,000 virtual visits. We are the only local health system to offer round-the-clock access to our own providers, and our virtual visits include urgent care. It's of tremendous benefit to employers reducing time away from work, unnecessary visits to the emergency department and maintaining an environment of healthier employees and communities.

There is concern across the U.S. that access to quality healthcare is limited. What is your organization doing to improve healthcare equity?

Lauren Driscoll, Providence South: Trust is at the core of our health equity efforts to reduce health disparities throughout Orange County. From barbershops and salons to schools and churches, to small and large nonprofit organizations, Providence trusts communities to be full partners in co-creating the healthiest Orange County possible. Reducing hypertension, increasing access to care and cancer screenings, supporting post-COVID patients and lifting up mental health strategies are just a few examples of our work in health equity. Working closely with many partners, including the American Heart Association, LiveChair Health and TGR Foundation, a Tiger Woods Charity, we will reduce the health disparities that result in shorter lives for many of our Orange County neighbors.

Chad T. Lefteris, UCI Health: UCI Health is fully committed to improving healthcare equity and access. UCI Health was the first health system in Orange County to establish and expand federally qualified health centers for underserved populations in Santa Ana and Anaheim. The county's only Hematopoietic Stem Cell Transplantation and Cellular Therapy Program for adults, UCI Health has worked with CalOptima to expand access to lifesaving bone marrow transplantation for the region's Medi-Cal population. UCI Health clinicians are also leading an effort to improve outcomes for Black women, who already were three times more likely to die from pregnancy-related complications than non-Hispanic white women.

Orange County is fortunate to offer access to numerous outstanding medical care facilities. What should patients take into consideration when selecting their care providers?

Kim Mikes, Hoag Orthopedic Institute: Consumers should do research before selecting a local provider, and patient outcomes should be a primary consideration. We focus only on orthopedic and spine care and publish our outcomes annually. As a physician-led specialty organization, we know that great orthopedic and spine care is more than surgical outcomes, it is also personalizing the patient experience. We earn our national reputation – the largest provider of joint replacement surgeries in the Western United States and more spine surgeries than any other provider in Orange County – one patient at a time. The decisions HOI makes to continually improve patient care are solely based on giving the consumer a unique positive health care experience with the utmost quality care, earning our national rankings.

Robert T. Braithwaite, Hoag: We want patients to feel confident and empowered that they have access to complete care for themselves and their families. At Hoag, you don't have to leave Orange County to receive world-class, comprehensive, compassionate care. Hoag is the highest-ranked hospital in Orange County. What that means for you and your family is peace of mind that the quality care is right here in your community. Access to innovative treatments by nationally

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INSPIRED TO CARE FOR OUR
COMMUNITY

“We are dedicated to impacting lives by helping fill the critical need for ethnically diverse medical professionals in the region.”

—Janeen Hill, Ph.D.

Founding dean of Crean College of Health and Behavioral Sciences

Through its research, nationally ranked programs and community outreach, Chapman’s Crean College of Health and Behavioral Sciences prepares students to compassionately lead in health care.



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HEALTHCARE ROUNDTABLE



Orange County businesses, like everyone else, want a more measured value for their healthcare dollar. Value-based care is delivering on its promise to reduce costs.

Kim Mikes
CEO
Hoag Orthopedic Institute

recognized primary and specialty care physicians, state-of-the-art facilities and world-class services are here when and where you need it.

Barry Arbuckle, MemorialCare: When selecting health care providers, it's important to research your options. Many health plans require the selection of a primary care physician group. Make sure the physician you choose is conveniently located to your home or employer and has access to a vast specialty network. It's equally important to ensure that the physician group you select is contracted with and provides access to your preferred hospital and outpatient facilities where urgent care, routine imaging, surgery, and physical therapy services are offered. Health system websites like MemorialCare.org/access and our 24-hour navigation center at (877) 696-3622 are great resources. It's also prudent to research ratings from independent sources to evaluate the convenience, services, and best clinical practices of a group. Look for a full-service physician group that provides access to care in the way you want and need it, including virtual care options. MemorialCare offers more than 200 physical sites of care, 24/7 virtual visits and 24-hour telephone access to a nurse advice line.

How are clinical trials here in our community making an impact outside of Orange County?

Kimberly Chavalas Cripe, CHOC: Clinical research in Orange County, and specifically at CHOC, can lead to the development of new treatments for pediatric illnesses, including pediatric rare diseases. Clinical trials conducted in Orange County can contribute to obtaining regulatory approval for new treatments and therapies in the U.S. and beyond. This ensures that patients in and out of Orange County have access to new treatments and therapies that might otherwise be unavailable to them. Additionally, clinical research involves collaboration between researchers and institutions across different regions. This can lead to the development of new research partnerships, data sharing, shared knowledge, resources, and expertise, and ultimately improved scientific understanding of diseases.

Chad. T. Lefteris, UCI Health: Clinical research is the engine that drives advances in healthcare and UCI Health is proud to operate Orange County's largest trials portfolio. From oncology and cancer care to neurosciences, digestive health and ophthalmology, local trials conducted by UCI Health hold the promise of far-reaching impacts. For example, UCI Health specialists are testing stem cell-derived treatments that may restore vision in those with retinitis pigmentosa, a leading cause of blindness; isolate and replace damaged dopamine-producing cells in patients with Parkinson's disease; and direct natural killer cells to charge the immune system of patients with the deadly brain cancer glioblastoma. Beyond trials, UCI Health is launching an expanded access program to offer therapies to those living with the neuromuscular disease ALS even if they don't qualify for trials.

Annette Walker, City of Hope: City of Hope is a world leader in clinical trials, offering more than 800 trials per year and enrolling more than 5,000 patients. These studies have led City of Hope to make breakthroughs in everything from

immunotherapy, which uses a person's genetic makeup to fight cancer, to radiotherapy machines that destroy complex tumor masses. Clinical trials allow us to provide patients with promising new treatments long before they become standard of care. On an individual level, clinical trials offer new hope to patients. On a global level, they advance science. Many of today's most effective cancer and other therapies come from our clinical trials.

Robert T. Braithwaite, Hoag: Through Hoag's Center for Research and Education, Hoag physicians are spearheading innovative clinical trials to help develop leading-edge therapies and treatment options that will advance the standard of care for all. As just one recent example, Hoag is the first site in California among total six sites in the United States selected to participate in a Phase 1 clinical trial evaluating the safety and tolerability of a first-of-its-kind Alzheimer's disease vaccine. The hope is that the vaccine will eventually be used to prevent Alzheimer's disease in healthy people who are at risk.

Barry Arbuckle, MemorialCare: Medical treatments are constantly evolving, and every evolution is informed by clinical research. There are more than 300 ongoing research projects at MemorialCare at any given time, all of which are designed to change the course of treatment for future patients, near and far. Providing medications, devices, and patient therapies to our communities long before they become available elsewhere, the MemorialCare Research Program is a recognized leader in providing innovative, life-saving care. Over the past year MemorialCare has been designated the only national site within the U.S. to enroll patients in studies for cardiac treatments to screening for early detection of cancer through a single blood test. The research at MemorialCare contributes to science today, creates the cures of tomorrow and will advance treatments for future patients.

Health care costs continue to be a mindful issue for patients, employers, and health care providers. How are you addressing the increasing costs of health care services and concept of value-based care? Is value-based care delivering on its promise?

Kim Mikes, Hoag Orthopedic Institute: Health care costs continue to escalate. Orange County businesses, like everyone else, want a more measured value for their healthcare dollar. Value-based care is delivering on its promise to reduce costs. HOI was organized by our elite orthopedic physician founders to use a value-based model of care, which means we copiously measure our quality as well as the cost of care, to ensure and deliver the best outcomes at a reasonable cost. The result: for seven consecutive years, more Californians selected HOI for their joint replacement surgery than any other provider in the state, and in Orange County most choose HOI for spine surgery. This is a testament to our value-based focus and expanded footprint in Southern California.

Lauren Driscoll, Providence South: Providence is focused on keeping our community healthy by providing comprehensive, coordinated and highly effective team-based care in the

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HEALTHCARE ROUNDTABLE



By design, Medicare Advantage is the model for value-based care because it delivers greater value through better coverage, richer benefits and reimbursements that recognize quality care and outcomes.

John Kao
Founder & CEO
Alignment Healthcare



As we consider a technological solution to a workforce issue, we must keep in mind quality of care, patient experience and improved outcomes.

Janeen Hill
Founding Dean of Crean College of
Health and Behavioral Sciences
Chapman University

primary care setting. This patient-centric model meets the health and wellness needs of our patients. When specialized care is needed, we provide high-quality, evidence-based medicine at every access point in our network.

Our focus on quality continues with our Clinical Institute model, which enables our providers to discuss new studies and technologies, their potential benefits to patients and best-practice implementation. The institute model ensures a streamlined referral process that provides patients with access to list of specialists across our network, which means the patient has access to high-quality care close to home. The Clinical Institute model also reduces clinical variation, which translates into high-value, high-quality care.

John Kao, Alignment Health: By design, Medicare Advantage is the model for value-based care because it delivers greater value through better coverage, richer benefits and reimbursements that recognize quality care and outcomes. Alignment's model prioritizes four components: 1) actionable insights, 2) member experience, 3) personalized plans and 4) physician empowerment. We know this model works because we've successfully reduced admissions to hospitals and nursing facilities by double-digit percentages.

Payman Roshan, Kaiser Permanente Orange County: Kaiser Permanente's model of health care has established one of the nation's only truly value-based care environments. Value-based care emphasizes and rewards healthy outcomes while making care more affordable. On the other hand, most U.S. care systems depend on "fee for service" care models that largely rely on providing higher volume of medical services to generate revenue. Kaiser Permanente's integrated model embraces medical evidence, aims to reduce the burden of chronic disease, and fosters collaboration among physicians, specialists, and other medical professionals. It all adds up: With a value-based care model, Permanente physicians focus solely on providing the right care at the right time to our patients, helping them live their healthiest, happiest lives.

Barry Arbuckle, Ph.D., MemorialCare: MemorialCare's value-based strategy allows us to provide high-quality care and an exceptional member experience, while addressing financial barriers for our patients and employers. Value-based health plan offerings offer select, high-performing networks that hold those who provide the care, like MemorialCare, accountable for quality, patient experience and cost. We address increasing healthcare costs through continued investments in our high-performance care network, including expanding our outpatient locations for care that doesn't require a high-cost hospital setting and our virtual health offerings to increase ease and access for our patients. Employers can achieve savings and employee satisfaction by adding a value-based plan to their benefit offerings and incentivizing employees to select it. Adoption of value-based plans is growing, and we expect this will continue as more companies realize there's a better way to address their healthcare spending without sacrificing the care their employees deserve.

Hospital staff burnout and retention among nurses and physicians is a real issue affecting all aspects of management and care delivery. How does your organization manage to recruit and retain health care staff?

Kim Mikes, Hoag Orthopedic Institute: Hoag Orthopedic Institute is extremely fortunate in that we have leaders with a strong focus on employee engagement and a very specialized staff of team members, many of whom have worked here since inception. Because orthopedic and spine care is all we do, we have invested in our staff with extensive training, from the operating room to bedside. We have created a culture and commitment to high-quality patient care that I have rarely experienced in my career as both a nurse and executive. HOI physicians play an instrumental and positive role in staff training, and their contributions ensure that everyone works together. When physicians highly value staff members, our patients and the organization benefit, which is reflected in our nationally ranked patient experience scores.

Junior colleges, which provided the workforce for jobs like health care aides and assistants and hygienists, are experiencing large drops in enrollment. If the lower-skilled health care workforce declines precipitously, might this be an incentive for new approaches to health care that are not reliant on lower-skilled workers? What might emerge?

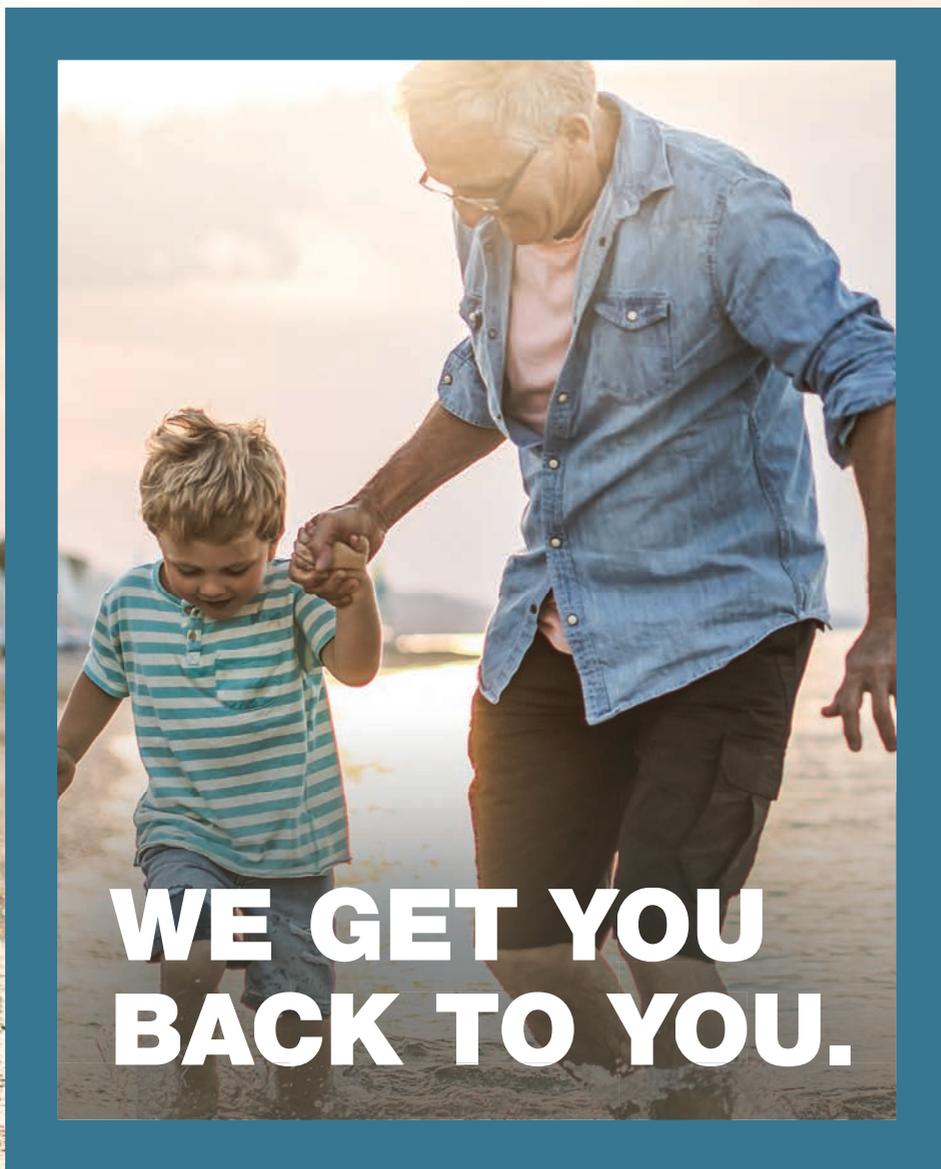
Janeen Hill, Chapman University: The significant decrease in junior college enrollments should forewarn us that the pool of students trained as health care aides, assistants, technicians, etc., will be affected. What new thinking may emerge from this change in workforce availability? How might automation solve this problem? Can we consider the emerging use of the robot companion as a potential solution, but in this instance the robot aide or assistant? As we consider a technological solution to a workforce issue, we must keep in mind quality of care, patient experience and improved outcomes.

Attracting new talent and businesses to Orange County is in our best interest. What is the biggest threat faced by the Orange County health care industry in attracting talent and business?

Janeen Hill, Chapman University: The cost of affordable housing is a real threat to compete for talent and new businesses. Professionals with families and new businesses are unable to find affordable homes in the areas of Orange County showing the most growth in the health care industry. These professionals and new businesses must consider communities in the inland areas as places to house their families and professional workforce. The tradeoff here is a grueling daily commute. Talented professionals are not opting to make the tradeoff but are choosing to work in neighboring states with affordable, excellent housing near work. Unless we fix housing affordability, our very excellent healthcare industry will become less excellent.

Annette Walker, City of Hope: Orange County's high cost of living will continue to threaten our ability to attract talent. More affordable housing is

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HEALTHCARE ROUNDTABLE



There are many benefits to whole-person care with clinical collaboration between providers happening at all levels, including the reduction of annual medical costs and unnecessary hospitalizations.

Stephen E. Thorne IV
Founder & CEO
Pacific Dental Services

a must, along with all employers — including the health care industry — providing the benefits and salaries families require. City of Hope is often asked how we built a major cancer center and recruited more than 500 health care professionals during a global pandemic and serious national shortage of health care professionals. I believe we succeeded because cancer care is not just a job, it's a calling. People want to be part of something that makes a difference. Of course, we also provide a comprehensive benefits package to ensure our employees' physical, emotional, and financial well-being. However, we are mindful that recruitment is challenging for this region, so we continually examine ways to sustain our standing as a great place to work.

Studies show that dental care is the health service that adults are most likely to delay due to cost. How can the healthcare industry help patients overcome this challenge?

Stephen E. Thorne IV, Pacific Dental Services: We recognize that cost is a significant barrier to accessing dental care for many patients. Our supported practices are committed to making dental care affordable and accessible for all by working with patients to find a solution that fits their budget. We also prioritize patient education, emphasizing the importance of preventive care and early treatment to avoid costly procedures in the future. The health care industry can also play a role in addressing this issue by advocating for policies that improve access to dental care, such as expanding dental insurance coverage and increasing funding for community health centers that provide dental services to underserved populations. Ultimately, by working together, we can help patients overcome the financial barriers to accessing dental care and improve overall health outcomes for the community.

Janeen Hill, Chapman University: We should look to states like Alaska that has rethought dental care to reduce cost and to expand care. Alaska has developed a dentist/dental hygienist model with the dental hygienist undergoing advanced training. Using this model, Alaska has reduced the cost of dental care and simultaneously expanded care. How does this work? The dental hygienist holds a graduate degree. After two to three years of education they can do all routine dental work — screenings, filling cavities, pulling teeth, root canals. The dentist oversees a bevy of hygienists who work as outreach teams in rural and isolated communities. The patient cost to see the hygienist is much less than to see the dentist. The dentist only sees patients who require advanced training.

What are the emerging technologies and techniques in healthcare that could have significant impacts on overall patient care, and how can we ensure they are accessible to all who need them?

Kim Mikes, Hoag Orthopedic Institute: In our world, the use of robotics, surgical navigation and surgically implanted "smart" devices are some of the more exciting developments. In our hospital and surgical centers, we currently employ multiple robotic devices, navigation systems and "smart" implants. The technology can provide more precision in the surgical process. Use of robotic and smart implant technology to measure and improve data, enables surgeons to continually

improve upon already excellent clinical outcomes, and to replicate this each procedure. Implanted "smart" devices allow patients to use an app to track their progress compared to others, measuring activity and range of motion. Patient experience is improved as mobility is restored more rapidly and range of motion is optimized. Patients get back to doing what they love faster.

Stephen E. Thorne IV, Pacific Dental Services: PDS is committed to staying at the forefront of emerging technologies and techniques that can improve patient care. We recognize the potential of these initiatives to enhance health outcomes and have actively contributed to the development of groundbreaking technologies that show great promise. Innovative technologies, such as robotic oral surgery, predictive salivary and blood analytics, AI-enabled image interpretation, and regenerative bioadhesive materials, have the potential to improve the precision, accuracy, and overall success of dental procedures. We are actively working to integrate these technologies into our supported practices and collaborating with industry partners to advance research and advocate for policies that promote access to innovative technologies. Our goal is to leverage these emerging technologies to improve patient outcomes and make high-quality health care accessible to all.

Annette Walker, City of Hope: At City of Hope, innovation is at the heart of our scientific research, discoveries and cancer cures. We are consistently applying our expertise along with innovative technologies and techniques to transform care. For example, our scientists developed a dual-antigen COVID-19 vaccine that is being evaluated in clinical trials for people with blood cancers and we have one of the world's largest and most successful bone marrow and blood stem cell transplant centers. In fact, we have more performed more than 18,000 transplants, making City of Hope one of the largest programs in the U.S. Our scientific innovation recently led to a remarkable breakthrough: A stem cell transplant conducted at City of Hope essentially cured a man of HIV and blood cancer three decades after he had been diagnosed with HIV. As you can imagine, each of these breakthroughs have significant impact for the future of cancer care locally and globally.

Whole-person care is a model of health care for patients and providers. How has your organization addressed this model of care?

Stephen E. Thorne IV, Pacific Dental Services: There are many benefits to whole-person care with clinical collaboration between providers happening at all levels, including the reduction of annual medical costs and unnecessary hospitalizations. But the biggest benefit of collaboration is the overall improvement of patient health. At PDS, we emphasize the Mouth-Body Connection®, which recognizes the link between oral health and systemic health and are working on several fronts to integrate medical and dental services to provide a more holistic approach to patient care. We also prioritize patient education, helping patients understand the importance of good oral health and how it relates to their overall health. We partner with providers and organizations to promote medical-dental

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PROTECTING ORANGE COUNTY CHILDREN AND FAMILIES



As the world continues to grapple with the lasting impact of COVID-19, CHOC President and CEO Kimberly Chavalas Cripe remains focused on protecting the health and well-being of children and families. Kim has never wavered on her passionate defense of CHOC's mission and vision. From recruiting some of the brightest minds in healthcare to expanding access, programs and facilities, Kim is directing CHOC towards becoming the leading destination for children's health by providing exceptional and innovative care.

HEALTHCARE ROUNDTABLE



We want to foster long-term connections and trust that lead to ongoing medical care, expanded social support and ultimately housing.

Michael Hunn
CEO
CalOptima Health

integration and advocate for policies that prioritize whole-person care. We also invest in research and development to explore new technologies and treatment methods that can improve patient outcomes and promote overall health and well-being.

Marshall Moncrief, Be Well OC: When a client is connected to Be Well either through the Mobile Crisis Response Program or treatment at the Campus, they are compassionately cared for by our clinical teams who specialize in mental health and substance use. Clients are assessed and offered an individualized care plan that offers services and resources to ensure the individual and family have access to a continuum of care that may include assistance with healthy food, housing/shelter, legal services, physical health, and dental care, as well as ongoing outpatient behavioral health services that support their recovery. Be Well's culture is to not only treat the immediate needs of the client, but to support them through their journey to wellness, hope and healing.

Lauren Driscoll, Providence South: Providence has long embraced the importance of healing mind, body and spirit, a philosophy delivered both hands-on and through advancements in technology. We believe in truly knowing our patients and their families, understanding their culture, beliefs, preferences and priorities. This information lives in their electronic health records so each patient's entire clinical care team understands and respects a patient's wishes. Whole-person care is equally important for our caregivers and providers. This is why our hospitals offer respite areas, such as healing gardens, reflection rooms and chapels. These sacred spaces help renew and refresh the mind and spirit. In addition, as COVID and its aftereffects continue to impact our clinical teams, providing needed mental health resources to our clinicians is equally important.

John Kao, Alignment Health: Alignment Health always views health from a holistic perspective, and whole-person care is just that. Rather than looking at a single issue, we provide care coordination and benefits to address social needs to empower members to be healthy and improve their quality of life. Our plans offer rich supplemental benefits that include over-the-counter, grocery, gas and utility allowances. Most plans have transportation and fitness benefits, while some offer companion services, caregiver respite and pet care. What's more, to provide peace of mind, our AVA technology platform enables our clinical teams to identify members at high risk for illness and provide the additional care and attention they need.

Michael Hunn, CalOptima Health: CalOptima Health, as the Medi-Cal insurance plan, covers 970,000 out of the 3.1 million residents of Orange County. We have a key focus on what is called the "whole-person care" approach, specifically, extending services beyond health care settings and directly into the community. CalOptima Health now offers 14 Community Supports that include housing navigation services, medically tailored meals, in-home safety modifications and respite services for caregivers to name a few. We are building partnerships with organizations across Orange County to deliver access to these life-changing services. The impact of social determinants of health — food, housing, support

and more — on our vulnerable, low-income members has broadened our mission and inspired us to say, "Your Health Is Everything to Us."

Barry Arbuckle, MemorialCare: In December, MemorialCare and Pacific Dental Services (PDS) announced a first-of-its-kind partnership to bring dentists and physicians together under one roof to provide patients comprehensive whole-person health. Decades of clinical research have determined oral health is a critical component to overall health. Bringing oral health care to the primary health care setting supports MemorialCare's mission of providing easily accessible, high-quality care along with PDS' unwavering dedication to medical-dental integration to improve health outcomes. Through the unique partnership, several co-located practices will open each year over the next five years, with the first opening this year in Irvine, to reach a total of at least 25 locations within select MemorialCare Medical Group clinics throughout Orange and Los Angeles counties.

This unique, innovative venture provides our patients and community with seamless integration of primary care and oral health, an essential clinical service not previously offered.

Orange County continues to grapple with health care and social services for people experiencing homelessness. What resources and programs will your organization contribute to address the challenge?

Marshall Moncrief, Be Well OC: Be Well's Mobile Crisis Response Program is a resource that is accessible to homeless individuals who are suffering from mental health and substance use crises. There are currently teams contracted to support Anaheim, Irvine, Newport Beach, Huntington Beach and Garden Grove, with several other cities anticipated to start this year. The teams are comprised of crisis counselors who can respond within the community, work to deescalate situations that arise and connect individuals with programs through our community-based partners who specialize in homelessness such as housing navigation services. It is through a collaborative model and working in partnership with our local cities, public safety, and homeless services providers Be Well can better support this vulnerable population.

Michael Hunn, CalOptima Health: In the past two months, the CalOptima Health board of directors has made new critical access investments for Orange County's unsheltered population. In March, the board approved \$29.2 million in grants to 29 organizations, made up of \$21 million to fund, for the first time, permanent supportive housing units and \$8.2 million for expanded community-based services. In April, CalOptima Health, in partnership with the City of Garden Grove and Healthcare in Action, a part of the SCAN Group, launched a first-of-its-kind street medicine program for individuals living on the streets. The street medicine program will bring primary care, in a fully equipped and staffed mobile doctor's office, to those who are unsheltered. We want to foster long-term connections and trust that lead to ongoing medical care, expanded social support and ultimately housing. Simply put, housing is health, and we want to support our members in securing the foundation they need for healthier lives.

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to Us

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Through partnerships with school districts, hospitals, the County, CalOptima, and Be Well OC, an adolescent and youth behavioral health system is emerging to better address the growing challenges experienced by our student population.

Marshall Moncrief
CEO
Be Well OC

Lauren Driscoll, Providence South: In 2021, Jamboree Housing opened Buena Esperanza, a 69-unit affordable housing project in Anaheim for residents, veterans and those with mental health issues who were experiencing homelessness. Providence helped hasten construction with a \$9-million bridge loan enabling Jamboree to quickly transform an EconoLodge into permanent supportive housing. As the homeless population escalated, Providence increased its outreach in both its hospitals and in the community. Because emergency departments are primary sources of health care for many of those experiencing homelessness, navigators were hired to help connect these patients with community partners. In partnership with Family Assistance Ministries, our patients are provided temporary shelter, follow-up health care, mental health and substance use therapy, access to food, Medi-Cal enrollment assistance and other services.

Payman Roshan, Kaiser Permanente Orange County: Our communities are filled with a wide range of programs and services. Kaiser Permanente remains supportive of Mind OC and United to End Homelessness to address this challenge. To further respond to the social needs of our members and communities, Kaiser Permanente launched the Thrive Local program, connecting members to community-based programs and services. We partnered with Unite Us who provides the technology that connects health care and social service providers with each other. The program is used by our care teams to help members with social needs, and because we know addressing social factors won't always play out in a clinical appointment, we're also using it in additional ways to support members' social health. This collaboration allows us to create community networks comprised of non-profits and other groups looking to better support people to achieve healthier lives.

With the very recent announcement that the State of California is preparing to modernize the Mental Health Services Act in 2024, how will that support efforts in Orange County to revision what mental health and substance use treatment looks like?

Marshall Moncrief, Be Well OC: The Mental Health Services Act has been in existence for nearly 20 years and provides funding to each county across the state to support adults and children struggling with mental health and substance use. One of the challenges of the Act is that it failed to incentivize a system and continuum of care to address the whole person. The State's announcement to modernize the Act would encourage communities to collaborate and find public-private partnerships that bring multiple entities together to better coordinate a system of care that is accessible and scalable to meeting the demanding mental health and substance use needs of communities. Orange County is ahead of the curve with the Be Well OC model and will benefit from increased focus on best practices.

How are our schools responding to mental health and substance abuse challenges? What are tactics and strategies for engaging our youth to support their behavioral health needs?

Kimberly Chavalas Cripe, CHOC: Schools have hired more school-based mental health

professionals and have partnered with community organizations, including CHOC, to increase awareness and acquire tools. CHOC is proud to collaborate with schools on many initiatives, including Wellspaces, which encourage students to take a break from life's daily stressors in thoughtfully designed, supervised environments that are safe, calming and inclusive. Youth are showing greater interest in mental health concerns as evidenced by mental health clubs at school and discussions on social media. Many adolescents have an increased openness towards mental health treatment. Each of us, as parents and those who care about children, can also ask youth what their friends are saying about mental health, which can lead to very meaningful conversations.

Marshall Moncrief, Be Well OC: Many school districts are responding to increased mental health and substance use challenges by expanding the number of school counselors and mental health specialists onsite. Schools are also offering workshops to support parents and caretakers, and some districts have created wellness offices on campus where students can seek help in a safe and confidential place. Be Well's Mobile Crisis Response Program is available to respond to campuses when a student is experiencing a crisis and needs resources and clinical support beyond what the school can provide. Through partnerships with school districts, hospitals, the County, CalOptima, and Be Well OC, an adolescent and youth behavioral health system is emerging to better address the growing challenges experienced by our student population.

Janeen Hill, Chapman University: COVID made more visible and/or was a root cause of the overwhelming demand for mental health services and substance abuse challenges. The demand has outstripped the ability of educational institutions to hire a diminishing pool of mental health care professionals, thus accelerating how mental health care resources are made available to the community. First, the enhanced reliance on telemedicine as an effective way to deliver mental health care services has improved access to care without major infrastructure investments in clinics. Second, the development of mental health websites for a campus community to access and obtain accessible resources designed to attain and maintain well-being. Third, widespread availability of naloxone to an entire campus community and the affirmation of its acceptable use to save lives is critical.

Michael Hunn, CalOptima Health: CalOptima Health is dedicated to helping our youngest members gain vital access to mental health services where they are — in school. For the past year, we have built an outstanding partnership with the Orange County Department of Education and all 29 school districts in Orange County with funding from a new state program, called the Student Behavioral Health Incentive Program. CalOptima Health will administer up to \$25 million in incentives for school districts that make behavioral health access improvements and opens the door for Medi-Cal reimbursement of services delivered at school. The incentive dollars will fund new resources by placing more counselors, wellness programs, telehealth

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JOHN KAO
CEO and Founder



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HEALTHCARE ROUNDTABLE



When employees are well-supported and given the tools to do their jobs, they'll thrive – regardless of their physical location.

Kimberly Chavalas Cripe
President & CEO
CHOC

services, crisis screenings and other programs at the schools.

Discuss the importance of sustainability in healthcare and describe the opportunities your system is pursuing to benefit patients and the communities you serve?

Chad. T. Lefteris, UCI Health: Sustainability has an increasingly important role in healthcare as systems must become better stewards of resources, reduce pollution that affects our neighbors and create greater efficiency that supports the best patient outcomes. Last year, UCI Health received the Practice Greenhealth Emerald and Circle of Excellence awards and was recognized as a water conservation champion, surpassing its 2025 goal of cutting water usage by 37%. Anesthesiologists have led our Greening the OR initiative, resulting in a 25% reduction of greenhouse gas emissions related to the use of anesthesia gases. The new UCI Health — Irvine medical complex will feature the nation's first all-electric hospital. When the hospital opens in 2025, it will not rely on natural gas combustion for building heating and domestic water heating.

John Kao, Alignment Health: We have the opportunity and obligation to protect the environment and will continue to build on our commitment to serving the environment. The growing adoption of telehealth and virtual care reduces the environmental footprint of clinical visits. When members have 24/7 remote access to clinicians, they don't have to drive to an appointment, nor are providers driving to members' homes. Phone and online appointments aren't just increasing safety, convenience and care access; they're cutting carbon emissions tied to in-person visits. In 2021, our estimated 100,600 telehealth visits translated into 500 metric tons of CO2 emissions avoided, the equivalent of removing 108 gas-powered cars from the road for one year, according to the EPA's Greenhouse Gas Equivalencies Calculator.

With inflation and other economic factors, how do you address access to health care, food insecurity and other social determinants of health at scale?

Michael Hunn, CalOptima Health: The economic impact of the pandemic has caused more families and individuals to fall below the federal poverty level. Out of the 3.1 million residents in Orange County, there are now at least 970,000 who are considered low-income and enrolled in Medi-Cal. Starting this month, and for the first time in three years, Medi-Cal members will need to renew their coverage to keep their health insurance. Therefore, we want to raise awareness about Medi-Cal renewal. If you or someone you know has CalOptima Health insurance, tell them to watch their mail for a renewal letter or a large yellow envelope containing renewal paperwork that needs to be filled out and returned. Spread the word with downloadable resources at www.caloptima.org/renew. Look for CalOptima Health community events planned to support the Medi-Cal renewal effort and CalFresh enrollments. We have helped connect more than 45,000 members to CalFresh in the past nine months alone.

As new innovations in technology and data sharing emerge, health care organizations are especially vulnerable to cybersecurity threats that can put patients' safety and health information at risk; how can companies manage that risk effectively without hindering access to timely care?

John Kao, Alignment Health: Virtual and technology-enabled care is here to stay – it gives patients more flexibility to access care where and how they want it, and it gives payers and providers the ability to manage and monitor care more efficiently. With this added convenience comes great responsibility, one that we take seriously. In 2021, AVA®, our data and technology platform, received the HITRUST CSF® certification, which is the gold-standard compliance framework in the health care industry, and we have maintained strict protections and security measures since. We're proud that we had zero security incident-related disruptions or downtime for our business or patients in 2021.

How can organizations support a successful hybrid workforce?

Kimberly Chavalas Cripe, CHOC: At CHOC, we established a hybrid program built upon trust and rooted in a human-centered approach. When employees are well-supported and given the tools to do their jobs, they'll thrive – regardless of their physical location. We know employees overwhelmingly prefer workplace flexibility. Prioritizing the autonomy and inclusion that most people crave drives engagement and productivity. Successful hybrid programs standardize flexibility. They establish a set of guiding principles, commitments, measurements and methods for feedback, and then empower managers to make workplace decisions based on individual, team, and organizational needs. At the end of the day, hybrid work must be consistent with your culture.

Though local, state and federal health authorities have declared an end to the COVID-19 emergency, the pandemic experience is having short- and long-term effects on virtually every aspect of healthcare. How is your system addressing this post-pandemic reality and how are you planning for the future?

Chad. T. Lefteris, UCI Health: The demand for healthcare, including inpatient beds, emergency and outpatient care, has exploded since the COVID-19 pandemic crested and shows no sign of abating. UCI Health is addressing this demand by improving the operations of UCI Medical Center and advancing plans for the \$1.3 billion UCI Health — Irvine medical complex on the UCI campus. The Joe C. Wen & Family Center for Advanced Care, a five-story, 168,000-square-foot medical facility offering a full range of pediatric and adult specialty services, will open in early 2024. The 225,000-square-foot Chao Family Comprehensive Cancer Center and Ambulatory Care building, which will triple the amount of space devoted to UCI Health cancer care, will open in late 2024. The 350,000-square-foot, 144-bed hospital with an emergency room will open in 2025.

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