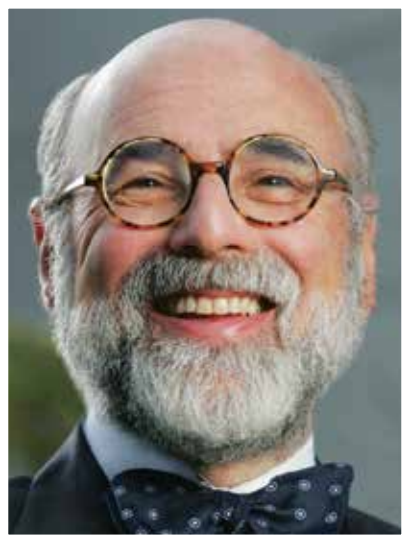


Rady Children's Welcomes New Trustees

Prominent Medical, Academic and Business Leaders
Enhance the Region's Pediatric Hospital Board



Michael Friedman, MD

Executive Director, Special Projects
Emeritus Director, Comprehensive
Cancer Center, City of Hope



Byron Scott, MD, MBA

Adjunct Faculty
UMass Amherst Isenberg School of Management,
Jefferson University College of Population Health



Michael Stone

Founder and Managing Member,
FS Investors

Rady Children's is thrilled to announce the appointment of three new members to the Rady Children's Hospital and Health Center Board of Trustees. **Michael Friedman, MD**, executive director of special projects and emeritus director of the Comprehensive Cancer Center at City of Hope; **Byron Scott, MD, MBA**, adjunct faculty member at UMass Amherst Isenberg School of Management and Jefferson University College of Population Health; and **Michael Stone**, founder and managing member of FS Investors will contribute decades of collective expertise in essential areas including hospital, financial and practice management; diversity, equity and inclusion; research; and patient experience. We eagerly anticipate the ways in which their vision will contribute to Rady Children's continued growth and excellence in service to our community's children and families.



www.RCHSD.org

SAN DIEGO BUSINESS JOURNAL

HEALTHCARE ROUNDTABLE

An Informative Q&A with SD's Top Behavioral Health Professionals



Yvette A. Aguayo, LMFT
Manager
Otay Mesa Psychiatry Clinic



Wendy Broughton, MA, RAS
Chief Operating Officer



Gabriel Rodarte, M.D.
Behavioral Health Medical Director,
Triple Board Certified in Family Medicine,
Psychiatry, and Addiction Medicine



Shayna Walker, M.D.
Board Certified Provider,
Member of the NCMS,
Member of the AMP,
Member of the APA



Laura Josh
Area VicePresident, Gallagher on behalf
of California Schools



HEALTHCARE

ROUNDTABLE PARTICIPANTS



California Schools VEBA

California Schools VEBA is a non-profit health care trust that delivers high quality, affordable and accessible health care for education, municipal and public agency employees. Formed in 1993 — through the combined efforts of school superintendents and school labor leaders — VEBA currently serves more than 65 participating employers and over 150,000 members, throughout Southern California. To continue improving health care for its members VEBA launched the VEBA Resource Center (VRC) in 2019 to help members assess, identify and remove barriers to achieving optimal health. The VRC provides an extensive range of programs, classes, services and events for members to take a holistic and proactive approach to their overall well-being.



Kaiser Permanente

At Kaiser Permanente, San Diegans are supported by our top doctors, leading workforce health programs, and award-winning disease management. With more than 9,600 staff and more than 1,430 physicians, we offer a full range of services at 30 facilities throughout the county, including the Kaiser Permanente Zion Medical Center and the San Diego Medical Center in Kearny Mesa. Our unparalleled size and scale, combined with the industry's leading electronic health record system, allows us to deliver high quality, fully integrated care.

For more than 50 years, we have brought high quality, affordable care to San Diegans when and where they need it. Our Mobile Health Vehicle can deliver care to any community throughout the county. Our partnership with retail giant Target provides the opportunity to seek medical care at convenient locations. Kaiser Permanente members have access to care through video and tele-health appointments with a physician and can also download our mobile app to make appointments, contact their physician, view their lab results, find our locations, and research health and wellness topics — anytime, anywhere.



Mental Health Systems

MHS is a non-profit with 80 broad-ranging programs, over 900 employees across 10 California counties. Our mission is to reduce disparities in behavioral health care with a workforce that promotes wellness, recovery, and resiliency. We are committed to services that lead to rich, full lives for the individuals, families, and communities we serve. MHS is an organization that has embraced the guiding principles of People, Culture, and Growth ensuring respect for diversity, equity, and inclusion. As developed by the MHS employees, our core values of Integrity, Diversity, Mentorship, and Inclusion are carried into everything we do.



Neighborhood Healthcare

Neighborhood Healthcare, a regional Federally Qualified Health Center (FQHC), provides a wide range of medical, dental, and behavioral health services. Neighborhood Healthcare provides quality, compassionate, whole-person care to everyone, regardless of their circumstance, throughout San Diego and Riverside counties. We go above and beyond in serving those in need with high integrity, professionalism, and in the spirit of collaboration, just as we did when founded more than 50 years ago. In doing so, we dedicate ourselves to improving community health so everyone can live happy and healthy lives.



TrueCare

Marking its 50th year celebration in 2021, TrueCare™ (previously North County Health Services) celebrates a rich history of providing affordable quality healthcare and community resources to underserved communities in San Diego and Riverside counties, regardless of their income or insurance status. From its humble beginnings as a mobile unit traveling to those in need since 1971, TrueCare has cared for the community with commitment and compassion. In 2020, TrueCare transformed its new brand with vibrant elements reflected across its communities to bring awareness of its enhanced mission. With 11 health centers, TrueCare has steadily grown to be one of the premier healthcare providers. Today, TrueCare provides nearly 60,000 patients a year with high-quality healthcare services ranging from primary care, pediatrics, women's health, behavioral health, chiropractic and dentistry. In addition, TrueCare offers transportation services, community health outreach, insurance enrollment assistance, and case management programs. For more information go to truecare.org.





A healthier workforce creates a stronger business.

Get the tools you need to establish a healthier workplace culture, helping your employees manage stress, sleep better, and exercise more. Learn more at kp.org/choosebetter.

Choose Better. Choose Kaiser Permanente.



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Stay grounded in knowing that you are not alone, many are facing similar situations as yourself. Self-care can include any activity outside. Sunshine and exercise are natural antidepressants.

Yvette Aguayo

Manager, Otay Mesa Psychiatry Clinic
Kaiser Permanente



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We recognize our frontline heroes and express our gratitude for their tenacity and courage. Our staff run into the buildings everyone else is running out of.

Wendy Broughton
COO

Mental Health Systems

How has COVID changed how behavioral health services are delivered?

Dr. Shayna Walker, TrueCare:

Traditional behavioral health services were delivered face-to-face in a brick-and-mortar building. While there are great benefits with these services, we missed out on reaching a broader group of people. With COVID we were able to extend our reach using telehealth. Now we can deliver services in person, by phone, or by video, so patients are still getting effective and critical behavioral health services they need. Also, offering services through telehealth or virtual health helps to break down barriers for patients who have a hard time finding transportation.

Yvette Aguayo, Kaiser Permanente:

Since the pandemic, Kaiser Permanente behavioral health has widened our scope of modalities to include virtual and telehealth sessions, including medication evaluations and intensive outpatient programs. Behavioral health is also being offered through social media apps and text messaging services. Literally, with one click of a button, you can begin your therapy session from the convenience of your home or car.

Dr. Gabriel Rodarte, Neighborhood Healthcare:

COVID provided an opportunity for our behavioral health providers to provide care through telehealth options allowing both providers and patients to stay healthy and safe while also overcoming barriers in transportation challenges. More information on appointment options is available at: <https://www.nhcare.org/covid-appointments/>

Laura Josh, Gallagher on behalf of California Schools VEBA:

One of the “silver linings” of COVID has been the increased availability, and acceptance, of virtual care.

Traditionally, mental health delivery was focused on in person services – which required coordination, time off work and travel. Many of the providers were forced to innovate and have successfully transitioned to a virtual platform to deliver services. Pre-COVID, the adoption rate of virtual services was extremely low – typically less than 10% of visits. The pandemic allowed many of our members to experience virtual for the first time – often with great success. We have found our usage of mental health services has actually increased dramatically through the ease of virtual access.

Has COVID created barriers to treatment and how can these be overcome?

Dr. Shayna Walker, TrueCare:

While we are able to help more people through virtual and telehealth, the pandemic has increased the need for behavioral health services causing a rising demand with often a lack of providers. The pandemic encouraged us to be creative on how to treat patients, of which many have now switched to a hybrid model, where some of their treatment is virtual and some of it is in person. Patients like this model for the flexibility and easier access.

Dr. Gabriel Rodarte, Neighborhood Healthcare:

Neighborhood Healthcare has continued to provide care to our patients. During COVID we have added options for telehealth, phone consults or in-person appointments. We are here to keep our patients and their families safe! Here are some of the things we are doing to protect patients and our staff during in-person visits:

- * Sick and well sites with pre-screening at entrances
- * Social distancing of 6 feet



CALIFORNIA SCHOOLS
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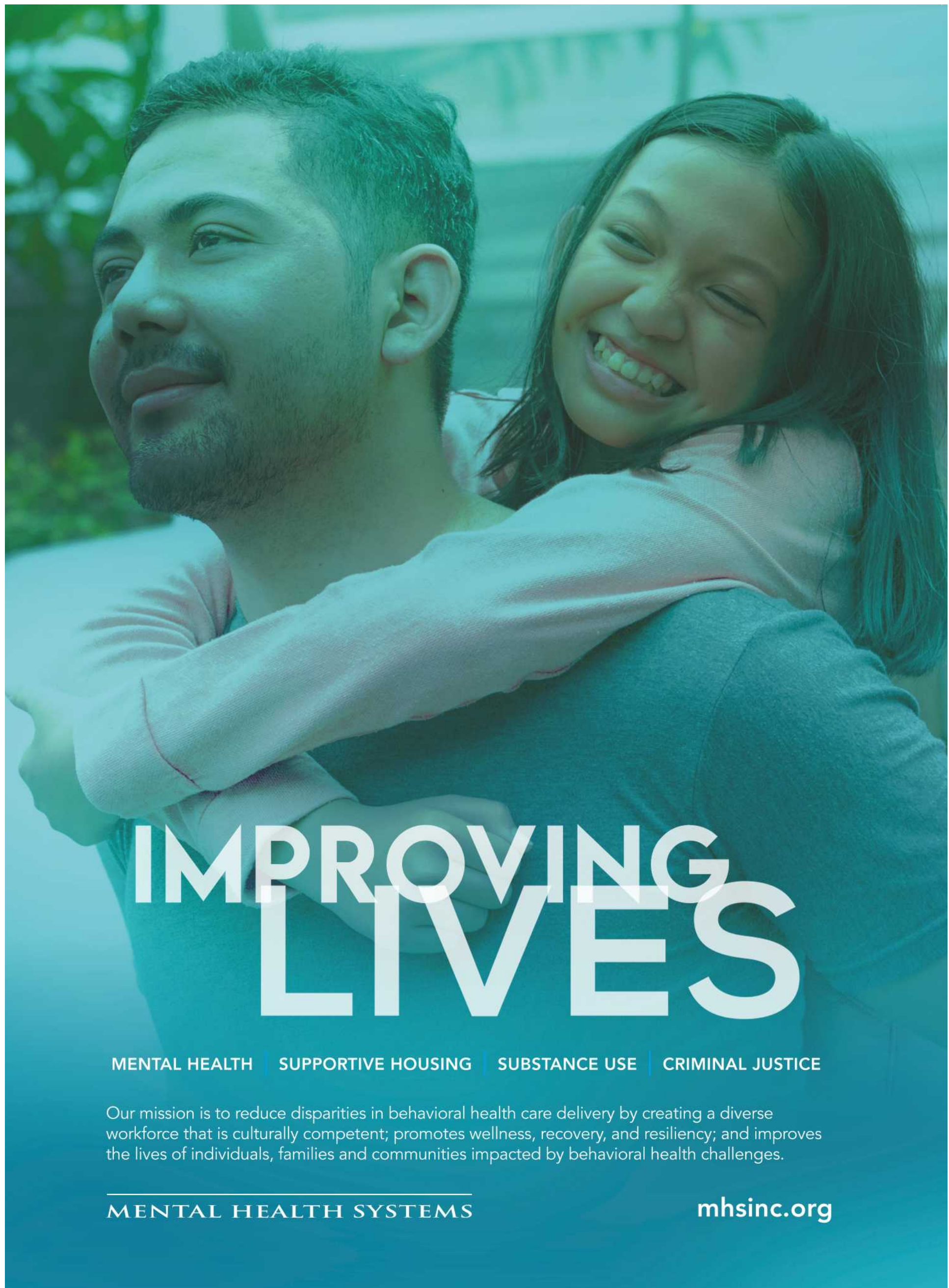
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IMPROVING LIVES

MENTAL HEALTH | SUPPORTIVE HOUSING | SUBSTANCE USE | CRIMINAL JUSTICE

Our mission is to reduce disparities in behavioral health care delivery by creating a diverse workforce that is culturally competent; promotes wellness, recovery, and resiliency; and improves the lives of individuals, families and communities impacted by behavioral health challenges.

MENTAL HEALTH SYSTEMS

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HEALTHCARE ROUNDTABLE



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Neighborhood's team focused on the successful implementation of a virtual video visit platform that increases access to care, and improves upon the convenience and satisfaction for our patients. Video visits are superior to telephone visits.

Dr. Gabriel Rodarte

Behavioral Health Medical Director
Neighborhood Healthcare



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I think COVID has taught us we have to be flexible and nimble. We can meet people anywhere they are to meet their healthcare needs.

Dr. Shayna Walker

Board Certified Provider
TrueCare

- * Staff and patients wear a mask
- * Limit visitors to appointments
- * In-person, video telehealth and phone visits

Neighborhood's team focused on the successful implementation of a virtual video visit platform that increases access to care, and improves upon the convenience and satisfaction for our patients. Video visits are superior to telephone visits.

How are you addressing the mental health and well-being of your employees and the population that you serve?

**Wendy Broughton,
Mental Health Systems:**

This pandemic has perpetuated feelings of anxiety, uncertainty and isolation. It's exacerbated mental health symptoms among those already predisposed, and triggered substance use and relapse, among others. It's traumatic facing decisions to serve high risk clients in desperate need of care and the potential exposure to our families. We witness those saying final goodbyes from a painful distance to their dying loved ones, or guilt plagued colleagues forced to work remotely due to preexisting health conditions. It's too soon to register the pandemic impact however it's only when we acknowledge the hard choices that we begin to heal.

**Laura Josh, Gallagher on behalf
of California Schools VEBA:**

While COVID-19 transformed the way we deliver our services, the why behind what we do remains the same: empower our members to be effective advocates for their own well-being. During the COVID-19 pandemic, we have seen a dramatic increase in the need for services — particularly around social and emotional well-being. When we entered work-from-home, we knew that we needed to take a

proactive approach to ensure that the mental and physical well-being of the education and public service community was supported. Over the span of six weeks, we completely redesigned our well-being delivery system to go virtual. In addition, we served in a volunteer capacity to ensure all education employees in San Diego County had timely and safe access to a COVID-19 vaccination if they wanted to receive one.

Yvette Aguayo, Kaiser Permanente:

Employee safety and wellness is a top priority. At the onset of the pandemic, more than 50% of the workforce transitioned to working remotely. We maintained a sense of normalcy and team spirit by using virtual platforms for team meetings; chatrooms amongst the employees were encouraged to act as a mode of communication and support to each other. Kaiser Permanente's department of Psychiatry and Addiction Medicine suffered zero layoffs; and we were able to hire additional mental health clinicians due to open office space from those employees working from home. With equal energy, we have focused on the safety and mental well-being of our patients during the pandemic. One example: a virtual on duty team was created to meet the urgent crisis needs of our patients.

As an essential business, how do you accommodate remote work requests and still serve clients in need?

**Dr. Gabriel Rodarte,
Neighborhood Healthcare:**

We allow for remote work for many of our departments, including medical billing, purchasing and finance. We have also pivoted to allow some of our providers, especially behavioral health providers, to work off-site or at sites without patients to provide video telehealth and phone consults while protecting their health and safety.



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We proudly salute our healthcare heroes



We recognize our healthcare heroes for supporting our mission to provide quality, compassionate care for everyone regardless of situation or circumstance.

As a private, non-profit community health organization, Neighborhood serves 278,000 medical, dental, and behavioral health visits for 78,000 people annually. We can do this because our healthcare heroes!

We offer a range of programs and resources that address the unique barriers our patients face on their road to health and happiness. After all, we're Better Together.

Services Offered

- Family Medicine
- Pediatric Care
- Women's Health
- Behavioral Health
- Dental
- Podiatry
- Chiropractic
- Acupuncture



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We need to tackle timely access to [the mental health system]. When we create a culture of acceptance, we make sure the person asking for help can receive that help in a timely manner.

Laura Josh

Area Vice President, Gallagher
On behalf of California Schools VEBA



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Literally, with one click of a button, you can begin your therapy session from the convenience of your home or car.

Yvette Aguayo

Manager, Otay Mesa
Psychiatry Clinic
Kaiser Permanente

As an essential business, how do you keep staff motivated to work in high-risk environments?

Yvette Aguayo, Kaiser Permanente:

Creating a sense of safety has been instrumental in maintaining a sense of calm that allows employees to remain motivated. We can virtually screen our patients and encourage virtual therapy when it is appropriate. We have provided Employee Assistance Program (EAP) seminars, yoga, biofeedback, and wellness classes to our employees just as we do our patients. However, I believe creating an open-door policy between management and staff has been the best strategy. We've created an environment where our employees feel safe to express their own experiences of the pandemic, whether that means personal grief from losing a loved one, the stress of parenting and homeschooling their children, or experiencing trauma due to racism and prejudice. We provide space during our team meetings to have sincere and thoughtful conversations.

Wendy Broughton, Mental Health Systems:

We are reminded why we do what we do, when we hold close our mission of People, Culture, and Growth and embrace our core values of Integrity, Diversity, Mentorship, and Inclusion. We may be an essential business, but we are also a close community that comes together to make a lasting difference in the lives we touch. We recognize our frontline heroes and express our gratitude for their tenacity and courage. Our staff run into the buildings everyone else is running out of. We can't help but be proud and gladly make sure they each know it.

Dr. Shayna Walker, TrueCare:

Early on in the pandemic we encouraged staff to focus on the positives, despite difficult days and providers having a lot to handle. We focused on safety, and continue to focus on safety, so staff members feel comfortable coming to work. We

celebrate the small wins; we encourage self-care and taking time away from your home office, and encourage regular breaks, which are essential.

Do you have any recommendations about how members of the workforce can remind themselves to take time to reflect? What would be good to do in terms of taking care of oneself?

Dr. Shayna Walker, TrueCare:

It's important to schedule your time off, and time for your other interests and activities. For example, if you want to go to the gym, schedule it so it has a place in your day and does not become an afterthought. I love my field of behavioral health, however people do need to have other passions and joys outside of work.

Wendy Broughton, Mental Health Systems:

Where there may have been a fine line between the helper and those needing help, there is now a shared experience. We are unified in the expression and need of compassion and understanding during these uncertain times. No one is exempt from the necessity of self-care, especially now. What does this look like and how do those of us who are caregivers take time to circle the wagons and care for our own ... including ourselves? There's a time to be in the trusted service of others and there's a time to pause and practice what you teach.

Yvette Aguayo, Kaiser Permanente:

Remember to take planned time off work. Schedule vacation time even if not travelling. Remain connected to your social supports and coworkers via video or instant messaging. Stay grounded in knowing that you are not alone, many are facing similar situations as yourself. Self-care can include any activity outside. Sunshine and exercise are natural antidepressants.



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is **transforming**
lives through
compassionate
healthcare

You're Invited! 

Join us on May 13th for an inspiring online event that shares how we triumphed in 2020, as well as insights on where we're headed in 2021.

› **RSVP at truecare.org**

COVID-19 forced us to **rethink healthcare**.
We triumphed together by...



Providing
greater patient access
with telehealth and
mobile wellness



Collaborating
with our partners to increase
healthcare touchpoints and
reduce food insecurity



Expanding
our behavioral and
mental health services
for patients in need

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Good self-care isn't a luxury meant for others, it's essential for the kind of energy and commitment necessary to stand on the front lines.

Wendy Broughton
COO
Mental Health Systems



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Remember this situation is not permanent. There are several ways to protect yourself and your family from COVID-19. In addition to the basics, ... you can also benefit from staying physically and mentally healthy during the pandemic.

Dr. Gabriel Rodarte
Behavioral Health Medical Director
Neighborhood Healthcare

As a society, we are facing unprecedented levels of stress, anxiety and burnout. As we start to return to a post-pandemic world, what do you think can be done to help build resilience?

Wendy Broughton,
Mental Health Systems:

We will enter a phase of recovery and what that looks like will, in large part, depend on how we went into it. Did we have an established routine of self-care? Did we leave work at work and share quality time with family and friends? Did we nurture ourselves with enough sleep, exercise, creativity, nature, quality foods and laughter? We need to carve out time for reflection, gratitude, and lessons learned. As we take to the streets again, as businesses reopen, let's take a moment to think about how we want to move forward in this new normal.

Laura Josh,
Gallagher on behalf of
California Schools VEBA:

The mental health of our educators — and our society at large — has been pushed aside so frequently, but it is such an important topic, now more than ever. Research by the CDC has found elevated levels of stress and anxiety due to the COVID-19 crisis, and the numbers continue to rise. As leaders in the education community, our board of directors understands firsthand the critical role leadership plays in helping education staff build resilience inside and outside the classroom. First, as leaders in the community, we have to normalize taking care of our own mental health and create a culture that normalizes asking for help. We also need to ensure resources to screen for, and effectively address mental health challenges, are easily accessible.

Dr. Gabriel Rodarte,
Neighborhood Healthcare:

Here we offer some tips and guidelines about staying healthy, happy and connected. First, remember this

situation is not permanent. There are several ways to protect yourself and your family from COVID-19. In addition to the basics, such as washing your hands frequently, maintaining social distancing, and wearing a mask, you can also benefit from staying physically and mentally healthy during the pandemic. Read more here: <https://www.nhcare.org/staying-healthy-happy-and-connected-during-covid-19/> Although the COVID-19 crisis has largely interrupted normal life, it is still very important to follow through with children's general pediatric medical needs. Parents can still schedule appointments for vaccines and immunizations via Neighborhood Healthcare's clinics. We are dedicated to providing families with the information they need to make the best healthcare for their families and so we have put together some tips and guidelines surrounding pediatric care during the pandemic. Read more here: <https://www.nhcare.org/pediatric-care-during-covid-19/>

What are the most critical changes that we must make in the current mental health care system to face the future effectively?

Laura Josh,
Gallagher on behalf of
California Schools VEBA:

Our current mental health system forces someone to navigate a challenging, complex system at the time when they are least able to advocate for themselves. Some of the immediate challenges we are focused on in the mental health system center are access, representation, and contracting and measurement. First, we need to tackle timely access to that. When we create a culture of acceptance we make sure the person asking for help can receive that help in a timely manner. It's much more damaging to open the door to run right into a brick wall. Secondly, we need to cultivate a diverse workforce in the mental health field that more closely represents our diversity as a broader community.



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VEBA Resource Center

Centered Around the San Diego Education Community

The VEBA Resource Center exists to partner with members on their individualized health journeys. We provide free classes, services, and programs to empower San Diego's educators and school staff to make well-being a part of their every day lives.

We are here to support our education community so that they can support San Diego's students. Get to know more about us by visiting vebaresourcecenter.com or calling 888.276.0250.



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We celebrate the small wins; we encourage self-care and taking time away from your home office, and encourage regular breaks, which are essential.

Dr. Shayna Walker
Board Certified Provider
TrueCare



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One of the “silver linings” of COVID has been the increased availability, and acceptance, of virtual care.

Laura Josh
Area Vice President, Gallagher
On behalf of California Schools VEBA

And lastly, we need to look at ways to effectively finance the care to encourage effective use, along with tools to match the appropriate clinician with the need.

Dr. Shayna Walker, TrueCare:

I think COVID has taught us we have to be flexible and nimble. We can meet people anywhere they are to meet their healthcare needs. We are utilizing technology more, but it needs to grow as historically it wasn't a huge part of behavioral health services. I would also love to see the hybrid model of in-person services and virtual services, stick around for good.

Yvette Aguayo, Kaiser Permanente:

First, we need to continue to foster and build a culture of inclusivity and equity, as we have races and ethnicities who have been disproportionately impacted by the pandemic. Also, we should advocate for and implement an Integrated Care approach to behavioral health. This is no longer a just a psychiatry issue. At Kaiser Permanente, we have multiple departments assisting in behavioral health services: patients suffering postpartum depression are often referred by OBGYN; patients exhibiting depression and anxiety are often diagnosed initially by Primary Care; the Center for Healthy Living has expanded their services to include biofeedback, meditation and mindfulness. Expanding this approach into additional areas of medicine will help improve our ability to identify and treat behavioral health issues early on, thereby improving the lives of those we care for.

How do you help staff achieve work-life balance when remote work creates “Zoom fatigue” and home is less a sanctuary and more an office?

Wendy Broughton, Mental Health Systems:

Good self-care isn't a luxury meant for others, it's essential for the kind of energy and commitment necessary to stand on the front lines. It's hard to

create workspace at home with COVID stress, being an employee, parent and homeschool teacher all-in-one. Zoom fatigue is real, we sit for hours in front of a screen, often into the night. We hush barking dogs, apologize for kids in the background, and embarrass ourselves by taking business casual to a new level by forgetting we have pajamas on. We need to take breaks and remember to laugh. There's no playbook for this.

Many people look to traditional medicine for the answers to mental health problems, however there is growing interest in exploring a more holistic approach. How does your organization integrate complementary or alternative medicine into your treatment plans and have you had better patient outcomes because of it?

Laura Josh, Gallagher on behalf of California Schools VEBA:

California Schools VEBA has been a longtime believer in a holistic approach to healthcare. We believe you have to look beyond a person's physical symptoms (such as obesity or diabetes) to understand what is driving the behavior behind the disease. When looking at our most chronically ill members, we often see a poorly treated, or undiagnosed, mental health challenge, such as depression, anxiety, stress or trauma. Our VEBA Resource Center contracts with health care, well-being and community service providers to work with our members to develop a personalized health plan. These resources include access to on-site and virtual services such as acupuncture and acupressure, mediation sessions, group counseling, healthy cooking classes, financial workshops and more. By utilizing an integrated health care system, we have improved patient health outcomes, improve quality care, and save employers costs.



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