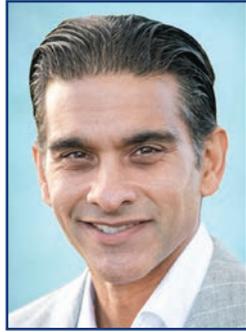


HEALTHCARE ROUNDTABLE

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



Barry Arbuckle, Ph.D.
President & CEO
MemorialCare



Sunny Bhatia, MD, FACC
President & Chief Medical Officer
Prime Healthcare



Robert T. Braithwaite
President & CEO
Hoag



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



Lauren Driscoll, MBA, MSN, RN
Chief Executive
Providence California



Phillip Franks
CEO
Be Well OC



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



Michael Hunn
CEO
CalOptima Health



Chad T. Lafferis
President & CEO
UCI Health



Kim Mikes, MBA, RN
CEO
Hoag Orthopedic Institute



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



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



Annette M. Walker
President
City of Hope Orange County



HEALTHCARE

ROUNDTABLE PARTICIPANTS

Be Well OC

Be Well OC is a transformative initiative bringing together public, private, academic and faith-based organizations, as well as others, to create a coordinated system of mental health care and support for all Orange County residents. The Be Well OC mental health system, which also includes substance use services, features a first-of-its-kind mental health and wellness facility in Orange and a robust mobile response program currently serving seven cities. Be Well OC's movement spans across all cities of Orange County and a range of needs, from prevention and early intervention to crisis aversion, crisis management, acute care and recovery. For more information visit bewelloc.org.



CalOptima Health

CalOptima Health provides quality health care coverage for nearly 1 in 3 Orange County residents through three programs: Medi-Cal, a publicly funded insurance plan for low-income children, adults, seniors and people with disabilities; OneCare, a Medicare Advantage plan to coordinate care for people who have both Medicare and Medi-Cal; and the Program of All-Inclusive Care for the Elderly (PACE), a comprehensive plan for seniors with chronic conditions to keep them active and living at home. CalOptima Health's mission is to serve member health with excellence and dignity, respecting the value and needs of each person. CalOptima Health serves more than 934,000 members with a network of nearly 10,700 primary care doctors and specialists and 39 acute and rehab hospitals.



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. Based in the city of Orange, Chapman also includes the Harry and Diane Rinker Health Science Campus in Irvine. Learn more about Chapman University: www.chapman.edu.



Children's Hospital of Orange County (CHOC)

Children's Hospital of Orange County (CHOC) is committed to being a leading destination for children's health by providing exceptional and innovative care. CHOC's growing pediatric healthcare system includes two state-of-the-art hospitals in Orange and Mission Viejo and a regional network of primary and specialty care centers serving children and families across 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. Learn more at choc.org.



City of Hope

City of Hope's mission is to make hope a reality for all touched by cancer and diabetes. 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 centers and outpatient facilities in the Atlanta, Chicago and Phoenix areas. City of Hope's affiliated group of organizations includes Translational Genomics Research Institute and AccessHope™.



UCI Health will see you now

Fountain Valley Regional Hospital,
Lakewood Regional Medical Center,
Los Alamitos Medical Center, and
Placentia-Linda Hospital have
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We are building on our collective
strengths to improve your health and
the health of our communities.

Scan to learn more or visit
us at ucihealth.org/welcome



UCI Health



HEALTHCARE

ROUNDTABLE PARTICIPANTS

continued from page B-44

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, 16 urgent care facilities, 11 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, Beverly Hills and Aliso Viejo. 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 orthopedic hospitals by U.S. News & World Report, currently at #18 for 2023-2024. HOI is proudly founded by premier physicians in partnership with Hoag.



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 nonprofit 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 12.5 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. For more information, go to about.kp.org.



MemorialCare

MemorialCare is a not-for-profit, integrated health care delivery system with 225 care locations including leading hospitals—Saddleback Medical Center in Laguna Hills, Orange Coast Medical Center in Fountain Valley, Long Beach Medical Center and Miller Children's & Women's Hospital Long Beach; MemorialCare Medical Group and Greater Newport Physicians; MemorialCare Research Program; MemorialCare Select Health Plan; and numerous outpatient health, imaging, surgery, urgent care, physical therapy, breast health and dialysis centers throughout Orange and Los Angeles counties. Accolades include Nation's Best Health Systems and Workplaces, Top 50 U.S. Hospitals and Cardiovascular Hospitals, 10 Largest Children's Hospitals, 100 Best Hospitals - Spine and Prostate Surgeries, Best of Orange County and Long Beach Hospitals and Medical Groups, U.S. News & World Report Best Hospitals and "high performing" in 31 clinical categories and Newsweek World's Best Hospitals, Top 100 Hospitals, Best Maternity Hospitals – and more. Visit memorialcare.org.



continued on page B-48



WHEN IT COMES TO BEATING CANCER YOU ARE NOT ALONE

At Hoag, we know every person needs a dedicated team of experts to help them beat cancer. Our unparalleled expertise, groundbreaking clinical research and precision medicine enable us to deliver a specialized treatment plan uniquely designed for each person. Learn more at [hoag.org/cancer](https://www.hoag.org/cancer)



HOAG FAMILY
CANCER
INSTITUTE

hoag[®]

HEALTHCARE

ROUNDTABLE PARTICIPANTS

continued from page B-46

Pacific Dental Services®

Pacific Dental Services® (PDS) is one of the country's leading dental and medical 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 4,600 clinicians (dentists, dental hygienists, physicians, and nurse practitioners) in nearly 1,000 practices across 24 states and continues to expand. To learn more, visit pacificdentalservices.com.



Prime Healthcare

Prime Healthcare is an award-winning health system operating 44 hospitals and more than 300 outpatient locations in 14 states, providing over 2.6 million patient visits annually. Prime is one of the nation's leading health systems with nearly 45,000 employees and affiliated physicians dedicated to providing the highest quality healthcare. Fourteen of the Prime Healthcare hospitals are not-for-profit members of the Prime Healthcare Foundation, a public charity. Based in Ontario, California, Prime Healthcare is nationally recognized for award-winning quality care and has been named a Top 10 and Top 15 Health System by Merative (formerly IBM Watson Health). Its hospitals have ranked among the "100 Top Hospitals" in the nation 68 times. To learn more, please visit www.primehealthcare.com.



Providence Southern California

Providence Southern California is Southern California's largest health system with 11 hospitals, more than 100 clinics, outpatient centers, TrinityCare Hospice and its TrinityKids Care pediatric hospice, Providence High School, home health care services, eight wellness centers, telehealth and numerous physician groups in its Southern California Region. Providence is committed to an enduring mission of outreach to the poor and vulnerable, and last year contributed \$564 million in services, programs and charity care to those in need.



UCI Health

UCI Health is the clinical enterprise of the University of California, Irvine, and Orange County's only academic health system. UCI Health includes UCI Medical Center, a 459-bed, acute care hospital in Orange, the four hospitals and affiliated physicians of the UCI Health Community Network in Fountain Valley, Lakewood, Los Alamitos and Placentia, and ambulatory care centers across the region. The first phases of the UCI Health – Irvine medical campus opens this spring, followed by an a 144-bed hospital in 2025. UCI Medical Center is home to the only National Cancer Institute-designated comprehensive cancer center based in Orange County, high-risk perinatal/neonatal program, combined American College of Surgeons-verified Level I adult and Level II pediatric trauma center, gold level 1 geriatric emergency department and regional burn center. The UCI Health system serves a region of nearly 4 million people in Orange County, western Riverside County and southeast Los Angeles County.





What if You Could Offer Better Care For Less?

MemorialCare is the region's leader in value-based health care, with products that hold us accountable for delivering exceptional care and service at a reduced cost. Our track record demonstrates significant savings for employers who choose an HMO, PPO or EPO value-based plan that we participate in – either through traditional health plan carriers, such as Aetna, or our direct-to-employer model with Centivo.

Put Your Employees' Health in Caring Hands

Caring is Our Calling. Keeping your employees healthy is our top priority. Our plans include access to hundreds of award-winning primary care physicians and thousands of specialists; convenient centers for urgent care (both in-person and virtual), imaging and surgery; and health and wellness programs that focus on preventative care. Our 24/7 navigation center and nurse hotline mean help is only a phone call away.

Contact us today. Let us help you find the right solution for your business and employees.



Learn more about our employer health plans.
[memorialcare.org/b2b](https://www.memorialcare.org/b2b)

HEALTHCARE ROUNDTABLE



Value-based care emphasizes and rewards healthy outcomes while making care more affordable.

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



When physicians highly value your staff members for their expertise and commitment, our patients and the organization all benefit.

Kim Mikes
CEO
Hoag Orthopedic Institute

Health care costs continue rise and to be a key issue for patients, employers, and health care providers. How are you addressing the increasing costs of health care services and the concept of value-based care?

Kim Mikes, Hoag Orthopedic Institute: With inflation and across the board price increases, health care costs continue to escalate everywhere. Orange County residents want a more measured value for their healthcare dollar, and 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 extensively measure our quality as well as the cost of care, to ensure and deliver the best outcomes at a reasonable cost. The result: For eight consecutive years, more Californians selected HOI for their joint replacement surgery than any other facility in the state, a testament to our value-based focus.

Sunny Bhatia, Prime Healthcare: Prime Healthcare, as a leading health system, has been at the forefront of value-based care even before it became a widely discussed concept. Our approach to value centers around optimizing clinical outcomes that matter most to patients while considering the cost of care. Our physician-driven, patient-centric model prioritizes patient well-being and clinical excellence. Prime Healthcare has committed over \$2 billion since 2005 to cutting-edge medical technology including upgraded emergency rooms, advanced radiology equipment, and best-in-class electronic medical record systems that enhance patient care and clinical outcomes. Our hospitals, particularly in Southern California, have consistently ranked among the top hospitals nationwide. Fortune/PINC AI and other organizations recognize our commitment to quality, safety, and patient outcomes.

Barry Arbuckle, MemorialCare: MemorialCare firmly believes in value-based care and its ability to increase access and control/reduce healthcare without sacrificing quality. We accomplish this through:

- Virtual health: We are the only health system to offer 24/7 virtual care (primary and urgent care) with our own providers and have completed 750,000+ virtual visits.
- Bringing Care to the Community: 200+ outpatient locations throughout LA/OC for primary care, specialty care, imaging, surgery, physical therapy, and more.
- Dedicated Care Teams: Dedicated clinical and outreach teams review patient data to coordinate care and navigate patients through our system. This allows us to more rapidly address health care risks that could have led to more costly care.
- Engaging Partners: We partner with health plan companies like Aetna, UnitedHealthcare, etc. to offer value-based products for employers, which hold us accountable for meeting cost and quality benchmarks.

Payman Roshan, Kaiser Permanente Orange County: 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. Furthermore, 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 does not.

Workforce Challenges remain a key issue for all health care providers. Recruiting and retaining qualified healthcare professionals can be a challenge. Shortages in nursing staff, physicians, and other healthcare workers may impact the ability of hospitals to provide quality care. How does your organization manage to recruit and retain health care staff?

Stephen E. Thorne IV, Pacific Dental Services®: Just as the broader healthcare industry is facing workforce challenges, our organization is not immune to the staffing shortages that are impacting practice capacity. To address these challenges, we prioritize offering competitive salaries and a strong focus on professional development. We are dedicated to supporting rewarding careers for our team members by providing comprehensive training programs and opportunities for further education, ensuring they have the means to thrive and excel in their roles. Additionally, we organize service initiatives that enable our team members to make a meaningful impact on the lives of others at local, regional, and international levels. These opportunities do more than just benefit those we serve; they also enrich our team members' professional and personal lives, giving their work a deeper sense of purpose.

Kim Mikes, Hoag Orthopedic Institute: Staffing and workforce challenges remain an issue for many hospitals in Orange County. Because orthopedic and spine care is all we do, Hoag Orthopedic Institute is extremely fortunate in that we have a very specialized staff of nurses, surgical assistants, and team members, many of whom have worked at HOI since our inception. We have invested in our staff with extensive training in orthopedic care, from the operating room to bedside. This year, HOI was rated one of the U.S.'s top four hospitals for patient experience by Press Ganey. When physicians highly value your staff members for their expertise and commitment, our patients and the organization all benefit.

Janeen Hill, Chapman University: My response is from the perspective of an educational institution with graduate health professional programs. One effective strategy hospitals and health care organizations can use to address this issue is to partner with us in offering clinical rotations to our students in your facilities. More rotation sites will enable us to expand programs. You also can work with emerging professionals and do an assessment of student skills and organizational fit. Many of our students have offers of employment from a clinical site prior to graduation.

Kimberly Chavalas Cripe, CHOC: Retention begins by attracting the right people. We seek the best and brightest who have a heart for our powerful mission. We are committed to fostering a culture where our physicians and staff find purpose, pride and joy in work. Whether it's the wellness days we offer so our people can take time to care for their wellbeing, the on-site massage therapists, or our \$10,000 tuition reimbursement with no lifetime cap for employee growth and development, we are always seeking

continued on page B-52

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



Creating a healthier community requires being present in the community.

Michael Hunn
CEO
CalOptima Health



By getting out in the community, participating in marathons, half-marathons, surfing, cycling – whatever your passion is – we are putting in the ‘sweat equity’ needed to keep people well.

Robert T. Braithwaite
President & CEO
Hoag

to enhance the employee and physician experience. Most importantly, as a learning organization, we continually listen to our people, and let their feedback guide how we transform and innovate pediatric healthcare. Our people are our most treasured asset.

Barry Arbuckle, MemorialCare: At MemorialCare, we developed strategic recruitment and retention initiatives for our health care staff. We expanded our talent acquisition team and developed a streamlined workflow to accelerate hiring resulting in a shortened time-to-fill from 77 days to 41 days. We offer generous referral bonuses (from \$500 to \$3,000) to incentivize our current employees to bring in talented individuals. We continue to develop strong culture and employee wellness programs that help us retain employees. We provide events focused on self-care, financial wellness education, discounts for day care expenses, recreation discounts, free fitness opportunities, and resources for spiritual care and mental well-being. We also launched a career-development program, which helps employees map their career path and continue to grow with us. We have decreased our monthly temp labor spending by \$9.1 million since December 2022, an almost 60,000-hour decrease in monthly temp labor utilization. Temporary nurses account for only 3% of our staff today, reduced from 15% a year prior.

Annette M. Walker, City of Hope Orange County: City of Hope Orange County’s workforce of more than 600 employees is committed to our singular focus of delivering the highest levels of advanced cancer care with extraordinary compassion. Achieving these dual objectives drives us to recruit and retain an exceptional team that wants to be at the forefront of the effort to end cancer. We can’t think of a more important mission. Prioritizing our outstanding team has helped us achieve “best place to work” status in Orange County for several years. We foster a strong sense of community through employee resource groups, collaborative processes, robust wellness programs, and a strong culture of compassion, diversity, equity, and inclusion. We also believe in sponsoring and mentoring emerging talent to create the next generation of leaders.

How are health care organizations committing to creating a healthier community?

Michael Hunn, CalOptima Health: Creating a healthier community requires being present in the community. CalOptima Health is available and visible in the cities and neighborhoods where members live. In 2023, we hosted six major health fairs that drew nearly 12,000 attendees, and we delivered needed resources, including help to renew their Medi-Cal coverage, support to apply for food assistance through CalFresh, and access to community-based organizations that help with a range of social services. CalOptima Health’s community focus is only getting stronger as we plan additional activities this year to reach the uninsured under California’s new law promoting coverage for all. We don’t work alone, and we appreciate our many providers and community partners who share our mission to serve the most vulnerable and support the safety net.

Robert T. Braithwaite, Hoag: At Hoag, we envision a world in which people are empowered to achieve their best health, to live their best lives and do their best work. By encouraging and promoting community-level sports, fitness and

activities, we are living our mission. This year, Hoag will be the title sponsor of the 20th annual OC Marathon, now dubbed the Hoag OC Marathon. Hoag’s support of the OC Marathon is a natural extension of its commitment to prevention and wellness. The recipe for lifelong health is staying physically, socially and mentally active. By getting out in the community, participating in marathons, half-marathons, surfing, cycling – whatever your passion is – we are putting in the ‘sweat equity’ needed to keep people well.

Phillip Franks, Be Well OC: As the state is transforming behavioral health care, Orange County stakeholders are working together to significantly improve our mental health system. Collectively, with the County of Orange, CalOptima Health, and other public, private, academic and faith-based organizations, we are working to affirm the important role Be Well plays in the county’s overall continuum of care. With our Irvine campus under construction, opening in 2025, we are creating a thoughtfully designed environment to support wellness and healing. Planned programs include adult and adolescent behavioral health and substance use treatment services, with the addition of perinatal services and expanded programming for children, adolescents and families. Our hope is that community members will come to this campus to promote wellness, not just at a time of crisis.

Kimberly Chavalas Cripe, CHOC: CHOC understands that true health encompasses physical, emotional, social, mental, and academic domains. This is why we emphasize prevention and social drivers of health (food insecurity, housing, safety), as well as assure academic success. Proactive approaches include early screening for developmental issues, mental health conditions, and exposure to emotional trauma. This complements our continued focus on childhood immunizations, safety, and proper fitness/nutrition, for example. Additionally, focusing on equitable, culturally appropriate care is extremely important. Identifying and addressing the various barriers to care (transportation, language, health literacy) overlay all of the work we do to improve access to care and address the whole child.

Payman Roshan, Kaiser Permanente Orange County: Kaiser Permanente Orange County continues to build on our social determinants of health strategies focused on increasing income, improving financial security, and reducing economic inequities through our business operations and community partnerships. In 2023, Kaiser Permanente provided \$2.5 million through community health grant investments to community-based organizations. These investments help to house chronically homeless individuals and rehouse families experiencing homelessness, provide access to mental health services for teens and adults, and feed hungry seniors on fixed incomes. Our partnerships with schools and districts have grown as locally, we provide grants to school districts to help build resilience and foster healthier school environments for students, staff, and teachers. For some of our community, the pandemic and anti-hate incidences were the major cause of depression, anxiety, panic attacks, and suicide ideation. The support from Kaiser Permanente enables organizations to provide ongoing counseling, suicide prevention, and racial trauma and healing work in multiple languages to community members in need.

continued on page B-54

Award-Winning Care

As Southern California's largest and most comprehensive health care network, we're proud to provide world-class care throughout the region. With over 100 combined high-performing distinctions for both specialties and procedures from *U.S. News & World Report*, our hospitals in Southern California are continuously awarded for their quality of care.

Choose the most-awarded health system in Los Angeles and Orange Counties.

Providence.org/SoCalLife



Mission Hospital Mission Viejo and Laguna Beach



St. Joseph Hospital Orange



St. Jude Medical Center



Providence Cedars-Sinai Tarzana Medical Center



Holy Cross Medical Center



Little Company of Mary Torrance



Saint John's Health Center



Saint Joseph Medical Center Burbank



Thank you, *Lauren Driscoll*, chief executive of Providence's South Division, for sharing your insight in this issue of Healthcare Roundtable.

HEALTHCARE ROUNDTABLE



The epidemic of diabetes is among our nation's greatest public health challenges. Its toll is deeply felt in the Latino community, where nearly 40% of its adult population is currently diagnosed with the disease.

Chad T. Lefteris
CEO
UCI Health



With cancer, health equity means ensuring that everyone in our community has a fair and just opportunity to prevent, find, treat, and survive the disease. Unfortunately, this is not the case right now.

Annette M. Walker
President
City of Hope Orange County

Lauren Driscoll, Providence California:

Providence has a history of working with like-hearted partners to create healthier communities. Among our newer partnerships:

- The TGR Foundation, a Tiger Woods charity. Through the TGR Learning Lab in Anaheim we're working together to increase access to health programs and screenings for youth and families.
- A partnership with Northgate Markets. Together with this trusted grocery chain, we're addressing health inequities in Latinx communities through access to care, health education and nutrition. Providence provides shoppers with hypertension screenings and information about colorectal cancer screenings, two conditions that disproportionately affect communities of color. Expanding efforts include shopping coaches to guide shoppers toward healthful choices. Providence also has relationships with community groups that address affordable housing, mental health counseling, food insecurity, domestic violence and basic health needs.

What strategies is your healthcare organization implementing to ensure both quality clinical outcomes and health equity among diverse patient populations?

Stephen E. Thorne IV, Pacific Dental Services®:

We're committed to improving clinical outcomes and ensuring everyone has equal access to health care, particularly by highlighting the crucial link between oral and systemic diseases. Our goal is to integrate dental care into the broader chronic disease management framework, addressing both oral health and overall health together. Advocating for dental services to be included in Medicare and partnering with like-minded organizations, we aim to expand access to care across diverse patient populations. One example of our impactful work culminates annually through Smile Generation Serve Day, a special event where our practices volunteer to provide a wide range of dental services at no cost to those in need. This initiative not only addresses immediate dental health issues but also promotes long-term oral health within the communities we serve. Since its launch in 2011, this event has delivered over \$57.4 million in donated oral healthcare to more than 27,000 patients. Through this comprehensive approach, which combines advocacy, partnership, and direct action, we tackle health disparities head-on, enhancing patient well-being and taking crucial steps in preventing chronic conditions through proactive oral health care.

Sunny Bhatia, Prime Healthcare: Prime Healthcare is recognized as among the best healthcare systems in the nation for outcomes, promoting health equity and health care delivery to vulnerable patient populations. Prime Healthcare was awarded the John M. Eisenberg Patient Safety and Quality Award for our groundbreaking initiatives in social determinants of health. By developing an innovative screening tool that identifies patient health needs and risk factors, our caregivers can provide more personalized care – yielding better patient outcomes. Additionally, Prime ranks among the Top 10 health systems in the nation for social responsibility and cost efficiency, according to the Lown Institute. Prime Healthcare Foundation has also provided more than \$12 billion in programs, activities, and care to treat and promote health and healing – while prioritizing support for underserved communities.

Chad T. Lefteris, UCI Health: The epidemic of diabetes is among our nation's greatest public health challenges. Its toll is deeply felt in the Latino community, where nearly 40% of its adult population is currently diagnosed with the disease. Last year, UCI launched an initiative developed in collaboration with the UCI-OC Alliance to ensure better well-being through education, prevention and treatment in order to address diabetes in the county's Latinx community. As part of a world-class public research institution, UCI Health is uniquely equipped to develop the educational, clinical and research-based resources necessary to advance this collaboration's mission. The initiative is rooted in three elements: prevention, research and treatment. Our aim is to alter the way diabetes healthcare is managed while improving the well-being of Orange County's Latino/Latina population.

Annette M. Walker, City of Hope Orange County:

With cancer, health equity means ensuring that everyone in our community has a fair and just opportunity to prevent, find, treat, and survive the disease. Unfortunately, this is not the case right now. We know that cancer impacts diverse groups differently, which is why City of Hope is implementing strategies to address the needs of our diverse communities. We are the vanguard in eliminating unnecessary restrictions to clinical trial participation that often impact minority populations. These efforts ensure our studies are not only more accessible but also more accurate, reflecting the true diversity of our patient population. Additionally, our research focus includes studies to better understand cancer risk among diverse population groups, such as stomach cancer in Asian American communities.

How has cancer diagnosis and care changed in the last five years?

Payman Roshan, Kaiser Permanente Orange County: In the last 5 years, there has been an improvement in both the detection and treatment of cancer. In terms of detection, improvement in technology has had a tremendous positive impact in early detection. The advancement of imaging modalities allows diagnosis at an early stage, thereby increasing the chance of cure. In terms of cancer treatment, there has been an overall expansion of treatments as we better understand tumor biology and targeting cancer in unique ways. While traditional chemotherapy still has a significant role, there has been a continued evolution of other types of treatments such as oral chemotherapy and immunotherapy. Furthermore, we now have combination treatments such as an oral chemotherapy with an IV immunotherapy that can help render patients' disease free. These novel combinations have not only given us the amazing ability to extend a patient's life but equally as important to improve their quality of life.

New research reveals Orange County has increased incidence of cancer among adults at younger ages. How is your organization responding to the ongoing challenge of combatting cancer in our community?

Michael Hunn, CalOptima Health: Better cancer care for CalOptima Health's vulnerable, low-income members is a matter of health equity. To improve members' health outcomes, CalOptima Health launched the Comprehensive Community

continued on page B-56



DRIVEN BY
COMPASSION

“We are dedicated to filling the critical need for medical professionals who care for people across their lifespan.”

—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.



CHAPMAN UNIVERSITY

Chapman.edu

HEALTHCARE ROUNDTABLE



We know building a diverse workforce, one that welcomes all races, ethnicities, genders, creeds, religions and other immutable characteristics benefits all of us, especially those whom we serve.

Lauren Driscoll
Chief Executive
Providence California

Cancer Screening and Support Program, a five-year, \$50 million initiative. In May, CalOptima Health's Board of Directors will award the first round of funding through a competitive process that identifies programs that build capacity for more cancer screening and support, make infrastructure and technology improvements, and create care coordination partnerships. This summer, CalOptima Health will debut an advertising campaign that promotes the benefits of getting screened. We hope our message will encourage members and all Orange County residents to take action. Our goal is to decrease late-stage cancer discoveries by increasing awareness, education and access to cancer screenings.

Robert T. Braithwaite, Hoag: Cancer is being diagnosed among adults at younger ages. One example is the increase of people under the age of 55 who are diagnosed with colorectal cancer, a disease once associated exclusively with older adults. While researchers try to unravel the cause of this troubling trend, oncologists at Hoag are educating young people about their risks and about how to identify and avoid the disease. Finding cancer early is key. That's why we talk about getting screened starting at age 45 for most people. By working collaboratively, Hoag Family Cancer Institute and Hoag Digestive Health Institute physicians provide patients a seamless experience, from evaluating risk to diagnosing, treating and providing patient support if disease is found. Through a robust clinical trials program, Hoag offers access to new treatments that are offering patients options that are not available at other hospitals in Orange County.

Lauren Driscoll, Providence California: As a former oncology nurse, I'm excited about the advancements we're making in the early detection of cancer, especially for cancers that have no recommended screenings, such as pancreatic, ovarian and kidney cancers, to name a few. We now offer a new multi-cancer early detection screening that diagnoses these cancers and 45 other forms through a simple blood draw. The test recognizes DNA fragments naturally released into the bloodstream and identifies cancer cells among them. If the fragments are identified as originating from a cancer cell, the test accurately localizes their origin. It's a game changer for patients who are at elevated risk of cancer. Along with existing screening tools, the test will transform the early detection of cancer and provide personalized preventive care.

The regional health care workforce is primarily white, thus not reflecting the diversity of Orange County. What strategies are being employed or should be employed to attract ethnically diverse individuals to the health care professions?

Lauren Driscoll, Providence California: Diversity, equity and inclusion principles have always been at the heart of who we are. These principles are built not only into our history, but into our DEI strategic plan, which aims to build a workforce that more closely mirrors the outside world. We know building a diverse workforce, one that welcomes all races, ethnicities, genders, creeds, religions and other immutable characteristics benefits all of us, especially those whom we serve. Varied personal experience results in heightened patient trust and engagement. Our DEI strategic plan has

measurable goals and tactics that help us better understand and celebrate each other, recognize and question inequity and injustice and deepen belonging. What we discover along the path and how we grow will influence future iterations of the plan.

Cancer affects 1 in 3 Americans in their lifetime. When it comes to seeking cancer care, what should patients and their families look for? Why is cancer research so important?

Robert T. Braithwaite, Hoag: Hoag is in one of the most unique positions in the country in that it offers patients access to more than 50 top-tier clinical trials in cancer alone – many of which are not available at other hospitals in the area. Bringing together some of the brightest physician scientists to lead groundbreaking research and deliver precision medicine, our unparalleled team of cancer experts deliver specialized treatment plans uniquely designed for each person. There are only a handful of hospitals like Hoag that combine a personalized, community-based approach with cutting-edge medicine, renowned specialists and access to clinical trials. This "privademic" approach gives us the best of both worlds — the agility and personalized approach of a private, not-for-profit hospital paired with the world-class innovations of an academic institution.

Annette M. Walker, City of Hope Orange County: There is a life-saving difference with cancer-focused expertise. At City of Hope, we only focus on cancer and have expertise with cancer that others do not. Every cancer experience is unique, and our highly specialized experts work with each patient to develop a personalized plan. This is called patient-centered care, and it can significantly impact physical and emotional well-being. Another important factor is accessibility to clinical research. City of Hope offers the most cancer-focused clinical trials in California for this very reason. Participation in a clinical trial allows patients access to new and improved treatments, including targeted therapies, immunotherapies, and precision medicine approaches. Selecting the right provider upfront should be your first priority, and we offer unsurpassed expertise delivered with compassion.

The importance of speed in patient care is increasingly evident, with technologies like rapid whole genome sequencing poised to revolutionize diagnostics. How will your organization integrate speed into its approach to patient care?

Phillip Franks, Be Well OC: Ensuring individuals are able to access the appropriate level of quality care in a timely manner is why we are working on the opening of a new call center, Hope Central. The call center will support Orange County residents in need of targeted behavioral health urgent care or substance use treatment and residential care, regardless of ability to pay. The new call center, slated to open later this spring, will serve as Be Well's "front door" to care, with a co-located, experienced team comprised of specialists including nursing, intake coordinators, and care navigators, as well as integrated community partners who will coordinate and facilitate access to Be Well's continuum of care and connection to the appropriate community services and programs.

continued on page B-58



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HEALTHCARE ROUNDTABLE



AI has the ability to fundamentally transform the landscape of medicine, diagnostics, and patient care with its greatest potential lying in enhancing diagnosis and treatment, personalized medicine, and operational efficiencies.

Barry Arbuckle
President & CEO
MemorialCare



Making health care easy and accessible through mobile applications, online providers and home delivery could have a positive impact on a community's health and well-being because care is easy to access.

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

Annette M. Walker, City of Hope Orange County: With cancer, speed is a lifesaving factor. City of Hope, along with the Translational Genomics Research Institute (TGen), is one of only two centers in the world that can return equivalent results of whole genome sequencing testing in two days rather than two weeks or more. This gives physicians rapid insight to support diagnosis and individualized treatment plans. Our unique academic and biotech model allows us to translate research discoveries into new therapies. With our onsite GMP Manufacturing Shared Resource (GMP-SR) capabilities, City of Hope gets many new biological and chemical therapies to the clinical trial phase faster than most other institutions. As an independent academic medical center, we deliver many discoveries to patients years before they become the standard of care.

Where do you believe that AI will prove the most effective in helping us transform healthcare and where do you have the most concerns?

Janeen Hill, Chapman University: The transformative nature of AI and health care is limitless and can be a force for driving effective, efficient care. The cautionary tale centers on algorithms. These cannot be developed using data from white males and then applied to different ethnic groups, genders and age groups. Thus, promises of AI are only realized by the robustness of algorithms.

Barry Arbuckle, MemorialCare: AI has the ability to fundamentally transform the landscape of medicine, diagnostics, and patient care with its greatest potential lying in enhancing diagnosis and treatment, personalized medicine, and operational efficiencies. A quintessential example of this potential can be seen in tools that MemorialCare is utilizing, like Abridge, which leverages ambient listening technology to assist doctors with charting. By efficiently capturing and organizing details from doctor-patient conversations, Abridge can give back hours to medical professionals, enabling them to spend more time on direct patient care. AI can streamline administrative tasks, directly impacting the quality of patient care. By automating the transcription and organization of notes, AI allows doctors to focus more on patient interaction and less on paperwork. This not only enhances the quality of care but also improves the job satisfaction of healthcare providers by reducing burnout from administrative overload.

Lauren Driscoll, Providence California: AI demands new ways of thinking to advance patient engagement, diagnostics, algorithms that predict the best treatment protocols and paperwork management. For example, Providence's ChatBot called Grace, which is available on our patient portal, provides a personalized experience and helps understand and summarize what our patients need. The result was a 22% decrease in administrative questions and an 8% decrease in questions patients posted to their doctors. The possibilities of incorporating AI solutions in health care appear limitless. This is why Providence established central governance over AI solutions. The group is charged with establishing guardrails for AI use and is supported by other internal Providence bodies including the Data Ethics Council and the Cyber Risk Council.

What healthcare trends are you most optimistic about?

Stephen E. Thorne IV, Pacific Dental Services®: I'm very excited about the growing awareness of the Mouth-Body Connection® – how oral health is intricately linked to overall health. The decision by CMS to include medically necessary dental services in Medicare plans, along with the increasing interest from Medicare Advantage plans, highlights a wider recognition of the crucial role oral health plays. This awareness is bringing on an era of convergence, where dental and medical providers are collaborating more closely than ever for efficient and comprehensive patient care. Our efforts to implement this integrated approach include partnering with MemorialCare to establish co-located dental and medical practices throughout Orange County. The dental and primary care providers in these practices can leverage the power of Epic®, integrating medical and dental health histories into longitudinal patient health records and ensuring better outcomes through a seamless coordination of care. Oral health providers are becoming increasingly recognized not just for their role in dental maintenance but also for their impact on broader health outcomes, opening the door to exciting future possibilities in health care.

Kim Mikes, Hoag Orthopedic Institute: The trend I'm most optimistic about is the shift from inpatient care for orthopedic surgery to outpatient care. Because of the lowered costs, accessibility and many benefits to the patient, outpatient care is profoundly reshaping the orthopedic care industry. HOI's clinical and operational contributions to this national trend of outpatient care for joint replacement surgery, for example, demonstrates our orthopedic surgeons are ahead of the curve. Today, many of our patients undergo joint replacement or spine surgery in the morning and by the afternoon are recovering in their own bed at home. Our growth is fueled by this trend, as HOI opened another outpatient surgery center in Aliso Viejo.

Janeen Hill, Chapman University: First, as discussed previously, the move to virtual care. Making health care easy and accessible through mobile applications, online providers and home delivery could have a positive impact on a community's health and well-being because care is easy to access. Second, expanding scopes of practice of allied health care professionals (PAs and LPNs, for example) to become independent primary care providers should increase accessibility and affordability of care.

Lauren Driscoll, Providence California: Digital innovation is transforming the health care business model by engaging consumers in their space. Through our patient portal, patients can make appointments, ask providers questions, check their lab results and other details of doctor visits and even pay their bills. In addition, the Providence app allows us to understand our users on a personal level and provide them with personalized experiences. For example, when users are logged in, we can send them reminders about their annual exams or flu shots. The app also connects providers and patients, or the health system and consumers, with content, information, tools and services – and not just when they're sick. Keeping our communities healthy is a key focus for Providence.

continued on page B-60



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HEALTHCARE ROUNDTABLE



A holistic approach incorporating the mind, body and spirit is vital to improving outcomes for individuals with behavioral health and substance use disorder needs.

Phillip Franks
CEO
Be Well OC

How are Orange County providers expanding access to mental health services for adolescents, teens and young adults?

Michael Hunn, CalOptima Health: Connecting our youth to mental health services starts by removing barriers. CalOptima Health is partnering with all 29 Orange County school districts through the Student Behavioral Health Incentive Program (SBHIP) to make services more available to kids where they are — in school. SBHIP is funding \$25.5 million in resources, such as more psychologists and counselors, on-campus spaces to take mental health breaks, and teacher training programs. In April, we also improved access with a 24/7 telehealth service to connect members to care more easily and quickly. In addition, we contributed \$15 million to Be Well OC's second campus under construction in Irvine, which will serve children for the first time. And we increased payment rates to behavioral health providers to strengthen our network of care.

Phillip Franks, Be Well OC: Rates of depression, anxiety, substance use and the related issues of suicide have reached epidemic levels amongst adolescents, teens and young adults. Many families are suffering. Be Well OC offers crisis stabilization services for Orange County residents ages 13-17 who are experiencing a mental health emergency. The interdisciplinary treatment team includes psychiatrists, nurse practitioners, licensed clinical social workers, and mental health specialists, providing care in a safe and modern campus offering a warm and engaging atmosphere for stability and healing. We also provide wraparound support services to assist families in connecting them with other resources. With the addition of a second campus in Irvine, we are proactively and thoughtfully increasing the availability of expert mental health and wellness care to support children, adolescents and families.

Kimberly Chavalas Cripe, CHOC: Youth mental health remains a top concern for Orange County, as demonstrated by CHOC's Community Health Needs Assessment. The scope of the problem requires a coordinated response. CHOC has identified community gaps and created new services, including psychologists integrated into pediatricians' offices, a short-term stabilization clinic for youth with suicidal thoughts and screening children to identify mental health concerns early. The state-funded School Behavioral Health Incentive Program (SBHIP) has brought together mental health experts across the county, including CHOC, to design an effective continuum of mental health care for children from prevention to inpatient psychiatric care. Participating mental health services providers all have areas of expertise; by working together we can increase access to evidence-based treatment for our youth.

Why is it so important that mental health care be addressed holistically?

Phillip Franks, Be Well OC: A holistic approach incorporating the mind, body and spirit is vital to improving outcomes for individuals with behavioral health and substance use disorder needs. Be Well's culture equally prioritizes health of the body and mind, built around shared values of respect, dignity and compassion. Starting with our Hope Central team facilitating access to Be Well's continuum of care, individuals can receive targeted behavioral health and/or substance use treatment along with a plan that infuses hope and

healing throughout the wellness journey. Be Well honors whole-person needs by providing support beyond treatment that includes connections and warm handoffs to community-based social support services and alumni groups.

Kimberly Chavalas Cripe, CHOC: Research continues to show how disorders of mental health can have significant impacts on overall medical health, particularly during childhood. By screening for adverse childhood experiences, social drivers of health, depression, and suicide as part of health care visits, these items can be discovered early to support interventions before poor medical outcomes become evident. At CHOC we've developed Well Spaces in schools, provide targeted mental health services tailored for patients with specific conditions, and have comprehensive screening programs with connections to live, integrated or telehealth mental health services. Our goal is to treat the whole child and support their physical and mental health.

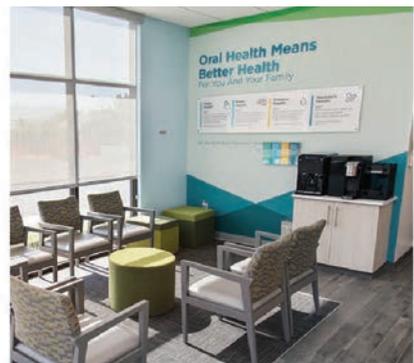
Barry Arbuckle, MemorialCare: Mental Health is an essential part of whole-person care and should be treated with the same status. Historically, mental health - like dental or vision care - has been excluded from what we typically think of as healthcare. At MemorialCare we understand and embrace mental health treatment as a crucial part of a patient's overall health. To that end, we implemented a Collaborative Care Model, where we have integrated fully qualified behavioral health (BH) specialists into the primary care setting. We have BH specialists in 25 health centers across our two medical groups - MemorialCare Medical Group (MCMG) and Greater Newport Physicians MemorialCare (GNP). Patients who see an MCMG or GNP provider and may require mental health services can be seen almost immediately, either virtually or in-person. Additionally, we offer an online mental health coaching program with modules for depression, anxiety, stress, insomnia and more.

As the national population ages into Medicare, what strategies and programs can help seniors with their care?

Michael Hunn, CalOptima Health: To improve health outcomes, seniors need help with care coordination and navigating the complex health care system. CalOptima Health has two programs for seniors that are designed to do that by delivering personalized, comprehensive care. OneCare is a Medicare Advantage plan for members with Medicare and Medi-Cal. OneCare combines the benefits from both programs and adds more, such as fitness programs and over-the-counter medicines. Plus, a Personal Care Coordinator helps members with questions and works with the member's doctors to create an individual care plan. For frail seniors with chronic health conditions, the Program of All-Inclusive Care for the Elderly (PACE) supports participants with an entire team that takes a holistic approach, regularly assessing each participant's needs to keep them active and living at home.

Sunny Bhatia, Prime Healthcare: As our population ages and demand for quality senior care increases, Prime Healthcare remains committed to providing comprehensive support and specialized services tailored to older adults. This unwavering commitment is evident as Prime is one of only 11 healthcare systems in the nation to receive Health System Geriatric Emergency Department Accreditation from the American

continued on page B-62



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HEALTHCARE ROUNDTABLE



Recent advancements in health care are transforming patient care, shifting towards a predictive and preventive approach. This transition reflects a broader trend towards more integrated and technology-driven industry, promising a healthier future for all.

Stephen E. Thorne IV
Founder & CEO
Pacific Dental Services

College of Emergency Physicians. Our hospitals ensure quality health care for seniors through enhanced staffing and education, geriatric-focused policies and protocols, and a senior-focused physical environment. Prime has 21 geriatric-accredited hospitals, including two of our Orange County Hospitals at Garden Grove Hospital Medical Center and Huntington Beach Hospital. Prime maintains strong collaboration with post-acute facilities and community practices to ensure seamless transition of care following hospitalization.

Janeen Hill, Chapman University: The aging of Orange County is an undeniable fact. Aging is associated with more significant disease, disability and mental decline. We know we lack the health care workforce trained to address geriatric care. Unless we educate more health care professionals with expertise in geriatrics and as a community seek coordinated efforts to provide effective and accessible care for seniors, we will be unable to care for our most vulnerable.

Robert T. Braithwaite, Hoag: Demand for age-related health care is outpacing the supply nationwide. In Orange County Alzheimer's is expected to more than double by 2040. This "silver tsunami" is forcing increasing health care utilization, rising expenses and an explosion in unpaid caregiving – friends, family members and loved ones shouldering the burden and costs of care. Hoag recently announced a transformational \$50 million gift that will establish the Richard H. Pickup Center for Brain Health, a powerhouse of innovation that will pioneer new, whole family-centered approaches to brain health and healthy aging. A cornerstone of the Richard H. Pickup Center for Brain Health will be the whole-family approach to prevention, early detection and care for patients with cognitive impairment, including those with Alzheimer's disease or other forms of dementia. A comprehensive approach to screening, accurate diagnosis, and appropriate management of these conditions will improve the quality of life for patients and their caregivers.

Chad T. Lefteris, UCI Health: Providers who are skilled in geriatric care are crucial. UCI Health has the county's only Gold Level 1 Geriatric Emergency Department. Our senior health center is one of the first patient-centered medical homes for geriatric care in the nation and UCI Health was among the first to be designated an Age-Friendly Health System. Earlier this year, we launched an important collaboration with community partners to create a free eight-module training course for the caregivers of people diagnosed with dementia. As an academic medical center, we are also leading groundbreaking research, education and advocacy in geriatric care through the UCI Division of Geriatric Medicine and Gerontology, the Geriatric Workforce Enhancement Program, the Center of Excellence on Elder Abuse and Neglect and the Elder Abuse Forensic Center.

We've seen the recent headlines of the Change Healthcare data hack and of the significant impact it is having on physicians and health systems across the country. How is your organization addressing this incident or more broadly – what are organizations like yours doing to safeguard patient data?

Barry Arbuckle, MemorialCare: Health care organizations are extremely vulnerable to cyberattacks. To date, 41 million individuals' records have been compromised, 19 hospital

systems have been hit with ransomware, and the average downtime due to a ransomware attack is 24 days. Our MemorialCare IT team is keeping our systems safe and avoiding an attack through solid, proactive cybersecurity infrastructure, programs, and strategies. We have designed and implemented an advanced and sophisticated security infrastructure for our network. Additional cyberattack prevention measures include routine cybersecurity briefings, third-party risk management assessment for all vendors/suppliers, mandatory employee phishing training, and decoy phishing emails to test employees. We also put our systems to "The Ultimate Ransomware Penetration Test" twice a year, the most stringent in the industry. Our results show that MemorialCare's cybersecurity program is in top 5% in the country.

What are some recent technological innovations and trends to improve health care (including dental and medical)?

Stephen E. Thorne IV, Pacific Dental Services®: Recent advancements in health care are transforming patient care, shifting towards a predictive and preventive approach. This transition reflects a broader trend towards more integrated and technology-driven industry, promising a healthier future for all. In dentistry, the increasing adoption of predictive analytics through saliva and blood testing is revolutionizing patient care. These tools enable clinicians to detect issues early on, reducing the risk of systemic health complications and improving patient health outcomes. Additionally, innovative technologies like robotic oral surgery, AI-assisted image analysis, and regenerative bio-adhesives are enhancing the precision, accuracy, and overall success of dental procedures. As leaders in modern dentistry, PDS is integrating advanced, proven technologies like these into our supported practices. We are also collaborating with industry partners to advance research and advocate for policies that ensure widespread access to innovative healthcare solutions.

Kim Mikes, Hoag Orthopedic Institute: In the hands of trained orthopedic surgeons, technology such as robots, augmented reality and newer more durable implanted devices used for surgical procedures are probably some of the most exciting technological developments at HOI. We currently employ multiple robotic devices for lower extremity joint replacements. We are also one of the first to use robots for total shoulder replacement. Systems that employ augmented reality technologies can also improve surgical outcomes. This technology allows the surgeon to see the patients' anatomy as if they have "x-ray vision" to accurately navigate instruments and implants during spine procedures. These technologies enable surgeons to consistently replicate excellent clinical outcomes, procedure after procedure.

Sunny Bhatia, Prime Healthcare: Health information technology and innovation has been a top priority for Prime Healthcare. The various opportunities within digital transformation have redefined how we approach strategy, growth, and care delivery. From strategic growth to patient engagement, reputation management and overall healthcare delivery, digital tools have been the crux of running a more efficient care delivery system. For example, Prime's partnership with Steer Health, AI enhances patient experience, care navigation, and aligns with our value-based care delivery model. From a concierge tool to address patient needs to online reservations for patient

continued on page B-64



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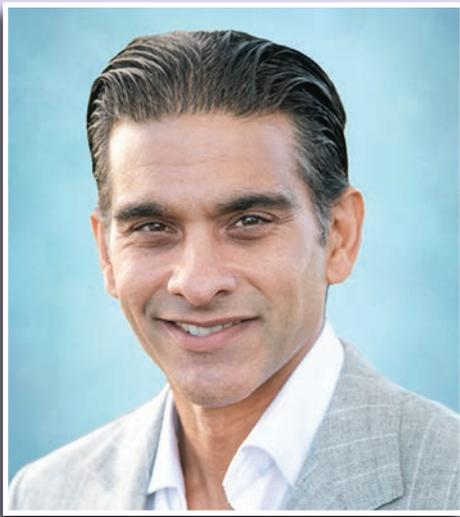


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HEALTHCARE ROUNDTABLE



Implementation of emergency department/inpatient throughput committees have enhanced capacitance, minimized emergency department diversion; thereby allowing our hospitals to better serve our patients and communities.

Sunny Bhatia,
President & Chief Medical Officer
Prime Healthcare

arrival times at our emergency departments, Prime has tackled complex challenges and achieved sustainable growth on a journey of innovation and collaboration that brings benefit to our system and patients.

Robert T. Braithwaite, Hoag: To drive innovation in health care and make a more significant impact for our patients, a group of philanthropic leaders dedicated to advancing Hoag, has founded Hoag Innovators. This entrepreneurial group of donors and volunteer leaders, meet with leading clinicians at Hoag pitching innovative technology, research, and programs in their respective specialties. The members vote on which projects to fund and how best to allocate their pooled philanthropic gifts to catalyze innovation. Hoag Innovators has brought access to incredible technology like VECTRA WB360, the world's first whole-body 3D photographic imaging system; PeriWatch Vigilance, an automated early warning system for obstetrics; and Cios Spin Imaging, to help detect lung cancer earlier and more accurately. These technologies are improving outcomes and transforming the patient experience at Hoag.

Chad T. Lefteris, UCI Health: UCI Health is an important part of Orange County's wellspring of biotechnology excellence. The UCI Center for Artificial Intelligence in Diagnostic Medicine is a cross-disciplinary initiative bringing AI into the clinic and is advancing research to transform diagnosis and treatment of disease. Homegrown uses of AI at UCI Health include diagnosing stroke, identifying polyps in colonoscopy, detecting aneurysms, preparing for complex surgeries, treating kidney stones, detecting breast cancer and optimizing the patient discharge process at the VA Long Beach Healthcare System. UCI Health also recently adopted Abridge, an AI technology that assists our clinicians with documentation and clinical notes. The technology is saving our clinicians valuable time that they can spend listening to their patients that would have otherwise been spent doing paperwork.

Dental, vision and medical visits are the three top health services that people are most likely to postpone due to cost. What is your company doing to help patients get the care they need sooner rather than later?

Stephen E. Thorne IV, Pacific Dental Services®: Our approach to mitigating this challenge begins with a strong emphasis on patient education. We believe that a well-informed patient is more inclined to prioritize preventive care, recognizing its essential role in maintaining overall health and preventing more serious conditions down the line. Through clear communication about the Mouth-Body Connection® and emphasizing the importance of regular dental cleanings and screenings designed for early identification of potential health issues, we guide our patients through the complexities of healthcare costs and insurance benefits. This helps ensure that financial constraints do not hinder patients from accessing the care they need and want.

Ten years ago, the healthcare industry was trending toward more ambulatory care and less inpatient demand. Yet the demand for inpatient and emergency care has increased since the Covid-19 pandemic. How is your system meeting this demand while maintaining a high level of care?

Sunny Bhatia, Prime Healthcare: Prime Healthcare is an industry leader with our ability to save and transform acute-care hospitals to address the unmet health care needs of our communities. Prime's mission since inception has been to ensure quality, efficient, and compassionate health care. We save hospitals to serve communities and have never failed on that promise, investing millions in our hospitals annually based on community need. Prime hospitals are consistently recognized for operational efficiency, best-in-class technology, and the use of proven evidence-based clinical protocols to ensure the highest standards of quality. Challenges surrounding staffing have been addressed through enhanced recruitment and retention strategic initiatives. Implementation of emergency department/inpatient throughput committees have enhanced capacitance, minimized emergency department diversion; thereby allowing our hospitals to better serve our patients and communities.

Chad T. Lefteris, UCI Health: UCI Health has taken a multifaceted approach to the exploding demand for inpatient beds, especially for intensive and critical care services. We increased the number of licensed beds at UCI Medical Center by 10% during the pandemic and announced a 144-bed acute care hospital at the UCI Health – Irvine medical campus, opening in 2025. Last month, we established the UCI Health Community Network with the acquisition four community hospitals and affiliated ambulatory sites in Orange County and southeast Los Angeles County. The addition of 858 beds to our system will transform regional healthcare with greater unrestricted access to all levels of care. Importantly, this provides UCI Health with the capacity to accept more transfers of patients who need higher levels of care from community hospitals.

Health systems are becoming more creative in expanding access to care in non-traditional ways. What is your system doing in this area, esp. in encouraging preventative care activities?

Michael Hunn, CalOptima Health: CalOptima Health believes that housing is health, and we are a leader among Medi-Cal health plans in creating innovative programs to improve care for the unhoused. In April 2023, we launched Orange County's first Street Medicine Program in Garden Grove. Based on its success delivering transformative care in the community from a mobile doctor's office, we are expanding to Anaheim and Costa Mesa in August 2024. Accessible health services are important, but ultimately, individuals cannot be healthy living on the street, so we have awarded \$73.3 million in grants to organizations to complete 1,175 units of affordable and permanent supportive housing in Orange County. While this is good progress, we will remain steadfast in focusing on housing as a key social determinant of health.

Kim Mikes, Hoag Orthopedic Institute: HOI is a spine and orthopedic hospital network who leads Orange County in spine surgery volume. But not all spine and back care is surgical in nature, as many conditions get better without surgery. Conservative spine care, led by our 22 expert spine surgeons, pain management specialists and physical therapists, is the right course of action for many patients. Last year, HOI created the "Back to You" Conservative Spine and Back Program,

continued on page B-66

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Prime Healthcare

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HEALTHCARE ROUNDTABLE



Access to care is a prime concern for our families, which has prompted us to find ways to bring care to where the children are.

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

incorporating evidence-based components such as exercise, yoga, diet, pain management, acupuncture, and cognitive therapy. The program incorporates measurable metrics to show the improvement realized by patients. This conservative approach and utilization of various non-surgical treatments is helping many get out of chronic pain and get back to the activities they love.

Phillip Franks, Be Well OC: One example of non-traditional care we provide is Be Well's Mobile Response Team, currently operating in seven cities and on UCI's campus. This model is designed to support residents, first responders, healthcare workers, social service professionals and the entire community with a responsive and cost-effective approach to mental health and substance use crises. Each team is composed of two crisis intervention specialists who provide in-crisis stabilization and support to individuals experiencing mental health or substance use challenges. The team also offers information and referrals, transportation to services, and additional follow-up support and case management. By extending services directly to the community in a convenient and efficient manner, we can better promote optimal mental health and wellness for all.

Kimberly Chavalas Cripe, CHOC: Access to care is a prime concern for our families, which has prompted us to find ways to bring care to where the children are. The CHOC Wellness on Wheels mobile unit brings asthma care, mental health screening and education, and fitness/nutrition information to various schools, parks, Boys and Girls Clubs, and neighborhoods throughout the county. Additionally, we have opened 40 Well Spaces in Orange County schools focused on mental health prevention. Recently we began offering a 24/7 free nurse advice line, 1-844-GET-CHOC, where licensed CHOC nurses offer medical advice to patients up to 21 years of age with the option to be connected with a CHOC clinician for a telehealth visit.

Chad T. Lefteris, UCI Health: Last year, we launched an important collaboration with Sprinter Health that allows Medi-Cal patients to receive in-home services at no out-of-pocket cost, including blood draws for diabetes and kidney health monitoring labs, diabetic eye exams, blood pressure checks, pediatric lead screenings and more. This program helps us improve patient's access to preventative care, address disparities in care among underserved communities while providing the excellent patient experience that we're known for. UCI Health OnDemand provides around the clock access to urgent primary care consultations at home, on video or in the office for both current and potentially new UCI Health patients. Now, our patients get access to a board-certified physician 24/7 without leaving their homes for things like allergies, cold, flu and ear infections.

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.

Annette M. Walker, City of Hope Orange County: We now understand that the projected number of cancer cases in the United States will escalate to 2.3 million by 2030—an alarmingly high figure. To combat this trend effectively, we are focused on prevention and early detection of cancer as well as treating and curing it. City of Hope recently launched a new mobile cancer prevention and screening program. The first of its kind in the U.S., the highly advanced mobile clinic assesses the risk and screens for at least 15 different types of cancer. Other initiatives that we are pursuing with our partner TGen are blood tests that screen for many cancer types at their earliest and most treatable stages. The potential of early cancer detection through a simple blood draw is immense.

The region has witnessed the closing of Rite Aid branches, the closure of CVS pharmacies in Target and the demise of minute clinics. Are retail pharmacies and retail pharmacists things of the past?

Janeen Hill, Chapman University: Brick-and-mortar pharmacies and health care facilities, in general, are rapidly being supplanted by health care through Amazon, PlushCare and other online health care services that are provided via a smartphone and prescriptions delivered to the doorstep. People want services coming to them. Of course, there will always be a demand for hospitals with health care staff taking care of the most ill, but general care will become much more virtual.

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 health care for the homeless?

Payman Roshan, Kaiser Permanente Orange County: Kaiser Permanente Orange County was one of several investors in Be Well OC's first mental health and wellness campus in Orange County that opened in January 2021. Other investors included the OC Board of Supervisors, CalOptima, Hoag Presbyterian, Memorial Care and Providence St. Joseph Health. The opening of this campus was the culmination of a public-private partnership that began in 2015 when the county and community leaders, including Kaiser Permanente, began examining behavioral health services in Orange County. This campus is located at 265 Anita Dr. and is a 60,000 square-foot facility providing mental health and substance use disorder services to all County residents referred for care. This campus represents the first visible signs of systems change for mental health care in Orange County and provides Orange County with its first-ever sobering station.

HOPE HAPPENS HERE.



Irvine Campus to Expand Care in 2025

With the opening of a second campus in Irvine, we are thoughtfully increasing access to a full continuum of mental health and wellness services for children, adolescents, adults, and families in Orange County. This will include perinatal services and expanded youth programming.

Our goal is to become a vital part of Orange County's robust healthcare ecosystem responding to the community's mental health and wellness needs and offering services to all OC residents, regardless of ability to pay.

Learn more at
BeWellOC.org



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